



EVEN'S ANNUAL AND  
**SUSTAINABILITY REPORT**

2021

even

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## Message from the management

Over the years, the Even has built a path towards the sustainability of our business, which has become Company's foundation to grow and consolidate in the country's civil construction segment. This approach has enabled to add value to our brand and combine our products with strength, innovation, and quality concepts. We are committed to follow sustainable principles into each of our decisions, routines, management and business units, keeping operational efficiency and reducing the impact of our activities on all links in the chain. We are proud to be pioneers in ESG practices in the real estate market and to be recognized for it.

Currently, we reuse 98% of the waste generated in our works by sending it to Transshipment and Screening Areas and Recycling Plants. In 2021, all works delivered were Carbon Neutralized, and we will keep this guideline for the coming years. Our inventory is certified, ensuring transparency and credibility. We were the first company in the segment to carry out a carbon inventory - a process that started in 2008. These are examples of how Even takes sustainability seriously.

To further improve our practices, in 2021, we implemented the Sustainability Committee, which started concentrating the control of processes for sustainability in the internal operations and supplier agreements, including verification by external audit. Another initiative was the establishment of an internal department for new technologies aimed at prospecting materials with low environmental impact, more efficiency and identifying new technologies that provides more well-being and quality of life to our customers and encourage the adoption of sustainable initiatives by all our stakeholders.

We also developed the "Problema Zero" tool, which seeks to identify and solve post-delivery adjustment needs and incorporate these changes into new projects, constantly improving our construction practices and delivering an increasingly innovative product.



In our activity we have outlined a vertical business model, which allows us to control all steps of product development, which we named as "**Fantastic Products**". Differentiated, these enterprises aim to anticipate trends, have safe social spaces, are true platforms for solutions to meet the demands of contemporary life and reduced environmental negative impact.

We want to transform the way people live, work and socialize. Doing our part in the fight against global warming and climate change goes through this. Through certified projects that allow carbon reduction, we also encourage jobs and income generation. Besides, the engagement of stakeholders and the alignment of expectations and processes to act sustainably contribute to the continuity of the business, risk mitigation and consistency of return in the long term.

This sustainable business model, combined with the best management practices, allowed us to end another year with positive results. Even under the impact of the pandemic, in 2021, we delivered three projects and launched nine projects in the city of São Paulo and acquired 18 plots of land in São Paulo and Porto Alegre in partnership with our subsidiary Melnick Desenvolvimento Imobiliário.

This was only possible due to the commitment and expertise of our professionals, the credibility of our

clients and the support of our shareholders. We thank all our stakeholders for their trust this year, and we look forward to having their support for a new successful journey in 2022.



**Leandro Melnick**  
**CEO, Even**

## About the report

This report presents Even's financial, socio-environmental and corporate governance performance and follows up on our last report, published in 2017. Since then, we have improved all practices and routines implemented in the areas and the construction works, as the commitment to sustainability is rooted in our DNA.

This work aims to communicate our performance and increase engagement with our stakeholders. We believe that our evolution will be more consistent to strengthen this relationship and one of the main pillars to continue transforming our clients' dreams into reality.

For this reason, we invite our employees, suppliers, customers, creditors, investors, neighbors, public agents and all interested audiences to contact Even, reporting their criticisms and suggestions, so that we can grow together. With the Fantastic Products delivery, we will transform the way people live, work and socialize, besides effectively contributing to a better city, with environmentally and socially responsible developments.

**Websites:**

<https://www.even.com.br/>

<https://sustentavel.even.com.br/>

**For more information on Even, go to our Investor Relations website:**

<https://ri.even.com.br/>

**Contact our Sustainability Committee at::**

Email: [comiteesg@even.com.br](mailto:comiteesg@even.com.br)

**Acompanhe nossas redes sociais**

LinkedIn: [www.linkedin.com/company/even](https://www.linkedin.com/company/even)

Facebook: [www.facebook.com/evencstrutura/](https://www.facebook.com/evencstrutura/)

# Materiality

Even's material subjects were reviewed and updated in 2021. BlendOn conducted the process, a company specialized in sustainability consulting, with over 100 online surveys for validation of 22 topics with the main stakeholders that affect or are affected by the Company's operations: customers, employees, neighbors, investors, suppliers, shareholders, finance, senior management and civil society organizations.

Consolidated and weighted following the group's relevance to Even, the responses made it possible to objectively identify 12 topics social, environmental and corporate governance issues to be addressed in this Report and became a reference to develop new corporate goals. The updating of the Company's materiality will occur at least every two years.

Material Theme	Description	Even's Work
Corporate Governance	Set of processes, customs, policies, laws, regulations, and institutions that regulate how a company is managed and the communication to its stakeholders about internal actions.	Solid Corporate Governance System, having joined the Novo Mercado segment of listing on B3, requires from its participants a highly differentiated corporate governance standard concerning other levels of listing on B3. Rules, systems, processes, and practices apply to control and direct the operation. Adoption of corporate governance practices aligning interests to preserve and optimize the long-term economic value of the Even Group, facilitating its access to resources and contributing to the quality of the organization's management, its longevity and the common good.
Ethics and Integrity	Issues related to ethics, integrity and anti-corruption measures.	Ethics channel for anonymous reporting of non-compliance with the Code of Ethics, including moral and sexual harassment, received by a specialized independent company and managed by the Ethics Committee.
Management of materials and waste	Set of actions in the stages of use of materials in construction, and subsequent collection, transport, treatment, final disposal, final disposal and environmentally appropriate recycling of waste.	Solid waste management with a Systematized Waste Management Plan (PGR) with purposes, goals and monitoring of generation, sorting and adequate disposal;  Reverse Logistics Projects to return waste to material manufacturers;  Approval of Final Waste Destinations carried out by the Sustainability area and encompassing environmental, social and occupational health and safety issues;  Feasibility analysis for the incorporation of sustainable and recyclable materials in the products;

Material Theme	Description	Even's Work
Sustainable construction	<p>Inclusion of requirements that bring more efficiency in using natural resources in the construction and operation of projects and increase the quality of delivery to the customer. Example: Choosing less aggressive materials for the environment and bringing more comfort to customers.</p>	<p>Construction of projects with high durability and with a focus on reducing pathologies. We design projects to meet rigorous performance levels and choose more sustainable embedded products.</p>
Power Management	<p>Issues related to energy consumption management and its efficient use.</p>	<p>Management of electricity consumption in works with targets linked to reduction. Incorporation of lighting with lower electricity consumption in works and products.</p>
Water Management	<p>Issues related to the efficient use of water and its disposal. It also includes actions in the face of water scarcity situations.</p>	<p>Management of water consumption in works with targets linked to reduction. Incorporation of measures to control consumption and non-generation of wastewater.</p>
Biodiversity and Land Use	<p>Issues related to the impact that the Company generates directly and indirectly on the biodiversity close to its facilities. It includes how its operation affects the breakdown of the soil, the choice of location for operations, (re)planting actions and environmental compliance with environmental standards related to Even's activities.</p>	<p>Compensation for the impact on the environment caused by the construction of the development when required by the authorities.</p> <p>Obtaining an Environmental License for Real Estate Development Projects.</p>
Atmospheric and GEE Emissions		<p>Reusing soil free from contamination in construction works by the construction company or even by other competitors</p> <p>GHG Inventory: we adopted the methodology of the GHG Protocol, ISO 14064 and the Sinduscon Methodological Guide to calculate the inventory of greenhouse gas emissions arising from the manufacture, transport, and production of works. Adopting the TCFD as a framework for acting on the topic with a long-term vision.</p>

Material Theme	Description	Even's Work
Relationship with the community and impacts on the neighborhood	Positive economic, social and environmental impacts (such as job creation and development of the region) or negative (noise, pollution), direct or indirect, resulting from the Company's business on people who live near or far from the operating units.	Neighbor Action Program to inform the community surrounding the work about the most impacting phases and manage recyclable waste from the neighborhood.
Occupational Health and Safety	Issues such as accidents and occupational diseases, and measures to prevent these events and that care for the health and well-being of employees and third parties. Besides keeping labor compliance	Guarantee of qualified and registered labor at construction sites through inspections and a specialized platform to comply with labor legislation
Employees' Development	Development of programs that encourage training, continuing education and employee retention.	<p>Internal programs for employee development to reach the entire workforce: Futureven Program for Technical Assistants and Analysts to promote training and development of internal employees to assume leadership positions and retain talent</p> <p>Leadership Development Program for Coordinators and Managers</p> <p>Variable Remuneration Program for Even Group employees, specific by area and specific program for works (PDTO - Technical Performance Program for Works (8% linked to ESG targets)</p> <p>Quality and ESG Onboarding at all construction sites - 2.3% of hours invested in training.</p>
Customer Relationship and Satisfaction	Issues related to customer satisfaction and experience for the product/service provided.	NPS as a non-financial macro-target and constant evolution in customer satisfaction management.
		Incorporation of the Fantastic Product concept to maximize the use of properties, with the development of Fantastic Products that meet the daily demands of customers, we focus on seven main pillars: Conception, Conceptualization, Construction Quality, Excellence Services, Safety, Convenience and Relationship.

## Construction

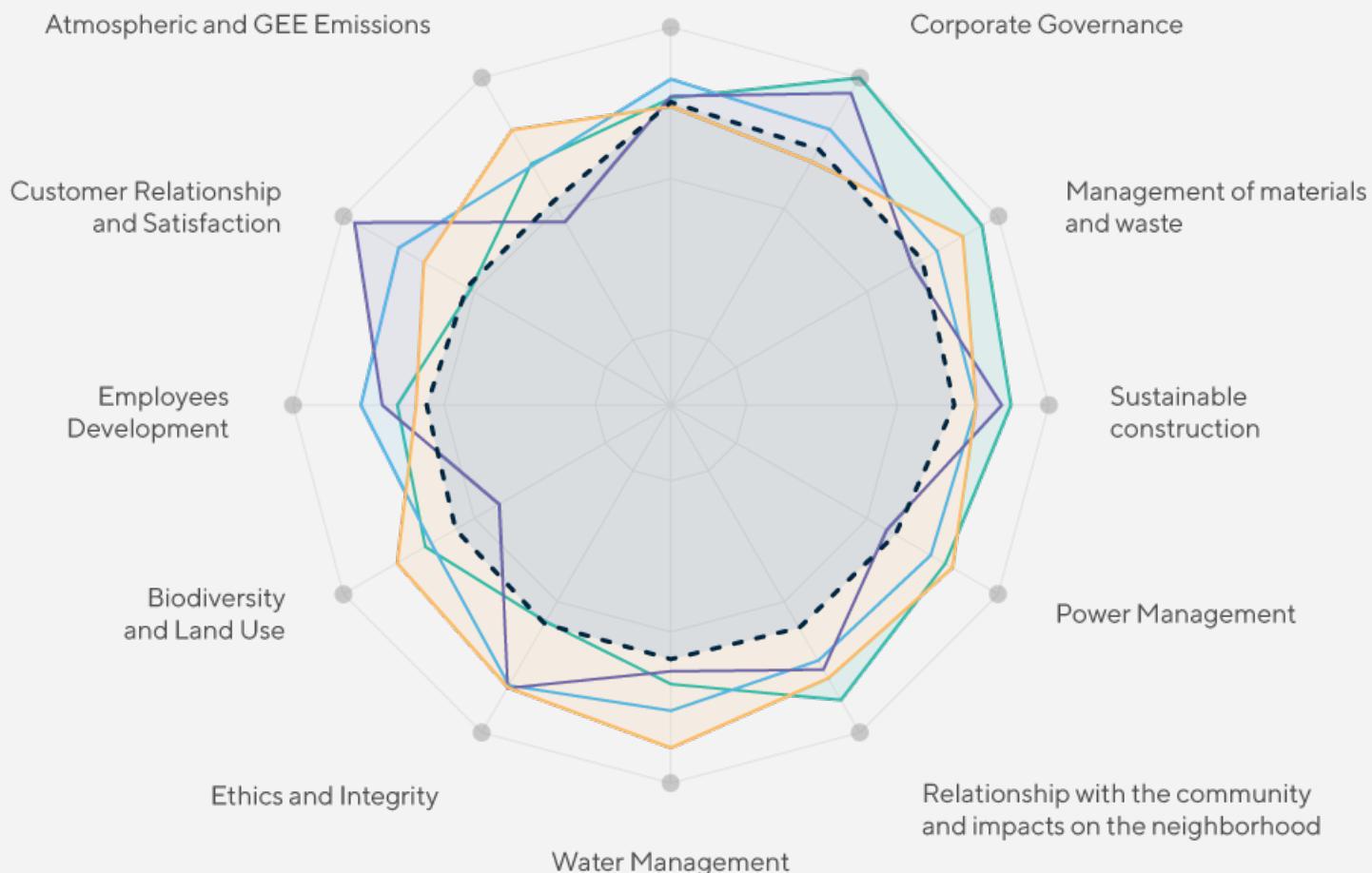


- Process Monitoring
- Management Method
- Indicator
- Policies and Procedures
  
- Interview with the Board
- Consultation with Stakeholders
- Benchmark and Success Cases
- Strategic Planning



## ESG Materiality

— Internal Public      — External public      — ESG Committee and High Management  
— Government and Shareholders/ Investors/ Financial Market  
— Occupational Health and Safety      - - - Weighted Average



## Continuity of the ESG Journey

- Goals and Purposes
- Improvement Opportunities
- Risks
- Add Value to the Process
  
- Corroborate for Macro-Target
- ESG Even Strategy



- Stakeholder Engagement



# 2022 ESG goals

**01**

Palpable goals for monitoring throughout 2022

**02**

Even's Public Commitment to Stakeholders

**03**

Engagement and Culture for ESG to become macro-target and medium-term

## E - Construction Sites and Sustainable Products

Indicator	Target	Definitions / Observations	Assessment
Implementing Reverse Logistics Programs	Even is committed to creating two perennial reverse logistics projects to return solid waste from its works to generate revenue or savings	Adopting Reverse Logistics Projects to return packaging/waste to manufacturers	Initially, Even will implement the reverse logistics project in a pilot project and, if successful, will extend it to other construction sites.
Fully neutralizing carbon emissions in the works and corporate office in São Paulo	We will neutralize 100% of the carbon emissions generated in the production process of the works delivered in 2022 and the office operation in the same period	Neutralization will include emissions generated directly by the Company and indirect ones (scope I, II and III of the GHG Protocol). One of the official methodologies will be used, namely: REDD+ / VCS /MDL ONU	The inventory calculation will include the carbon emissions of all works delivered in 2022 and the office operation. Besides, a report must be issued with the certification of 100% carbon neutralized emissions

Indicator	Target	Definitions / Observations	Assessment
Increase the reuse of soil by 10% without contamination of the works by other Even sites or even other construction companies	Although Even is already carrying out the process of reusing the soil instead of sending the material to sanitary landfills, it intends to expand the amount of soil sent to other works by 10%, reducing the disposal cost and allowing the circulation of material that is not would have any use	Shipment of soil to other works and reduction of shipments to landfills, creating opportunities for supplier costs	The process will be monitored through the completion of the CTRs (waste transport control) and the approval of destinations (internal works or other construction companies) by the quality area
Saving 5% in water and electricity consumption in works	We intend to reduce 5% of the accumulated consumption of water and electricity in our construction works	The calculation includes the accumulated consumption of all construction works in progress throughout 2022	Monitoring the accumulated rate of water consumption (utility and water truck) and electric energy (utility)

## S - People and Doing Good

Indicator	Target	Definitions / Observations	Assessment
Creating internal campaigns to ascertain knowledge about the ESG agenda	Even intends, at an institutional level, to strengthen the culture of sustainability for employees regarding the Company's ESG actions and its mission concerning the subject. Therefore, it will carry out three internal campaigns on ESG throughout 2022	Throughout the year, engagement campaigns on the ESG agenda will be created for all employees	Engagement will be measured from the analysis of employee participation in campaigns. The data will be used to validate the "degree of engagement", acculturation and perception of the ESG practices practiced at Even

Indicator	Target	Definitions / Observations	Assessment
Creating a neighborhood committee to improve the relationship with the surrounding community	We will create a corporate committee aimed at improving our relationship with neighbors and the community around the projects and adjusting the procedure to meet the needs of the neighborhood and surroundings of the works	The committee must monitor the complaints and analyze their causes to implement improvements in the operation.	Effectiveness of the committee with appointment of members and responsibility at the institutional level
Creation of a Corporate Volunteer Program	Even is committed to creating a program of corporate social actions with the participation of employees	Structuring social actions throughout 2022	Evidence of the creation, implementation and implementation of actions taken throughout 2022

## G - Perpetuity and Doing Right

### G - Perpetuity and Doing Right

Indicator	Target	Definitions / Observations	Assessment
Incorporate the following SDGs into Even's goals and practices: (i) decent work and economic growth, (ii) sustainable cities and communications, (iii) responsible consumption and production and (iv) action against global climate change	To become the most profitable and relevant civil construction company in Brazil, we have defined four SDGs that will guide our day-to-day actions.	The SDGs identified as a priority by Even should be part of the choices and projects developed by the Company	Report on the incorporation of purposes in the projects carried out by Even in the next sustainability report
Implement ESG corporate goals	Even will define the main ESG indicators and targets to guide decision-making in the business	The definition of ESG purposes, indicators and goals should be guided by the Company's macro goals from the long-term vision	Definition of the main ESG indicators that proved to be relevant in 2022 and that will be monitored and linked to strategic planning

Participation of the sustainability committee in the Board of Directors' meetings to discuss Even's ESG practices

We will introduce the ESG agenda at meetings with Even's Board of Directors to present and deliberate on advances in the topic

Conducting the ESG agenda by the sustainability committee reporting to the Board of Directors

Evidence of participation in Even's business meetings

# Sustainable Development Goals

## SDG 8: Decent work and economic growth

**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

### Material subject

Waste and material management  
Energy management  
Water management  
Sustainable construction  
Occupational health and safety

### Even Actions

- Live Well Program to improve the quality of life of employees
- Human Resources policies, the GDFOR ensure better working conditions for the employees who work at our construction sites. We have over 2,000 outsourced employees
- PDTO
- Problema Zero - Efficiency
- Operational and Return on Equity (ROE)

## SDG 11: Sustainable cities and communities

**Make cities and human settlements inclusive, safe, resilient and sustainable**

### Material subject

Waste and material management  
Sustainable construction  
Relationship with the community and impacts on the neighborhood

### Even Actions

- Over 60 enterprises delivered with Environmental Certifications
- Prioritization of lighting and natural ventilation with greater thermal and acoustic comfort
- 94% use of Sustainability Audits
- EDGE Certification, Neighbor Action Program, Sustainability Audits in construction works
- Fantastic Product

## SDG 12: Responsible consumption and production

**Ensure sustainable consumption and production patterns**

**Material subject**

Corporate governance  
Waste and material management  
Energy management  
Water management  
Sustainable construction  
Relationship with the community and impacts on the neighborhood

**Even Actions**

- Reuse of waste generated and volume sent to Reverse Logistic Project, in 2021, that is equivalent to an Olympic swimming pool
- 137 tons of recyclable material collected by the Neighbor Action Program
- Annual Sustainability Report - Resumption of publication of indicators and commitment to ESG best practices

**SDG 13: Climate action**

**Take urgent action to combat climate change and its impacts.**

**Material subject**

Energy management  
Atmospheric and  
greenhouse gas emissions

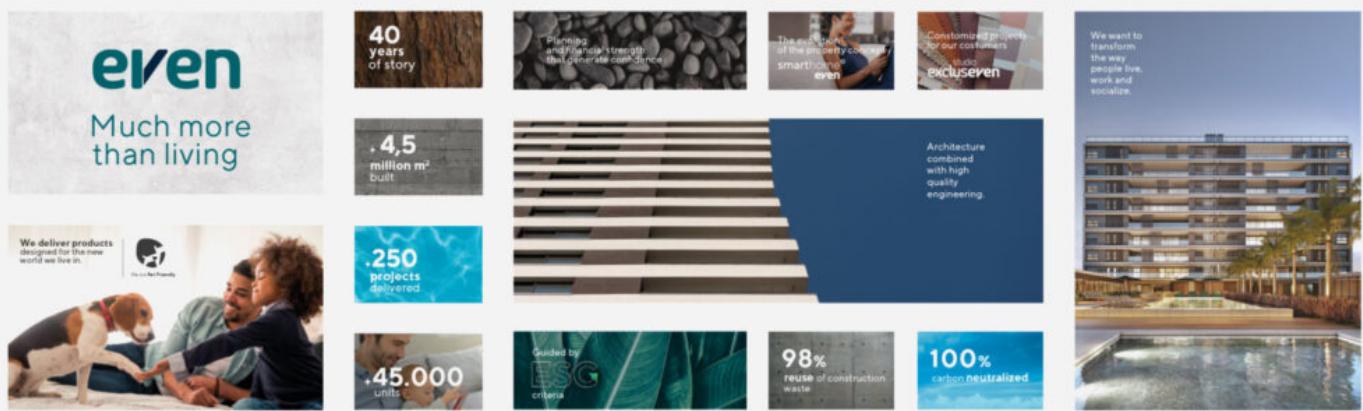
**Even Actions**

- Neutralisation of 100% of enterprises delivered in 2021 and 2022

# Profile

We are Even Construtora e Incorporadora S.A., a publicly held company, dedicated for over 40 years to building and developing residential and commercial developments. We focus on the city of São Paulo (SP), where our headquarters are located (Rua Hungria, 1400, Jardim América), operating mainly in medium, medium-high and high-end segments in strategic neighborhoods of the capital of São Paulo.

dedicated to the construction and development of residential and commercial enterprises



For the development activity, we have two brands - Open and Even - aimed at different segments. Open manages mid-range residential developments with 2- and 3-bedroom units. Even operates in medium-high and high-end residential developments and commercial developments.



Two other companies are responsible for selling finished units: Even Vendas and Even More, operating exclusively in all developments. Together, they have a sales force of nearly one thousand independent brokers.

We have built over 4.5 million square meters, and over 250 developments have been delivered throughout our history, making us one of the largest developers and construction companies in the São Paulo metropolitan region. In 2021, we had 15 developments in progress, with three deliveries in the year.

In the Rio Grande do Sul, we operate through our subsidiary Melnick Desenvolvimento Imobiliário S.A., focused on medium and high-end residential and commercial developments in Porto Alegre.

We participate in segmental treaties and associations, including ABRAINC (Brazilian Association of Real Estate Developers) and the revisions of Technical Standards with ABNT (Brazilian Association of Technical Standards).

## Our history

With over 40 years operating in the real estate segment, hundreds of projects and thousands of units delivered with over 4.5 million m<sup>2</sup> of built-up area, Even is a consolidated company in the segment.

## Business model

We adopted a vertical business model, with Even taking on the responsibility for all steps in product development – from land prospecting, real estate development and sale to construction. This approach makes it possible to efficiently control and keep the quality of the developments and the skill to execute, adding value to the brand and helping achieve better results.

We are positioned in the most important market in Brazil regarding income and housing demand, where Even has consolidated expertise, which reduces risks and increases profitability. We seek to produce properties with unique solutions for our customers, meeting the needs of today's world, which go beyond housing.

All steps of the development process are managed and controlled internally and include identification, appraisal, land acquisition, development planning, obtaining licenses, permits and government approvals, project design, property marketing and sale, construction of the development and services before, during and after the sale to customers.

Our business model is based on an organizational culture focused on innovation, meeting customer demand and efficient, consistent and financially responsible operational management, which has led us to occupy a prominent position in the Brazilian real estate market.

In all our operations, we follow the precepts of sustainability in the different steps of the business with consolidated ESG practices. This makes it possible to reduce waste in construction, have more efficient products, and build awareness in customers, neighboring communities, and society, besides positively engaging employees.

For the development activity, we have the following business lines aimed at different segments:



### Characteristics | Segments

OPEN

### UNITS / FLOOR

8 OR MORE PER FLOOR

### AREA (approximate)

40m<sup>2</sup> to 70m<sup>2</sup>

### R\$/m<sup>2</sup>

R\$ 7,000/m<sup>2</sup> to R\$ 8,000/m<sup>2</sup>

### AVERAGE TICKET (R\$)

280 to 560 thousand

**Example**

OPEN RIOS MIGUEL YUNES

**Characteristics | Segments**

OPEN PLUS / HMP

**UNITS / FLOOR**

6 OR MORE PER FLOOR

**AREA (approximate)**

30m<sup>2</sup> to 80m<sup>2</sup>

**R\$/m<sup>2</sup>**

R\$ 7,500/m<sup>2</sup> to R\$ 10,000/m<sup>2</sup>

**AVERAGE TICKET (R\$)**

225 to 800 thousand

**Example**

Praça Butantã

**Characteristics | Segments**

MEDIUM

**UNITS / FLOOR**

4 OR MORE PER FLOOR

**AREA (approximate)**

Up to 110m<sup>2</sup>

**R\$/m<sup>2</sup>**

R\$ 8,000/m<sup>2</sup> to R\$ 11,000/m<sup>2</sup>

**AVERAGE TICKET (R\$)**

320 thousand to 1,2 million

**Example**

LUME / MODO

**Characteristics | Segments**

MEDIUM - HIGH

**UNITS / FLOOR**

4 PER FLOOR

**AREA (approximate)**100m<sup>2</sup> to 180m<sup>2</sup>**R\$/m<sup>2</sup>**R\$ 10,000/m<sup>2</sup> to R\$ 13,500/m<sup>2</sup>**AVERAGE TICKET (R\$)**

1 to 2,5 million

**Example**

STELLA / VM330

**Characteristics | Segments**

HIGH

**UNITS / FLOOR**

1 OR 2 PER FLOOR

**AREA (approximate)**180m<sup>2</sup> to 350m<sup>2</sup>**R\$/m<sup>2</sup>**R\$ 13,000/m<sup>2</sup> a R\$ 18,000/m<sup>2</sup>**AVERAGE TICKET (R\$)**

2.3 million a 6.3 million

**Example**

ARBO

**Characteristics | Segments**

LUXURY

**UNITS / FLOOR**

1 OR 2 PER FLOOR

**AREA (approximate)**> 350m<sup>2</sup>**R\$/m<sup>2</sup>**> R\$ 18,000/m<sup>2</sup>**AVERAGE TICKET (R\$)**

&gt; 6.3 million

**Example**

FASANO

**Characteristics | Segments**

SINGLE

**UNITS / FLOOR**

10 OR MORE PER FLOOR

**AREA (approximate)**24m<sup>2</sup> to 45m<sup>2</sup>**R\$/m<sup>2</sup>**R\$ 10,000/m<sup>2</sup> a R\$ 17,000/m<sup>2</sup>**AVERAGE TICKET (R\$)**

240 to 765 thousand

**Example**

GO

# Purpose, Vision and Values



## PURPOSE

We want to transform the way people live, work and socialize.



## VISION

Together, we will create Brazil's most profitable company and relevant in our operating region.



## AMOUNTS

- We are customer-oriented
- We are disciplined
- We are result-focused
- We are a high-performance team
- We are made of people

## Awards and recognitions in 2021

Even has always stood out, winning numerous segment awards every year. In 2021, due to the pandemic's limitations, we stopped participating in these awards, but we continue to perfect our practices - especially in ESG issues - and we will seek these recognitions again in 2022. Even so, we had three important achievements:



### Justice Friendly Company

[*Empresa Amiga da Justiça*] - We are the first developer in the state to get the “Justice Friendly Company” certificate in the program created by the São Paulo Court of Justice (TJSP). Even's voluntary adoption of the program was aimed to help reduce lawsuits and increase litigation agreements, besides monitoring lawsuits distributed in the same period and the actions taken to encourage out-of-court settlements.



### Top Imobiliário

In 2021, Even was part of the top ten best construction companies in the metropolitan region of São Paulo and the ten best sales companies in the Top Imobiliário award, promoted by the newspaper O Estado de S. Paulo and Embraesp.

**Brazil Protection 2021 Award**

In the year, we won the Silver certificate in the Brazil Protection Award, Brazil's most traditional recognition in OSH (Occupational Health and Safety). It was the first time that a company in the residential construction segment got this award in the country.

## Covid-19 cautions

In 2021, Even won the Silver certificate in the Wellness/Prevention and Pioneering Program in the Fight against Covid-19. It was the third consecutive time that the Company was recognized by Revista Proteção, one of the country's most prestigious publications in the segment. In the Quality of Work Life category, the award reflected Even's work to prevent and fight against Covid-19 in its construction works, offices, and sales stands.

No construction work was interrupted, and we highlight, once again, our pioneering spirit and for permanently creating a safe and healthy work environment, keeping Even as a reference in Work Health and Safety in civil construction.

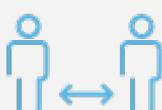
The recognition reflects the many measures adopted to reduce contagion risks: we moved our entire corporate team to a Remote Work system and invested in IT tools to keep productivity, closed our sales stands to avoid agglomerations, reduced the working day by 25% and have implemented strict security protocols at our 45 self-clean stations.

We reinforced digital sales channels by training and guiding our brokers for online service and implementing digital signature tools to formalize Purchase and Sale Promises. Supporting customers affected by Covid-19, we developed an action plan to prevent default and ensure retention.

Despite all obstacles from the pandemic, no Even's construction work had delays in the year. In general, we have defined a contingency plan with nine pillars to fight Covid-19:



Temperature Control and Symptoms



Social Distancing



Cleaning and Sanitation



Handwashing



Crisis Management Group



Suspicious Case Management



Guidelines (cautions on commutes and at home)



PPE Management



Administrative Controls

Over the year, we carried out over 2,000 PCR and quick tests. We provided over 44,000 masks to our employees and over 3,800 liters of hand sanitizer. We provided 98 face shields, and as a preventive measure, we had almost 200 sanitizations in the construction works (two per week/construction work). In parallel, we provided 61 tons of food in the monthly food basket program to all employees who work at our construction sites. In all, Even invested over R\$1 million in the fight against the coronavirus.

Due to the pandemic, since May 2020, the events of the Scheduled Visit have become virtual. In this new format, we produced a video of the model units and common areas with a 360° virtual tour of the reference apartments and made it available to customers via email, SMS, Customer Portal and printed material.









# Responsible management

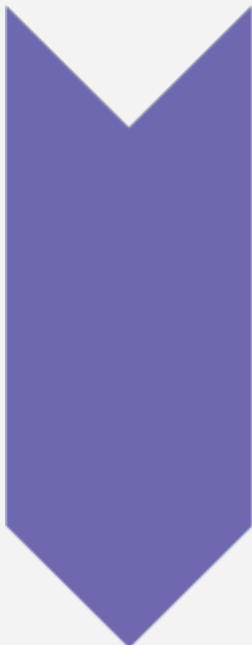


Pursuing excellence in corporate governance practices is part of Even's DNA. We are a publicly held company, with shares traded on the Novo Mercado, B3's highest level of corporate governance, under the ticker EVEN3. We have a mature and stabilized governance structure, bringing resilience and expanding the Company's prospects for perpetuity.

Our premise is to do business within the highest ethical standards, value transparency and equity, and work to generate value for all stakeholders. Besides responsible actions within the economic, social, environmental and governance spheres, we aim to positively influence our entire relationship network and our operating segment.

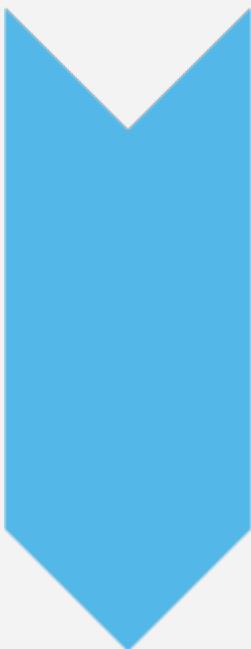
To contribute to everyone's growth, we take part in several organizations, such as the Brazilian Association of Real Estate Developers (ABRAINC), Civil Construction Industry Union (Sinduscon), Brazilian Securities and Exchange Commission (CVM) and help review the Technical Standards with the Brazilian Association of Technical Standards (ABNT).

## Timeline of the projects - General Scenario



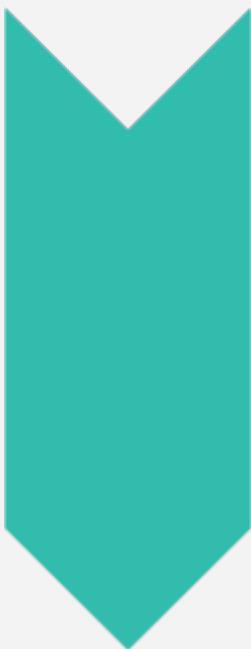
New Business

- Urbanistic analysis;
- Perimeter study;
- Schedules;
- Integrated Business Project (*P/N* in Portuguese);
- Technical report;
- Previous or informal consultation;
- Opening of files: village, dead-end streets, zoning, vilas, ruas sem saída, zoneamento, COMAER.



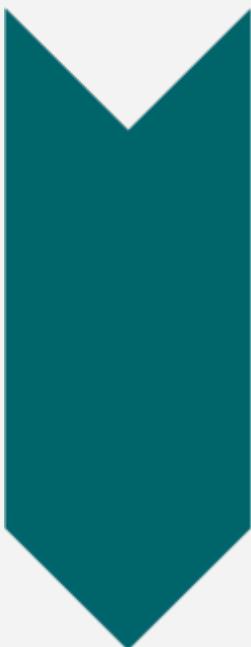
#### Launching of Approval Permit

- Approval permit;
- Environmental assessment report;
- Cetesb and Decont report;
- Municipal Transportation Office (*SMT* in Portuguese) guidelines;
- GRAPROHAB approval;
- Rectification and unification;
- IBAMA registration.



## **Launching of Execution Permit**

- Execution Permit;
- Statement of Environmental Commitment (*TCA* in Portuguese);
- Arboreal management;
- Compensatory reforestation;
- Remedy contamination;
- Statement of Receipt and Definitive Acceptance (*TRAD* in Portuguese);
- Statement of remediation by Cetesb and Decont;
- Aid for licenses and registrations.



## ***Habite-se Certificate of Achievement***

- Certificate of achievement;
- Arboreal management conclusion;
- Remedy contamination conclusion;
- License according to the size of the enterprise.



**Post Habite-se**

- Follow up of the maintenance of compensatory planting and environmental quota;
- Clarification about the implementation of the condominium;
- Aid for licenses and registrations.

## Shareholding structure

Since 2007, we have been a publicly held company, with shares traded on the Novo Mercado, the highest level of corporate governance on the stock exchange (B3), under the code EVEN3. Our shareholding structure has a diverse and solid distribution, which allows us to keep responsible and efficient corporate management.

Shareholders	Shares	%
Nova Milano Investimentos	101,840,000	48.04%
Real Investor	10,666,400	5.03%
Executive Board	3,101,112	1.46%
Board of Directors	2,438,253	1.15%
Treasury	7,834,267	3.70%
Others	86,119,968	40.62%
Total	212,000,000	100.00%

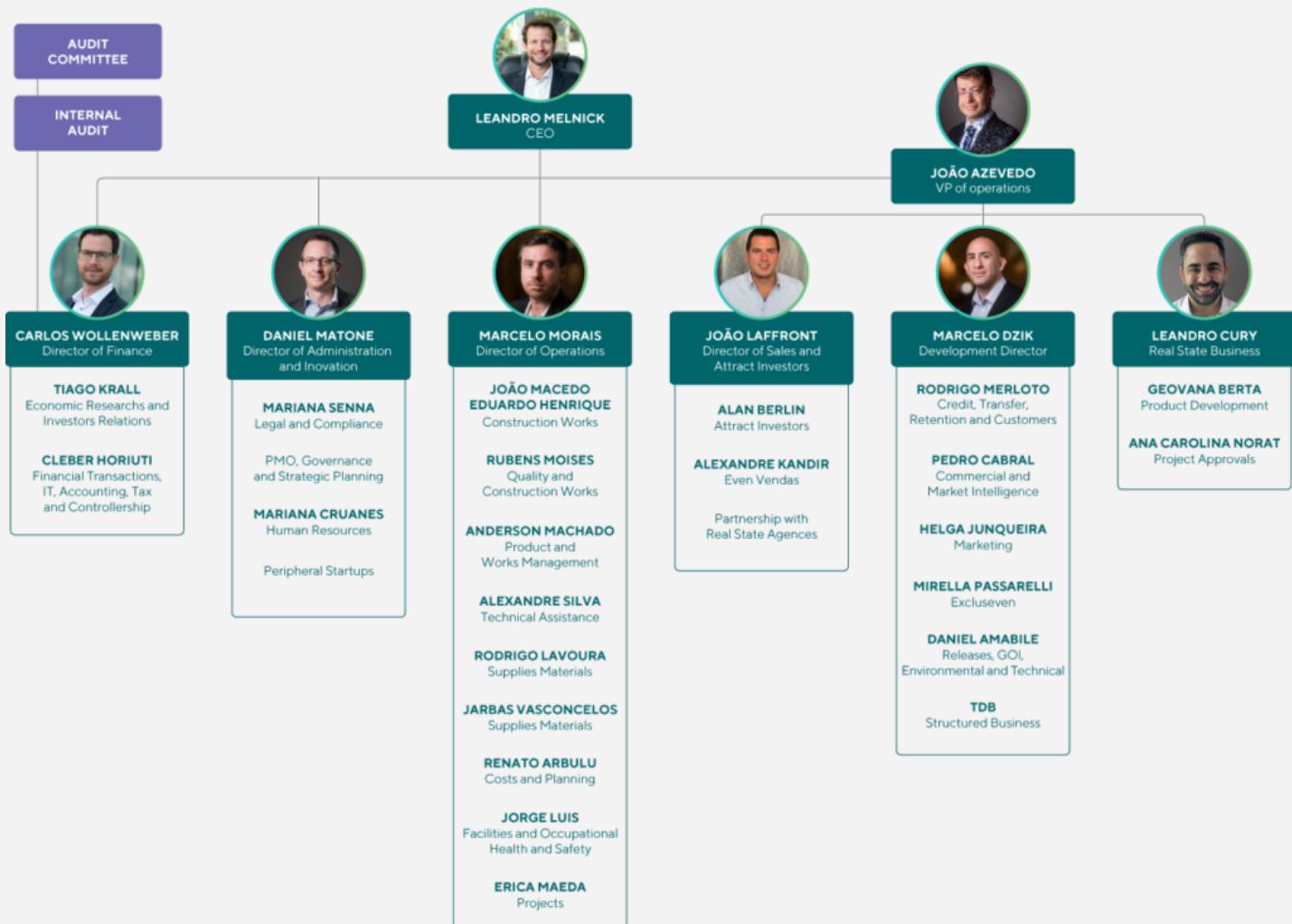
Look at a business model on 05/13

# Governance structure

Even's governance structure is based on three main axes: Board of Directors, Statutory Executive Board and Statutory and Non-Statutory Committees, as shown in the following organizational chart:



## Executive Board



Under the Company's Bylaws and Brazilian Corporation Law, the Shareholders' Meeting is responsible for electing the members of the Board of Directors, a collegiate body with five members, four of which are independent (80% of the total). The chairman of Even's Board of Directors is not part of the Statutory and Non-Statutory Executive Board.

With a two-year term of office, the Board of Directors, which meets monthly, is responsible for establishing the Company's general policies, electing directors, supervising management and approving strategic operations, among other roles. Its main mission is to protect and enhance the Company's assets and to optimize, in the long term, the return on investment for its shareholders.

The Board is also responsible for examining and resolving Even's strategic issues, besides annually reviewing the guidelines, integrity/compliance and corporate governance (policies) systems to improve and monitor their implementation.

## Committees

### Audit Committee

Advises and guides the Board of Directors, besides supervising the activities of the independent

auditors in internal controls and preparing the Company's financial statements. The Committee also issues recommendations, based on which the Board of Directors can supervise the financial area and independent auditors and evaluate the Executive Board's work.

## Financial Committee

Monitors the financial planning focused on generating economic value and optimizing the capital structure and cash flow. Its goal is to ensure Even's financial health and business continuity by measuring and mitigating financial risks. It seeks to ensure we improve our capital structure and offers technical support, market insight, benchmark and periodic analysis of financial results for all decisions.

## People Committee

Organizes and monitors the strategy of the Human Resources area. Dedicated to implementing the best practices in the area, the Committee is responsible for programs and actions focused on employees' development and well-being.

## Related Party Transactions Committee

Responsible for assessing proposals for transactions with related parties, checking if a certain transaction has the necessary market conditions for the Board of Directors to decide positively or not on carrying out the transaction.

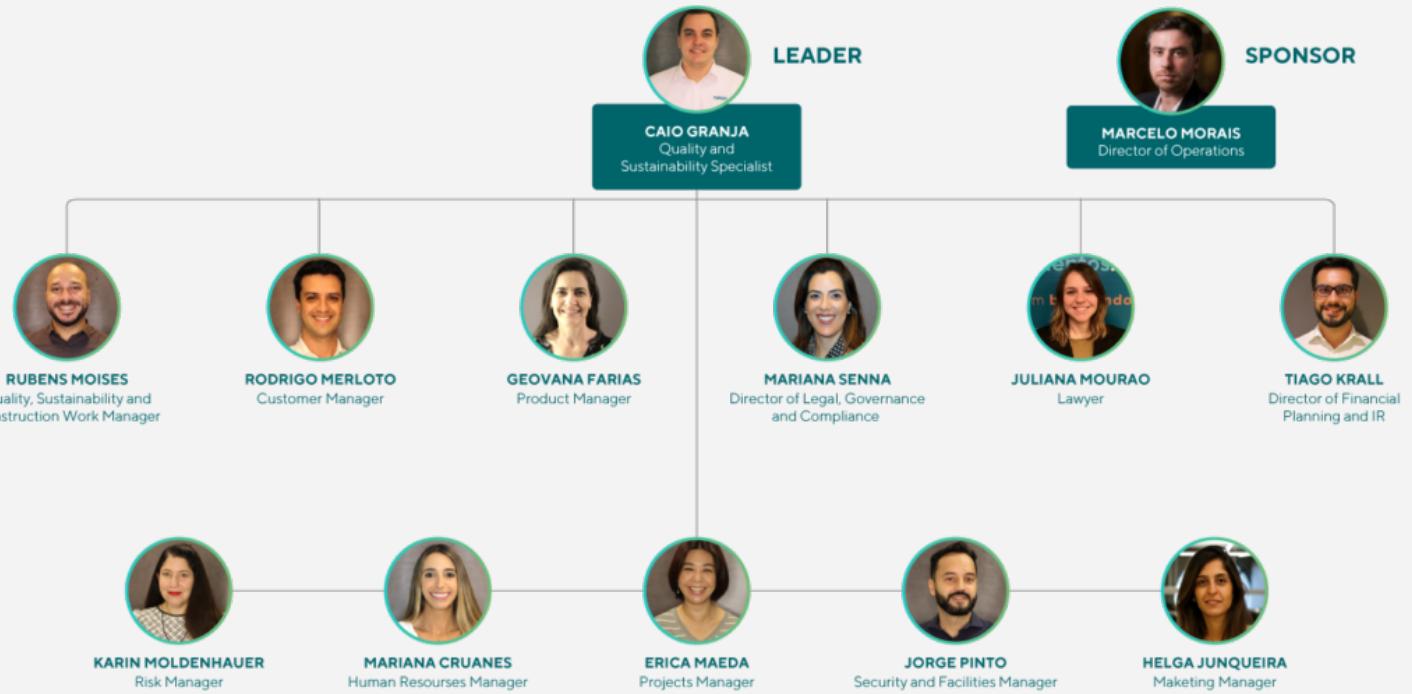
## Innovation Committee

Advises decisions on investments in peripheral startups, their creation and operational structure linked to the Company's core business. Its mission is to advise the Board on issues for the activities monitored.

## ESG - Committees

Created in 2021, the Committee is multidisciplinary and has managers from different areas who report to the Operations Board. It holds monthly meetings and is responsible for engaging and promoting the ESG subject internally. Among other attributions, the Committee is responsible for coordinating the implementation of the

Sustainability Report and implementing and monitoring the purposes and goals of the area. All ESG actions are resolved at Audit Committee meetings.

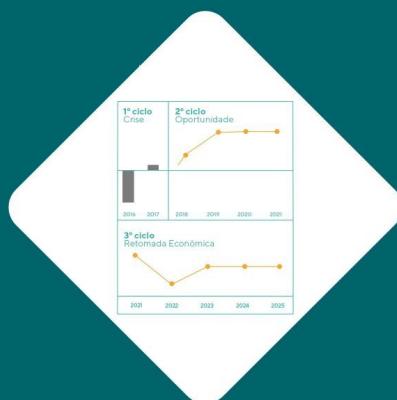


# Strategic planning

Over the years, we have developed a governance policy that has added socio-environmental values to our activity and practices of excellence in business management. In the evolution of this process, we incorporated the ESG (Environment, Social, Governance) concepts into our Strategic Planning for 2021/2025, based on four fundamentals: macroeconomic scenario, strategic pillars, purpose and vision.

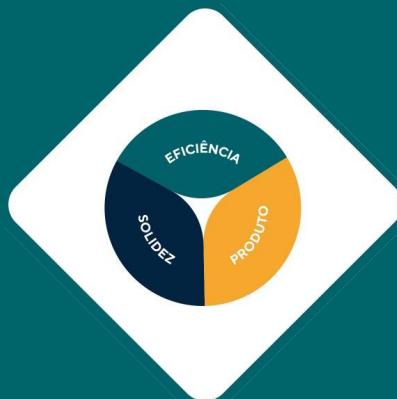
## STRATEGIC PLANNING

2021 - 2025



### 1. Macroeconomic Scenario

It points out opportunities with the evolution of GDP.



### 2. Strategic Pillars

#### Efficiency

People, Operational Capacity, Customers

#### Product

Land Bank, Incorporation, Construction

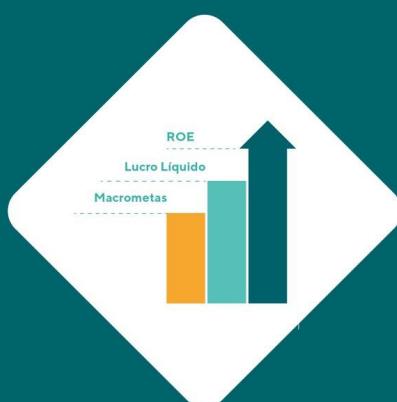
#### Strength

Financial Strength, Risk Management, Brand Strength



### 3. Purpose

We want to transform the way people live, work and socialize.



### 4. Vision

Together, we will create the most profitable Company in Brazil and relevant in the region we operate.

# Risk management

The Company has a Risk Management and Compliance area, which works to prevent and mitigate threats, asset security and process transparency, in line with the Company's goals and values. Risks for the Company or its operating segment are mapped and measured, such as strategic, operational, regulatory, financial, political, technological and environmental risks.

Faithful to the strategy to constantly improve, the segment is under review with all risk forms identified, scheduled to finish in 2022. Action plans were linked for all risks and risk factors identified and are under discussion and implementation with the risk owners or agents.

Guided by a risk mapping and mitigation system, our Risk Management Policy applies to all Even's management bodies and departments and covers all the Company's processes and professionals. The risk management structure is based on the Internal Audit Institute's (IIA) Three Lines of Defense Model:

## **1<sup>st</sup> Line of Defense**

Including managers responsible for managing the risks in their areas and accountable for them;

## **2<sup>nd</sup> Line of Defense**

Aims to support the first line of defense so that they fulfill their responsibilities, monitor risks and provide the due knowledge and tools for this process;

## **3<sup>rd</sup> Line of Defense**

Its mission is to carry out an objective and independent assessment of the Company's risk management, controls and governance. The process is based on international methodologies, such as ISO 31000:2018, COSO ERM and IIA.

# Ethics and Integrity

Our work is guided by ethical principles, complying with the country's laws and the best market practices. The Code of Conduct embodies our commitment as an ethical company working under the Brazilian legislation and our operating market – as a way to contribute to an ever better society – and guides our employees to adopt a transparent approach when solving issues, creating a work environment making it possible to overcome obstacles in an honest, fair and equal way.

We have had an outsourced Ethics Channel since 2014, operating 24/7. We receive complaints on acts against the Company's ethical culture, ensuring anonymity and recording questions and suggestions on our Code of Conduct through this resource. After the complaint, the compliance area starts the investigation and the subsequent response to the case.

The complaints are made through Contato Seguro, an outsourced company that keeps the information confidential. Each complaint is assessed fairly and impartially with complete independence, caution, and responsibility. If the complaint is found to be true, the Company is informed to adopt the necessary measures. All complaints are answered and found on the Channel through the protocol informed when making the complaint.

Regularly, our employees undergo training on the Code of Conduct to answer questions and learn about any updates. In 2021, we conducted training at the construction works on our Compliance Program and Whistleblower Channel, reaching 91% attendance.

In the year, we updated the supplier procurement process and implemented the Supplier Code of Conduct, initially disclosed to the most significant and highest risk suppliers, which will be part of hiring new suppliers as of 2022.

## Then Ethics Week





## Compliance

A system guides the Compliance Program to map and mitigate ethical and integrity risks, with controls to prevent conflicts of interest, fight corruption and money laundering. The program is responsible for training and developing an integrity culture within the Company, monitoring gifts, policies and standards in line with the best market practices. Our practice is to promote, throughout our structure, the compliance culture based on our Code of Conduct.

We have forms on all risks for unethical conduct, corruption and fraud. As an action plan to improve our internal controls, we are structuring the Compliance Risk Assessment ("CRA"), a project that will diagnose and measure the classification of Compliance risks, to be implemented in 2022.

As a practice, we keep a continuous control aimed at fighting corruption. In 2021, we announced to employees the anti-corruption policies and procedures adopted by the organization, and we also carried out training on the subject through the e-learning system.

Employees who join Even are registered in a specific Compliance training tool and have seven days to complete the courses. In November 2021, we held the Integrity Week, aimed at all professionals to disseminate the Company's ethics and integrity views.



## Money Laundering Prevention Program

Tool used to combat criminal and harmful conduct to Even and society. The system's mission is to identify criminals who intend to use our products to hide illicit money. In 2021, we adopted new technological tools to improve the program.

The Compliance Program helps establish guidelines and procedures to ensure that all members of the Company and those acting on our behalf are aware that they must adopt procedures following applicable laws. The Company also has several policies for Compliance, including:

- Risk management policy;
- Ethics channel policy, non-retaliation and complaints investigation;
- Policy on the relationship with the government;
- Anti-Corruption Policy, Policy to Prevent Money Laundering and Financing to Terrorism
- Donation and sponsorship policy;
- Gifts, hospitality and entertainment policy; and
- Related party transactions policy.

## Conflict of interest

GRI 102-25

We have a Conflict of Interest portal, which allows you to expose conflict of interest situations to the Compliance team, immediately taking the necessary measures to mitigate the risks. When hired, every employee must complete the conflict of interest form and suppliers during the due diligence process (supplier assessment).

The Compliance team analyzed the information and compiled it in our database, making it possible to reveal and anticipate possible conflicts of interest to stakeholders. A conflict of interest can be characterized as an act aimed at getting private advantages for oneself, family members or third parties to the company's detriment, exposing the organization to possible damages and/or losses. Additionally, there is an annual Conflicts of Interest refresher course.

# Data protection and customer privacy

Faced with the need to expand security mechanisms constantly, we mapped, in 2021, the main weaknesses of the Company's systems, with firewall devices set by a specialized manufacturer. To reduce the risks regarding corporate data and protect customers' privacy, we have adopted remediation plans, including data encryption, corrections of flaws evidenced in tests that reproduce cyber-attacks, conses data backups, and guarantees low unavailability of our tools by monitoring network availability, besides successive hardware upgrades.

Data protection and customer privacy also rely on a big data tool, which monitors the registration of suppliers, protects corporate data and prevents money laundering.

On another front, we set up a team exclusively dedicated to implement and develop actions to adapt Even to the Personal Data Protection General Law (LGPD). These initiatives prevented the Company from leaks, theft or loss of customer data during the year.

In 2021, we received 65 calls from holders. Among them, 07 intended to revoke consent, 42 to delete data, 14 to consult data, 1 to correct data and 1 to inform about the conduct of independent brokers. We have verified and concluded all calls by the end of the year.

In 2019, we received a notice of infraction for phone harassment (people who asked for their exclusion in mailing). To fully remove the obligation to settle this administrative proceeding, since there was no disrespect on Even's part, we have filed a lawsuit requesting the nullity and suspension of the fine, and we are awaiting the decision. In 2021, no legal claims were registered.



## General Personal Data Protection Law (LGPD)

We have an LGPD Committee, including the Legal, Project Office, Compliance and IT departments, to discuss, align, and monitor the adjustments to be implemented in the Company's systems, activities, and operational routines. Even also has an independent legal office responsible for data protection and Even's DPO (Data Protection Officer), responsible for communicating with data subjects and local authorities.

Based on the main risks mapped by the committee regarding the protection of the Company's and its customers' data, we list several measures to avoid and/or mitigate these risks, most already implemented and others in progress, as follows:

### Main Risks Mapped

#### Treaties

- Implementing the DPO role and definition of a partner office to support the adjustments;
- Creating a specific service channel for LGPD - implementing a data and e-mail processing form;

- Reviewing Privacy and Cookies Policies;
- Preparing the acceptance term for customers and prospects;
- Reviewing the drafts from suppliers, brokers and customer contracts;
- Reviewing active offer processes in sales stands;
- Eliminating generic users in internal systems and replacing them with specific users;
- Implementing a tool for log traceability;
- Implementing a tool to block the export of lists.

**In Progress\***

- Conducting training and delivering guidance manual to brokers;
- Restricting access to offline leads database;
- Studying sharing a restrictive list with real estate;
- Reviewing the registration form and creating an online form;
- Analyzing data inventory tool;
- Studying activity record system (DLP);
- Implementing encryption on critical systems;
- Defining data deletion or anonymization policy and processes.

\*baseline: 12/31/2021

# Sustainability management

Since 2008, Even has been strongly linked to sustainability, encouraging and promoting the adoption of sustainable practices in all operational processes, such as recycling and reusing materials. In 2010, we formally created the Sustainability Area. In the following year, we created the Sustainability Committee to define, structure and monitor initiatives on the matter. This year, to reinforce our commitment to ESG issues, we implemented the Sustainability Commission, which started to focus on process control and operate in all segments of the Company.

Multidisciplinary, the Sustainability Committee relies on managers from different areas at Even and operates in practices and mechanisms including, among others, clauses in agreements requiring suppliers to comply with several rules verified by an external audit, more conscious use of materials to reduce waste and digitization of processes to reduce paper consumption. The Commission is also responsible for monitoring and validating the sustainability report and supporting and implementing ESG goals and targets that permeate the entire company.

At the same time, we established an internal area for new technologies to prospect materials with low environmental impact and more efficiency. We researched new technologies than can help have more control of our impacts.

## Sustainability Policy



We have established a Sustainability Policy to establish sustainability guidelines for managing ESG practices. The aim is to ensure that they are permeated by Even's culture and considered in all decisions. ([click here](#) to see the Purpose, Vision and Values).

These assumptions prove the value of sustainability at all levels of the Organization. They are part of the

alignment between the strategic focus and the permanent commitment to the matter, defining our commitments as a Company and supporting our corporate sustainability vision.

Our Sustainability Policy is intended for all companies of the Even group, employees, self-employed, interns, temporary staff and statutory staff. It is also applicable to partners, suppliers, service providers and any individual or legal entity that may have a relationship with Even. We seek to encourage and raise stakeholders' awareness to promote healthy economic development, environmentally sound, and positive social impact.



## Commitment

Our commitment is effectively and continuously incorporating sustainable principles into our decisions, routines, management and business units, keeping operational efficiency. We want to increasingly monitor and minimize the impacts of our activities on all links in the chain to deliver to the customer a product with a sustainability view, disseminating the importance of the subject among our consumers.

Our main goal is to deliver Fantastic Products that are well located, meet the needs of our customers and do not have future post-occupancy problems. In our journey, we want to monitor, minimize the impacts generated in the neighborhood, reduce the consumption of non-renewable resources, neutralize emissions, train people and generate engagement in the ESG agenda.

## Quality Policy

Updated in 2021, our Quality Policy aligns with the ESG criteria and with the Company's values, purpose and strategic vision. These principles are key to developing the Fantastic Product Project, a tool to fulfill our purpose of transforming the real estate product into a platform that meets our clients' housing demands and other real demands from people. The customer is seen and served as a whole human, regardless of the development's standard. Five aspects stand out in our Quality Policy:



### Sustainability

Encouraging employees to develop sustainable practices applied to all products and processes;



### Training, Development and Qualification

Constantly improving the team to deliver Fantastic Products that meet the customer's expectations;



### **Risk Management and Compliance**

Disseminating the compliance culture based on the Code of Ethics, which presents the ethical principles, rights and duties, besides ensuring the Company's guidelines;



### **Occupational Health and Safety**

Mitigating the risks to which our employees may be exposed, aiming at the well-being of the team and improving the quality of life; and



### **Customers and Processes**

An internal management model which allows evaluating processes, setting goals and measuring results to increase customer satisfaction, serve stakeholders and develop fantastic and profitable products.

## **Zero Problem**

The Zero Problem tool is another resource in searching for more sustainable techniques. The platform allows studying the best construction practices to improve Even's operating standards and avoid/mitigate negative impacts. Biodiversity and land use are among the matters dealt with in a multidisciplinary way.

The tool has a metric linked to the reduction of pathologies/calls problems in Technical Support (AST), and our goal is, in the future, to zero AST calls, which justifies the name "Zero Problem". As it is a long-term project, in 2020, we created the IDT (Technical Performance Index) to monitor the Zero Problem advance, which, in 2021, fell by 2.5%.

The index assesses electrical installations, monitors hydraulic changes and evaluates several points, such as acoustics, sealing eventual leaks, intercom, aesthetic conservation of the facade and waterproofing.

## **Social projects**

Regarding social projects, we were forced to freeze several initiatives that required face-to-face actions due to the limitations imposed by the pandemic. However, we implemented a new initiative in 2021: we closed a partnership with the Tampinha Legal program, the largest socio-environmental program of an educational nature in a circular economy, an initiative of the Latin American plastic processing industry, which aims to increase the engagement and awareness of the neighbors of our works regarding matters such as recycling and selective collection.

Tampinha Legal promotes and encourages collecting plastic lids from food, personal care and domestic hygiene products, and lids from soft drinks, 20-liter water bottles, and oil change packs, among others. All gains from the project will be fully allocated to charities without apportioning materials or costs.



We also kept the policy to post photos of missing children on the walls of our construction works and participated in campaigns to donate clothing, books and toys to underprivileged communities.

By 2022, a Volunteering Committee will be created to restructure corporate volunteer programs. The program, suspended in 2020 due to the need for social distancing, is a request from employees who are already volunteers in other initiatives.

## Neighbor Action

Aware of the impacts during the construction phase of the developments, we implemented the Neighbor Action program. In the social area, the Program aims to make surrounding communities aware of the importance of separating recyclable waste through selective waste collection bays installed in all developments under construction. ([click here](#) to learn more about the proposal)

## TCFD

The Task Force on Climate-Related Financial Disclosures (TCFD) is a worldwide initiative that establishes a set of standard recommendations for companies to measure and disclose their actions and financial risks linked to climate. Created by the Financial Stability Board (FSB), the task force, which has hundreds of supporters worldwide, proposes that companies adopt many measures to identify and mitigate climate risks and explore opportunities for four elements: governance, strategy, risk management and goals and metrics.

### Governance

There is no fixed agenda at Even's Board focused on climate change issues. Questions on this subject are addressed and approved promptly. The main reason for this is that most emissions from Even's operations are linked to manufacturers and not to construction sites.

Since 2015, we have sought to offset greenhouse gas emissions in our production processes fully. However, zero carbon is a difficult goal to achieve, as it must include emissions from the entire supply chain, including producing and transporting materials used on our construction sites.

### Strategy

We do not have a specific assessment of climate risks (physical and transitional) or an established development regarding the value chain of TCFD. However, as physical hazards represent direct and indirect impacts of severe weather conditions on worker safety, infrastructure, productivity, and an industry's operations, we are committed to specific projects such as construction certificates and carbon neutralization at construction works.

The main issue on this matter is the lack of auditing of the information provided by suppliers. As for transition risks, including reputational, political, legal and market transition risks, the company follows the best market practices.

### Risk Management

Currently, we have specific actions in this area, mainly for the issue of operational gains or seasonal events, such as water shortages. Although the company has projects to reduce energy and water consumption or adopt changes to gain logistical efficiency, these actions aim at short-term results and are not necessarily linked to TCFD practices. For 2022, our goal is to include Climate Change Risks in Even's corporate risk matrix.

## Metrics and Goals

Our current goal is to calculate the inventory annually and work to neutralize carbon emissions at works. The main parameters used for the metric are the indicators from Sinduscon/SP (Civil Construction Industry Union in the State of São Paulo) and the Green House Gas Protocol (Scope 1 and 2) — a tool used to understand and quantify and manage greenhouse gases emissions. Next year, we also intend to calibrate the inventory and neutralize emissions from the works and the Company's central office.

# Construction Works Technical Development Program (PDTO)

The Construction Works Technical Development Program (PDTO) is a management tool that ensures results and care in the daily work of our employees. Each goal of our Strategic Planning is broken down into goals for the construction works, measured throughout the year by the PDTO.

At the end of the Program, each performance translates into recognition through variable compensation and awards at an annual event. Thus, the tool seeks to strengthen Even's culture at the construction sites and guide construction teams regarding the focus on the Management System to:



Achieve the established goals;



Measure the performance of routines and results;



Encourage continuous improvement and assertiveness;



Recognize and reward the best performers.

Employees located at SP's construction work at management levels (managers, coordinators, engineers and engineering analysts) participate in the PDTO; and operational (master builders, technicians, supervisors, storekeepers and assistants).

Created 16 years ago, the Program sets individual goals and has as its main axis the simplification of processes, increasing perceived quality. Matters such as water, energy, waste, costs, supplies, quality and deadlines are part of the goals - 7% linked to ESG -, subdivided into five categories:

**Category 1** - Process Management;

**Category 2** - Workplace Safety and Sustainability Management;

**Category 3** - Production Management and Planning;

**Category 4** - Cost Management; and

**Category 5** - Results Management.





## Quality and Safety Certifications

### PBQP-H:2018

Even has a certification granted by the Brazilian Habitat Quality and Productivity Program (PBQP-H), which certifies two key points in the construction area: quality, with construction works marked by safety and durability, and the productivity of the construction segment, from its modernization.

### ISO 9001:2015

Annually, we achieve ISO 9001:2015 international recertification via audits. Applied to materials, products, processes and services, the certification establishes a quality management model for improving performance, optimizing processes, greater agility in product development and more agile production to please customers and achieve sustained success.

# Product development

We have a consolidated and very detailed process in our business model that covers all development steps – from the search for land to the post-delivery of the keys. Our goal is to concentrate operations in a specific segment, such as high-end apartments, enhancing the Company's specialization and ability to deliver high-quality products, generating consistent customer relationships. The process goes through the following steps:

## Prospecting

We prospect the best land through the Development area, considering location, appreciation potential, public transportation, infrastructure, and neighborhoods where we have a good sales record

## Feasibility

Once the land has been identified, the Costs area analyzes the purchase conditions and the feasibility of the acquisition. Then, studies are carried out, such as topographic survey, drilling, elevation analysis, mass study, among others.

## Planning

The third step is the planning of the construction work. A detailed study is carried out after the project is created. In this phase, several areas of the Company work in an integrated manner.

## Launch

It is up to the Launch Committee (COLAN), including members of the executive board, to approve or not the feasibility of the launch.

## Sales

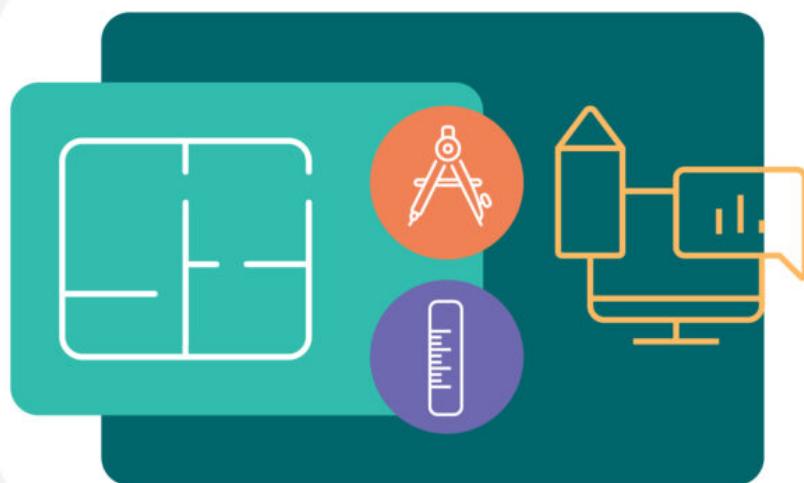
After the project is approved, dissemination and sales strategies are designed, ranging from stand assembly to the definition of sales conditions for the units.

Before handing over the keys, all units are thoroughly inspected. Finally, an Installation Meeting is held, and the condominium is created.



## 1 - LANDS

- Market and Segment Analysis
- Land Prospecting
- Detailed Terrain Analysis
- Reports and Economic Feasibility Study



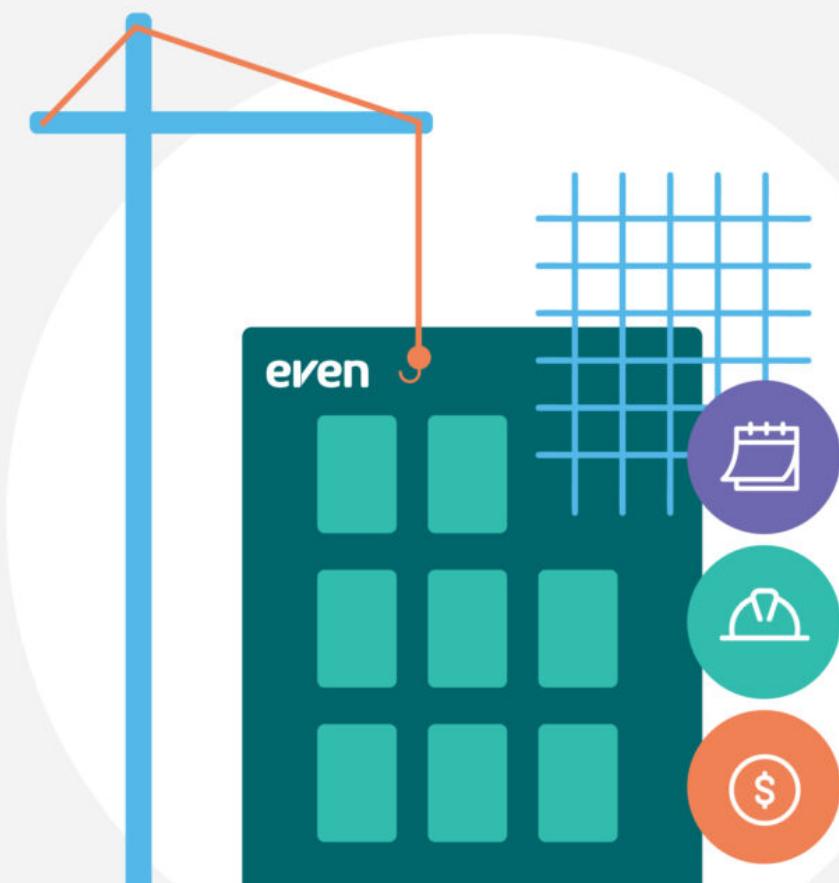
## 2 - PRODUCT DEVELOPMENT

- Product Development and Preliminary Study
- Pre-Budget
- Approval from Public Bodies
- Final Economic Feasibility Study



### 3 - LAUNCH

- Preparation for Launch
- Launch and Sales
- Inventory Management ("under construction" and "ready")



#### 4 - CONSTRUCTION WORKS

- Executive Project
- Quotation and Purchase of Materials and Services
- Basic Budget and Production Master Plan
- Construction Work

The execution of the Construction Work by contracted suppliers (or by the group company, Green). The construction works follow a similar sequence of work:

1.  Fundação e Estrutura	2.  Alvenaria	3.  Instalação Elétrica e Hidráulica
4.  Contra Piso - Impermeabilização	5.  Gesso - Forro de Gesso - Dry-Wall	6.  Azulejos - Piso - Soleiras
7.  Fachada	8.  Massa Corrida - Primeira demanda de Pintura	9.  Caixilhos - Portas Louças - Tomadas e Metais
10.  Decoração das Áreas Comuns	11.  Pintura Final e Entrega	



## 5 - DELIVERY/POST

- Inspection and Delivery
- Technical Support

## Fantastic product

We idealize places that offer safe living space, meet the demands of contemporary life and transform the daily lives of people, neighborhoods, cities and life in society. Homes that are platforms for solutions to the daily problems of large cities and anticipate trends. When developing Fantastic Products that meet the everyday demands of customers, we focus on seven main pillars: Conception, Conceptualization, Construction Quality, Excellence Services, Safety, Convenience and Relationship.

This perception explains that the developments we build have stores, markets, gyms and other advantages linked to the solutions offered in the technical support area to strengthen Even's operating standard. We carry out studies with designers to obtain the best performance regarding thermal comfort, lighting, acoustics, hydro sanitary, etc.

### Amenities and Services already Implemented in Developments

- Sports consultancy
- Shared Laundry
- Information Screens
- Smart Cabinets
- Quick Cleaning Services in the Units
- Ironing Service
- Telecom Operators
- Vehicle Washing
- Free Internet Access in Common Areas

### Additional Amenities and Services Proposed for Developments Launched in 2020 and 2021:

- Minor Repairs and Installations
- Vending Machine
- Autonomous Minimarket
- Pet Care
- Beauty and Wellness Services
- Preventive Safety Program
- Babysitting Service
- Personal Trainer
- Safe Storage
- Smart Cabinets
- Furniture and Upholstery Cleaning Services

The adoption of the Even Fantastic Product results in positive impacts, such as more commercial development in the region and appreciation of the neighborhoods, considering that, with high-end developments, there is a natural increase in the price of the square meter in the regions.

Our internal management model allows us to evaluate processes, define goals, and measure results, whether financial or not, to increase the level of customer satisfaction. We work to unite the integral service of buyers with the development of products so that they are, at the same time, fantastic and profitable.

The “Fantastic Products” that we develop, besides providing one of the highest returns on the market – always representing good investment options – are distinguished in external space, as they are located in areas ranging from four to five thousand square meters. This makes it possible to offer leisure areas designed to provide well-being, an exclusive Home Office and commerce or services within the condominium.

Our developments are hubs to integrate sports, work and even gastronomic areas, which add value to the development, and buildings with fruition zones and active facades that favor interaction between people and promote more well-being.



## Arbo Case



The Arbo condominium, located in Alto de Pinheiros, west of São Paulo/SP, is an example. The development, which obtained EDGE certification, has resources that guarantee a reduction of over 20% in water and energy consumption. Besides acquiring a high standard product, with a bold concept, differentiated plants and large leisure areas, the customer has an exhibit with coworking to work or study, without the need to use the internal space of their apartment for this.

The Home Office has an exclusive entrance, which allows the resident to receive clients or hold meetings, generating a positive impact for the owner and valuing the price per square meter in the surroundings of our developments.

**smarthome**  
**even**

Smarthome Even reflects the goal of evolving the concept of living. Through an app, the customer has advantages such as smart condominium management, which allows solving condominium issues in an easier and faster way; service offers and delivery management, which guarantee the delivery of purchases and services at the door of the condominium; and the possibility of creating communities between neighbors, to interact and win new friends. It is a complete housing solution to provide much more convenience.

Evolving is not an option. It's fate. We've moved on, and now we've evolved the real estate concept. An Even is much over an apartment. It is a pool of services and amenities that can also be accessed via smartphone. That's being smart. It's Smarthome. It's smart. It's from Even. It's much more than living.



EASILY SOLVE ISSUES REGARDING YOUR CONDOMINIUM.



PURCHASES AND SERVICES IN YOUR HAND, DELIVERED TO THE DOOR OF YOUR CONDOMINIUM.



CREATE, INTERACT AND MAKE YOUR NEIGHBORS FRIENDS.

## Product safety

Our financial strength and expertise in high-quality construction works represent the main safety factor for our products. We are a consolidated company with a mature operation and consistent financial management.

We work to offer quality products that ensure comfort and tranquility to our customers.

This condition is certified by the annual renewals of the ISO 9001:2015 international certification, which ratifies the assertiveness of our management model, and by the PBQP-H certification: 2018 of the Brazilian Habitat Quality and Productivity Program, which sanctions the constructive quality of our developments and the constant search for innovation in products and sustainable processes with technology.

In 2021, we improved security regarding the quality of our developments by implementing a cell in charge of monitoring all construction works during their execution. The goal is to ensure that the improvements developed in the Zero Problem program are correctly applied, the execution of the work is in line with the established technical guidelines and procedures, and any deviations are detected at an early step and duly resolved.

Before handing over the keys to the owners, we have the practice of carrying out functionality tests at the end of each work to test, until exhaustion, the control systems key to the safety of the building, such as pressurization of the stairs, generator, security system, closed-circuit television, vehicle gate opening time, among others.

Since 2020, all developments are delivered with the Sigma Civil condominium maintenance management platform, provided to the manager and the management body during the entire warranty period of the work, at no cost to the condominium. This tool, which is already present in 13 Even developments, has many benefits, including:

Provide the condominium with an online platform and app to record and monitor maintenance following the common areas manual;



Classify the degree of importance of each maintenance for the safety of the building;



Monthly signal the necessary or delayed maintenance to all those responsible; and



Prevent any maintenance that affects the safety or health of users from going unnoticed, such as a fire-fighting system, elevators, cleaning of water tanks, sewage network, etc.

Due to our quality standard, in 2021, we did not have any fines, penalties, or warnings for non-compliance with laws and/or voluntary codes regarding products and services' health and safety impacts.

# Relationship with the customer

Our work is customer-guided. We always seek to increase engagement and consider the client's vision in what we classify as non-financial goals. In this sense, we work to engage our employees and deliver the construction works with all the facilities available and requested by customers, meeting the applicable standards and ensuring users' comfort.

Our service is proactive and informative, which often allows us to intercept the demands and aspirations of our customers. We have developed processes to understand better all those who decide to purchase one of our apartments. Even with a high number of customers, we offer personalized service.

We have developed an environment where potential buyers can learn a little more about our proposal, better understand our policies and have the time they need to talk and clear up their doubts. Our goal is for this relationship to flow smoothly and productively without forgetting to envision our macro-goals package, which is shared by 100% of the employees.

To speed up this contact, in 2021, we created a bot for answers via chat, available on the Even Portal and our App (soon, also accessible via WhatsApp). The tool, responsible for the first answer to our customers' doubts, has already presented good results.

We believe that it is in the relationship with the client that the alignment of goals and interests arises. For this reason, we have parameterized the procedures to be adopted in meeting, recording and monitoring demands, and we have adopted the SLA indicators (Service Level Agreement), which portray our performance and contribute to achieving the standard of quality that we plan. For greater integration between our team and customers, we use the Net Promoter Score (NPS) tool, a methodology to assess the level of customer satisfaction.

By adapting this practice, we were able to improve our assessments. We also have satisfaction surveys in three steps after handing over the keys – after one and a half years of occupation, three years and five years – to identify the initiatives to ensure the stability and comfort expected by the customer. We want to ensure the best possible perception in the medium to long term. Named the extension of the relationship rule, the proposal includes events and several actions within the condominiums after its implementation to meet specific demands.

NPS and SLA indicators help us better understand the services provided, the products delivered, and greater control of activities and results. Actions are recorded from the first contact to the solution of each demand. From this information, compiled by the Relationship Center in the CRM tool (MS Dynamics), we outline action plans and establish new deadlines and service goals.

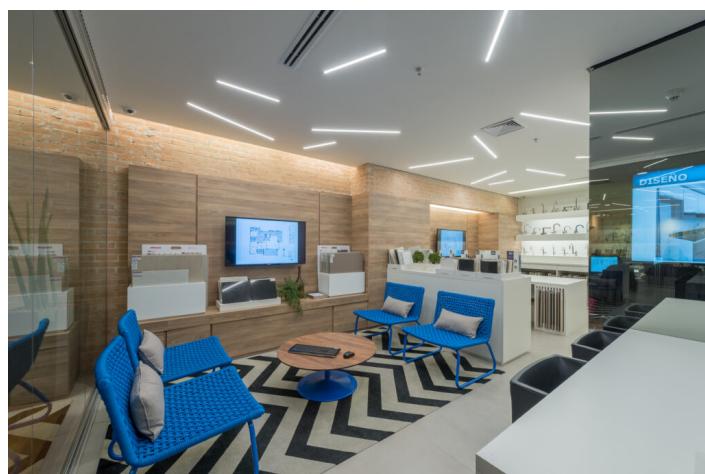
This workflow generates solutions to mitigate possible detractors, increase promotion factors and evolve the service model. Among the main mechanisms of relationship with customers are:

**Excluseven**

studio  
**excluseven**

It is an area of Even dedicated to offering several personalized items for the property, according to the style and needs of the future resident, which avoids renovations after handing over the keys. During the work, the changes are made in two phases, allowing the client to receive the apartment in the way he imagined. The first phase allows the owner to modify the plan. Besides a wide variety of options created by Even's architects, the future resident can mix what he likes best and create a unique space to meet his aspirations and demands.

The second phase takes place around six months before the delivery of the work. The customer can define the painting of the walls, floors in dry areas, mirrors, box, lighting, air conditioning and several options of planned furniture for the kitchen, living room and bedroom. All contracted items are managed by Even itself, and the client also has a team of architects to assist during all stages. With Excluseven, the property is delivered with all the contracted items already installed, ready for immediate removal, and with the quality assurance offered by the Company.





## Scheduled Visit

Even has the practice of holding an event - called a Scheduled Visit - so that the customer can see the apartment built according to the Descriptive Memorandum and how it will be delivered. Since May 2020, however, this in-person event has been suspended due to the pandemic and has become virtual. In this new format, we produce a video of the model units and common areas and a 360° virtual tour of the apartments that will be references and make it available to customers via email, SMS, Customer Portal, and printed materials.

## Pet Place Case

The NPS and SLA indicators feed the services and facilities to be included in the new developments, but customers who have already acquired properties for some time can also receive new improvements. An example of this was the creation, in 2021, of three Pet Places in developments delivered between two and five years to meet a need of the owners signaled by the condominium.

We understand customers' needs, and the Pet-Friendly concept has become one of our flags. Currently, in the design of our developments, we have consultants and specialized companies to deliver products. We offer advantages such as specific machines for washing the pets' clothes, partnerships with companies to help with care, training, if necessary, outings and related.





## HR policy

We are made of people, and we believe that all the achievements achieved result from the commitment and expertise of our employees. Our team is a value to Even, and, on the other hand, we invest in the personal and professional growth of those who work with us and recognize their skills. In the management of HR processes, we work to reinforce the culture of development opportunities linked to the delivery of results.

This attitude explains how we were able to carry out a significant reformation of our teams in the last five years, with a 60% reduction in the size of our team, without losing productivity. Today, we have a lean and efficient operation, which allows us to create differentiated, innovative and more sustainable products.

Our team is with young people who have a deep understanding of our market, values, and strategic planning. With the reformatting, we built an environment with greater diversity, focused our scope of action on areas where we have greater expertise, bet on innovation and broadened our focus on the demands of the capital market for ESG matters.

# Employees



After several improvement processes, the Human Resources area adopted modern evaluation and qualification processes and a structured hiring policy. The new resources reached all levels of the Company and made our team more diverse and bolder.

We have developed a work environment where transparency, ethics, respect and equity prevail, enhancing everyone's engagement, innovation and Even's relationship with other stakeholders.

## Employees' Profile

Up to December 31, 2021, our team in the city of São Paulo had 624 direct employees, hired under an indefinite-term, full-time contract, and over two thousand professionals from subcontractors working on our construction works.

We have a very competitive benefits policy. Our employees are eligible for several benefits, without any distinction due to length of service, including medical assistance, dental assistance, life insurance, payroll-deductible loans, meal vouchers, support for physical activities, an employee support program and several agreements offer many benefits.

Our team is of experienced professionals, but with an average young age. Our seven officers are 42 years old on average and have been with the Company for 12 years. In the managerial range, the average age is 39 years, with an average of 10 years at Even. Coordinators have worked at the Organization for an average of six years; the engineers, four years ago; and our forepersons have 12 years in the Company.

We have a team of executives committed to sustainable development and maximizing results. The management model seeks to align the interests of shareholders through a culture of meritocracy, and a variable compensation model, which privileges growth, results, cost efficiency and innovation.

GRI 102-8

	2019	2020	2021
Female	286	272	244
Male	425	411	380
Total	711	683	624

Note: All employees are located in the Southeast region and have a permanent employment contract and full-time employment.

Diversity indicator	2019	2020	2021
	%Total	%Total	%Total
Yellow	2.3%	1.6%	2.1%
White	69.5%	68.1%	63.5%
Brown	21.7%	24.3%	27.1%

Diversity indicator	2019	2020	2021
Black	6.3%	5.9%	7.2%
Not informed	0.3%	0.1%	0.0%

### Percentage of employees per employee category, by age group in 2021

GRI 405-1

	Under 30 years old	30 to 50 years old	Over 50 years old
Director	0.0%	100.0%	0.0%
Management	0.0%	97.4%	2.6%
Coordinator	5.2%	94.8%	0.0%
Administrative	54.1%	44.8%	1.2%
Technician	34.5%	55.2%	10.3%
Operational	49.7%	29.7%	20.6%
Professional	49.7%	29.7%	20.6%
Total	42.3%	50.3%	7.4%

### PERCENTAGE OF EMPLOYEES PER EMPLOYEE CATEGORY, BY GENDER

GRI 405-1

	2019	2020	2021			
	Male	Female	Male	Female	Male	Female
Director	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Management	69.6%	30.4%	75.5%	24.5%	73.7%	26.3%
Coordinator	51.2%	48.8%	55.4%	44.6%	55.2%	44.8%
Administrative	42.0%	58.0%	48.0%	52.0%	47.9%	52.1%
Technician	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Operational	80.5%	19.5%	81.4%	18.6%	77.6%	22.4%
Professional	49.4%	50.6%	45.6%	54.4%	47.9%	52.1%
Total	59.8%	40.2%	60.2%	39.8%	60.9%	39.1%

### Ratio of the basic salary and remuneration of women to men for each employee category

GRI 405-2

Employee category	2019	2020	2021
Director	0.00	0.00	0.00
Management	1.24	1.17	1.17

Employee category	2019	2020	2021
Coordinator	0.88	0.86	0.86
Professional	0.55	0.64	0.64
Technician <sup>1</sup>	0.00	0.00	0.00
Operational <sup>2</sup>	0.41	0.33	0.33
Administrative	0.95	1.05	1.09

Note:

<sup>1</sup> There are no female employees in the "Technician" employee category.

<sup>2</sup> The difference in the ratio is due to the difference in the operational role performed by women (Works Supervisor III) and men (Construction Master IV) and the length of service.

## Engagement survey

Our level of engagement is reflected in the efforts of our employees and alignment with our values and strategy. We believe that engagement is a direct consequence of the professional's experience with the organization.

We seek to develop an environment that encourages growth and engagement for the purpose we defend, for innovation and for the possibility of contributing to the construction of safer and more sustainable homes. Our latest online survey, distributed into 15 categories and carried out in 2021, had the participation of 456 professionals out of the 592 guests and generated a result of 89% of engagement, up by 3% YoY.

of engagement

# Professional development

It is a key part of our culture to train professionals with solid careers in the Company. Proof of this is that our turnover rate in the last three years was 44.53% (2019), 36.10% (2020) and 44.37% (2021). We make up our teams with motivated people committed to our way of being and how we remain at the forefront of ESG issues.

We have a sectorial goal related to mapping and monitoring of people after performance management has been carried out. For this management we implemented, in 2021, the Individual Development Plan (PDI in Portuguese), in which employees make a self evaluation as well as an evaluation from their managers and input the improvement plans for the next cycle. 100% of Even's professionals participate in the PDI and feedback process. In this process, the internal consulting team that is responsible for supply the leaders of standardized information, facilitating the spread of the Even culture, have managed 116 technical assistants, six trainee technical analysts and 29 interns.

One of the focuses of professional development is the training of leaders. With training and an increase in the percentage of compensation (including variable remuneration linked to results), we intend that these professionals have the vision of a partner with initiatives that privilege sustainability and long-term results. In the field of meritocracy and recognition, there were 104 promotions throughout the year, with an average 32% readjustment and another 165 merits, with an average 13% readjustment, which meant recognition for over 40% of Even's workforce.

In 2021, among other initiatives described below, we carried out 75 training sessions for Even employees, 37 institutional integrations within the #SejaEven Program and 18 integrations with new leaders by the internal consulting team. Of the support and professional development programs, it is worth mentioning:

## Futureven Program



Strategic, Tactical and Operational Development Track, which covers all employees, the Futureven Program is aimed at young technical talents (engineering and architecture students) and has three evaluation boards

- Audience: Interns, Technical Assistants and Engineering Analysts.
- Purpose: To train new engineers and specialists in Even's areas of activity.
- Participants: 129 active employees in the program currently. Of this total, 11 professionals have already concluded their projects and presented them to 3 evaluation boards, with managers and the Board of Directors, with seven approved and implemented.
- Workload: 19 hours of training between 2021 and 1Q 2022.

## Building Knowledge



Strategic, Tactical and Operational Development Track, which covers all employees and includes technical and behavioral training.

- Audience: Assistants, Auxiliaries, Specialist Analysts and related.
- Purpose: Mapping needs and training to develop employees.
- Participants: Over 300 employees participated in at least ten training sessions in 2021 and the first quarter of 2022.

## PDL - 'Strategic' Functional Category Leader Development Program



In the 'Strategic' functional category, Leader Development Program involves technical and behavioral development. In a survey with participating managers, Even obtained a general satisfaction rating of 8.9. The PDL Leadership Guide is structured into three modules: Engagement and Remote Work; Management by Processes and Value Chain; and Emotional Intelligence and Communication and Behavioral Styles.

- Audience: Coordinators and Managers.
- Purpose: Developing and improving leadership skills so that they are suited to the Even leadership model.
- Participants: In 2021, the program was aimed at managers and reached 39 employees. In 2022, we will start the program for almost 60 coordinators.
- Workload: 48 hours until April 2022.

## ESG Quality Integration



The Quality and ESG Integration focuses on inserting the new employee into Even's management system, as well as presenting the applicability and roles of the Quality area, as well as its resources. Integration has the mission of creating a positive experience with practical immersion in the quality management system.

- Audience: New employee
- Participants: In 2021, the area integrated 126 new employees from 15 different works with a total workload of 36 hours.

## IM for Construction Works



Technical training, carried out by the external consultancy Sena Arquitetura in partnership with the Projects area.

- Audience: Engineers and construction coordinators.
- Purpose: To train construction engineers to design digital representations of constructions.
- Workload: The training consists of hybrid meetings, and so far, three meetings have been held, totaling 8 hours.

## Foremen Meeting



Event aimed at updating processes in the technical area and corporate affairs.

- Audience: Foremen.
- Purpose: The event is based on themes. Invited areas such as Occupational Safety and Technical

Assistance promote conversations about procedures and matters relevant to the works.

- Workload: Around 15 foremen participated in the training between 2021 and the first quarter of 2022, with 11:30 hours.

## #RemoteMode



#RemoteMode is a program that trains employees to work in the hybrid work model (except for professionals who have works in progress). It was providentially launched in 2019 through a pilot project with the IT and Compliance areas and extended to the entire Company in 2020, given the unexpected spread of Covid-19.

In 2021, the format was properly structured, with training carried out with leaders and employees to strengthen the premises and share good practices, ensuring the program's effectiveness.

## Mentoring

Program for improving and developing the skills of employees mapped with high potential;

## Outplacement

Outplacement service for former employees of 'strategic' functional category; and

## Payroll Loan

Financial support for loans with special conditions from Even's partner bank.







## New employee hires, by age group

GRI 401-1

Age group	2019	2020	2020
Under 30 years old	154	106	207
30 to 50 years old	105	89	123
Over 50 years old	2	7	12
Total	261	202	342

Note: The high number comes from the turnover associated with the completion / start of works and also the company's growth

## New employee hires, by gender

GRI 401-1

Gender	2019	2020	2021
Female	121	80	143
Male	140	122	199
Total	261	202	342

## Employee turnover, by age group

GRI 401-1

Age group	2019	Taxa	2020	Taxa	2021	Taxa
Under 30 years old	128	23.04%	88	16.44%	127	24.74%
30 to 50 years old	144	20.34%	130	18.56%	122	18.15%
Over 50 years old	12	1.14%	6	1.10%	8	1.48%
Total	284	44.53%	224	36.10%	257	44.37%

## Employee turnover, by gender

GRI 401-1

	2019		2020		2021	
Gender	Total	Taxa	Total	Taxa	Total	Taxa
Female	119	19.61%	98	15.08%	99	17.93%
Male	165	24.92%	126	21.02%	158	26.44%
Total	284	44.53%	224	36.10%	257	44.37%

## Average hours of training per employee, by gender in 2021

GRI 404-1

Gênero	Total amount of hours	Average hours
Male	2,886.00	7.60
Female	1,817.50	7.40
Total training hours	4,703.50	7.80

## Average hours of training per employee, by employee category in 2021

GRI 404-1

Employee category	Total amount of hours	Average hours
Operational	2,245.00	4.70
Tactical	1,704.00	17.90
Strategic	754.50	17.50

## Development Management Program



-  **3** Calibration Meetings  
(alignment between Manager and HR)
-  **4** Directive Committee
-  **5** Feedback and  
Individual Development Plan  
(PDI in Portuguese)
-  **6** New round of feedback and  
PDI update (throughout the year)

## Compensation policy

We understand that Even's achievements result from people's competence and dedication. To recognize this commitment, enhancing an environment focused on productivity, attracting and retaining talent and sharing the positive results of our developments, we implemented a policy of variable compensation linked to results.

The adoption of this policy was discussed internally with the participation of the Company's leaders and related committees, which have external members, which provided an environment of transparency and corporate responsibility. In the sales area, the compensation policy, combined with plans for promotions, conventions and opportunities for professional growth, made it possible to bring together an engaged team with a recognized profile within the real estate segment.

The Long-Term Incentive Policy (LP) was also prepared, aimed at Directors and Managers, which grants, each year, an incentive through the granting of Even stock options, paid by the employee, a proposal in line with the Company's total compensation philosophy and long-term strategy.

## Health and safety



Ação CIPA

The health and safety of professionals who work for Even (including outsourced workers) are at the forefront. To this end, all employees allocated to our construction sites undergo training in Occupational Health and Safety. Only after completing the integration training in safety and operational procedures can employees start their activities.

We provide and monitor the use of Personal Protective Equipment (PPE). Every month our construction works receive technical visits and audits to raise employees' awareness of safety, besides periodic specific training. In total, there are 480 hours per year of consultative technical visits by the occupational safety professional at each construction site and another 80 hours/year of training. After these efforts, in 2021, we achieved all the monthly goals for safety training (Gdfor), safety at construction works, equipment release, and accidents with a leave of absence of over 15 days.

We keep the remediation plans active at our headquarters, such as the regularization of the AVCB license (Auto de Inspection of the Fire Department), and we continually improve the Technical Development of Construction works Program, which regulates and monitors the guidelines and routines of our construction sites, for through performance targets, measured periodically.

As we work with 100% outsourced labor in the construction works, any complaint about the safety or health of workers is made directly to the union. When this occurs, it is only after the union indicates the problem that we can implement improvements and preventive measures in the contracted outsourced companies and Even, if applicable.

SESMT works to ensure that there are no labor cases analogous to slavery among our suppliers and in the value chain. Monitoring is done through inspections, audits and the Supplier Document Management system (GDFOR). This ensures compliance with labor legislation and that all labor is registered and certified before entering the construction site.

In 2021, we held another edition of the Internal Accident Prevention Week (Sipat), also dedicated to employees' mental, spiritual, emotional, social, physical and professional health. The event addressed the year's main challenges in terms of health and safety and was attended by sailor Lars Grael.

## Risk Prevention and Mitigation

In the civil construction segment, accident prevention and risk mitigation are key to ensuring a safe work environment, especially for professionals working on construction sites (pedestrian galleries, protection of neighbors, logistics and equipment mobilization).

We mapped the main risk factors for occupational health and safety in the Strategic Risks Map/Matrix, a tool that helps in the implementation of the governance necessary to monitor the evolution of KRI risks (Key Risk Indicators), and, with that, we reduce the exposure of professionals to these risks and enhance their well-being and quality of life.

Through an internal audit, we control and inspect the implementation of programs to prevent accidents and occupational diseases. Proof of this effort is that we won the Gold certificate in the Brazil Protection Award in 2021, one of the most traditional recognitions in the OSH (Occupational Health and Safety) area across the country.

We invested 2.31% of the total person-hours worked per employee in specific occupational safety and health training.

In 2021, we participated in the events of the Regional Superintendence of Labor and Employment in the State of São Paulo (SRTE) and meetings of the Regional Standing Committee (CPR) for the structuring of the Risk Management Program (PGR) and implementation of Occupational Risk Management (GRO) at our construction sites from January 2022.

We have programs to amplify the safety culture – Environmental Risk Prevention Program (PPRA), which helps in the construction of the Occupational Health Physician Control Program (PCMSO), the Work Conditions and Environment Program in the Civil Construction (PCMAT) for the projects, whose construction started before January 2022, as well as the mechanisms for the participation and consultation of employees concerning this topic, among them:

- Monitoring the actions of Cipa (Accident Prevention Commission) Construction works and Cipa Office;
- DSS (Weekly Safety Dialogue) – Weekly safety dialogue, carried out by Occupational Safety Professionals at all construction works;
- CIPA (Internal Commission for Accident Prevention) – CIPA Centralized Work and Office, with several programs for accident prevention and improvement in occupational safety management systems;
- Periodic Accident Analysis Meetings;
- RGE (General Engineering Meeting) – General Engineering Meetings, held every 45 days at the construction works, with the presence of all engineers, coordinators, directors and management for alignment of processes, presentation of results and feedback;
- Meetings with the Master Builders – Held frequently for engagement and alignment of changes in processes;
- Security Integrations – Performed every day by security technicians;
- On-site Training – Also carried out by the Quality area.

In the routine meetings of the CPA (Commission to prevent Accidents), with our representatives and the contractor, matters for occupational safety are discussed. All matters are recorded in specific minutes, which provides feedback to outsourced companies for improvements in this area.

## Quality and Safety Management System at Work

Even registers and reports all accidents in a corporate manner to SESMT (Service Specialized in Safety Engineering and Occupational Medicine), a survey that helps to guide and promote risk mitigation campaigns at construction sites and is present in all actions linked to ISO 9001 certification.

We always start from the legislation and regulations in force, but instead of the PDCA system (Plan-Do-Check-ACT), we adopt safety and comfort conditions beyond legal requirements. For our care in safety and health, we have already received the Sinduscon Award (São Paulo State Civil Construction Industry Union) and the Brazil Protection Award. This attitude allowed us to achieve 100% of the corporate and segmental goals in the area of Occupational Safety in the year.

### Work-related injuries, employees information

GRI 403-9

	2019	2020	2021
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	2
Rate of high-consequence work-related injuries (excluding fatalities)	0	0	0
Number of recordable work-related injuries	15	20	30
Rate of recordable work-related injuries	4.38	6.75	6.19
Number of hours worked	3,424,657	2,964,600	4,686,600

Note: There was no exclusion of any workers from this content.

# Relationship with suppliers

Throughout over 40 years of activity in the market, we seek to provide a good working environment to all outsourced employees and establish a relationship based on ethics, transparency and responsibility with our suppliers. All companies undergo an integration process carried out by professionals from SESMT Even (Specialized Service in Safety Engineering and Occupational Medicine), and all contracts include clauses regarding respect for human rights.

We carry out monthly assessments of suppliers to ensure that they offer decent and safe working conditions, comply with our rules and routines, and verify that they are in line with our values. Before any hiring, we analyze the history of companies through the Instant Ofac and Transparência Brasil platforms, which avoids any association with suppliers involved in corruption schemes or any kind of sanction, diversion or fraud.

Since 2015, we have used the electronic platform GDFOR (Management of Supplier Documents), a mechanism that has already integrated approximately 100,000 employees into our network. Our employees can access the tool from any point with internet access, allowing strict control of outsourced professionals, besides offering training and access to construction sites.

For employees, the system guarantees working protected by legal requirements; for the supplier, it means greater agility and cost reduction, as it allows safe access to different construction sites.

## New Suppliers

We have a centralized supply area, which ensures that all the Company's criteria are respected and followed when contracting and/or purchasing materials and services. Every new Even supplier undergoes a comprehensive and continuous evaluation process, in which environmental and social criteria are analyzed, including everything from quality requirements for the material used and the work carried out to the use of good sustainable practices and a good relationship with all own and third-party employees.

They underwent this evaluation process between 2019 and 2021, and 110 new service providers were hired. To reduce the environmental impact of our work, we seek to work with suppliers close to our construction sites. Currently, of the ten main families of materials purchased, 92% come from producers and processors located within 300km.

Consistent with our strategic guidelines focused on sustainability, we also carry out homologation visits to the final destinations of waste and soil. In 2021, we visited four final destinations, of which three were approved and are used by Even, and one was disapproved due to lack of documentation.

We have a specific checklist for this process, which includes analysis of conditions linked to the ordinance, documentation control, work safety, waste management (storage and final destination), noise and effluent control and control against sedimentation and erosion. The process is standardized, and all locations are visited for approval. If it is not approved, we communicate with all those involved and prohibit its use by any of our works.

- **2021 Visits:** Four places were visited, and three approved
- **2020 Visits:** One site visited and approved
- **2019 Visits:** 16 sites visited and 15 approved

## Final Destination Approval Visits



Visit by Construction Engineers, Supplies and Sustainability Team



Assessment made with a personalized Check List focused on environmental and social issues (besides the legal requirement) considering seven categories and risk and impact matrix:

- Decree
- Documentation Control
- Tracking and Erosion Control
- Occupational Safety
- Waste Segregation
- Wastewater Control
- Noise Emission Control



Decision-making and final approval are carried out according to the final note of the visit, considering Even's methodology.

# Relationship with neighboring communities

We know that construction works to impact the neighborhood: positive impact, the potential to add value to the square meter of the surrounding properties, and negative impact, considering that every work causes noise, smoke, waste, etc.

To reduce impacts, checks are carried out daily by the work and in the Sustainability and Work Safety audits. The process includes an analysis of the surroundings to maintain cleanliness and organization and ensure proper storage and disposal of residues and eventual effluents.

We understand that the negative impact is a subject with ample room for evolution and is not yet a determining factor in the evaluation/decision of stakeholders. Still, it represents negative marketing for the brand on social media. For this reason, a team monitors social media to direct complaints to the competent areas to reverse and/or act on the problem.

We also hired experts to carry out technical reports on the houses surrounding the construction works to protect the work and neighbors if any damage is identified during the demolition and after the construction starts, without cost to these neighbors.

In product development, we seek to use the benefits promoted by the Strategic Master Plan of the Municipality of São Paulo, such as Active Facades, which promote more dynamic uses of public walkways in interaction with activities installed on the ground floors of buildings.

The purpose is to strengthen urban life in public spaces and avoid the multiplication of closed plans at the interface between the buildings and the public promenade, besides optimizing the use of enjoyments, which stimulates the improvement of the offer of qualified areas for public use and promote the development of activities with social, cultural and economic value.

We also have a communication channel to meet all demands, if individually or through community representation. For neighbors, in particular, there is the option of a call center (Even Call Center), which can be contacted by phone or e-mail. If the neighbor is not satisfied with the solution, there is the Ombudsman channel for cases where there is no agreement between the parties. Besides this communication flow, other measures are determined during the execution of the construction works, including:

- complying with the inconvenience parameters established by Municipal Law 13885/04, considering the Zoning (ZM - 3<sup>rd</sup>/02) and the types of roads surrounding the development, in particular, always observing the noise levels, emissions of gases and particulate matter;
- reverse logistics;
- approving final destinations;
- implementing and monitoring the Lava Rodas, Lava Botas and Lava Pinceis programs;
- ensuring the correct storage and proper waste disposal;
- optimizing the delivery of materials and working hours at the construction sites;
- selecting and using materials that produce less dust and dirt;
- raising awareness and offering constant training to our teams, which are guided to work with minimum noise and maximum cleanliness both at the construction site and in its surroundings;
- providing additional protections in the construction works; and
- periodically inspecting the construction sites to identify possible problems.

Since 2020, we have detected an increase in complaints from the neighborhood. We understand that the pandemic scenario can explain that forced people to stay at home longer, although it is not a data capable of being mapped. In 2022, we intend to create the Neighbors Committee to improve referrals and engagement

with these stakeholders.

## Neighbor Action Program

The Neighbor Action Program was created to establish a flow of communication with neighbors and encourage the development of a transparent relationship with the community surrounding the developments.

The first step is mapping the surroundings within a radius between 500m and 1 km from the work, a process initiated within 30 days after starting the Technical Performance Program for Construction works (PDTO). Subsequently, the work delivers the letters so that neighbors can learn more about Even, the development that will be built, the phases of the work and the channels available for the relationship with the Company. The Program also implements selective collection bays in the fences to encourage sustainable development in the neighborhood and encourage everyone to participate in developments such as Tampinha Legal. ([click here](#) to learn more about the proposal)

If there is a need to interdict roads, the Quality area is in charge of preparing the notice to neighbors about the stretches of roads where the interdiction will take place, with the date and time, and when the siding is removed, install the wall definitive.

During the entire construction period, qualified teams monitor and analyze the results of the collection project and study improvement action plans. Monthly, the work publishes, on the fences, information on the amount of waste collected so that everyone knows the contribution made to the environment.

The placement of stalls, implemented in 2011, has already allowed the collection of over 135 tons of four types of recyclable materials (of which 7.2 tons in 2021), as shown below:



## Environmental measurement from 2011 to 2021



KG OF 4 TYPES OF RECYCLABLE MATERIALS



LITERS OF WATER



LITERS OF CRUDE OIL



M<sup>2</sup> OF FOREST



KG OF IRON ORE

## Community Investment

Item	2019	2020	2021
Protection of Neighbors against falling materials	R\$ 8,156.80	R\$ 67,038.92	R\$ 67,068.62
Wheel Washers	R\$46,671.46	R\$56,933.38	R\$62,325.49
Total	R\$ 54,828.26	R\$ 123,972.30	R\$ 129,394.11

# Commitment to Sustainable Development

We are a Company with sustainability as one of the pillars of our foundation. Our environmental indicators confirm our commitment to the environment, community and sustainable development.

Concern for the environment and the proper land use for our developments begin with the initial assessment before acquiring the property. We take into account, besides technical and budgetary issues, local legal requirements regarding the environment. All of our construction works comply with the legislation regarding the Environmental Commitment Term, with planting, removal and transplantation of tree species, whenever applicable.

Before the start of each development, simulations are carried out, and goals for the consumption of natural resources are defined, according to each step of the work, to avoid excesses and ensure the rational use of these resources. Likewise, this plan establishes the destination of waste and local biodiversity management. We are attentive to new constructive practices and technological resources that allow us to improve our environmental management every year. Click on the titles below to learn more about how we operate in each segment:



The technical areas assess the best practices in the segment and design the best plans for hydraulic installations.

[Water Management](#)



We have developed projects, simulations and memorials for electrical connections in all units and common areas, and from 2022, plans include alternative energy sources.

#### [Energy Management](#)



Even is a pioneer in carbon neutralization in the real estate market, using resources such as the transformation of methane into biogas in sanitary landfills.

#### [Emissions Control](#)



We seek to reduce and properly dispose of waste and materials, adopting initiatives such as reverse logistics, in which suppliers remove packaging from the materials delivered, and the transfer program of soil between construction works, which allows the internal reuse of land in backfill and landscaping processes.

#### **Waste and Material Management**



Soil and biodiversity conditions are analyzed even before the acquisition. Calculations are also made to assess the feasibility of absorbing decontamination costs. Our assessments take into account land use and local biodiversity.

#### **Biodiversity Management**



Sustainability is one of the pillars of our foundation. In line with the four SDGs, our activities focus on sustainable production and consumption patterns, responsible management of natural resources, commitment to the community and fair work.

### Sustainable Development Goals

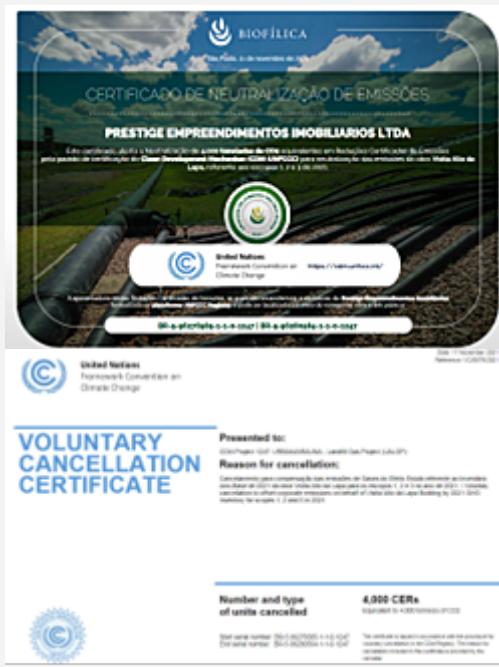
# Climate changes

The risks posed by climate change are indirect to our business. We believe that the only potential impact is linked to the physical risks that floods and natural disasters can pose to the construction and occupation of our developments. For this reason, we have not mapped the risk of climate change directly linked to the construction and use of properties.

Currently, we treat these risks as an important input for studies on the best way to structure our construction sites and ensure water and energy supply since the lack of rain in periods of drought can affect the water supply and increase the cost of energy at the construction sites. Aware of this, we use water from a water truck as an alternative to water from the concessionaire and are studying the possibility of adding clean energy sources to our construction sites.

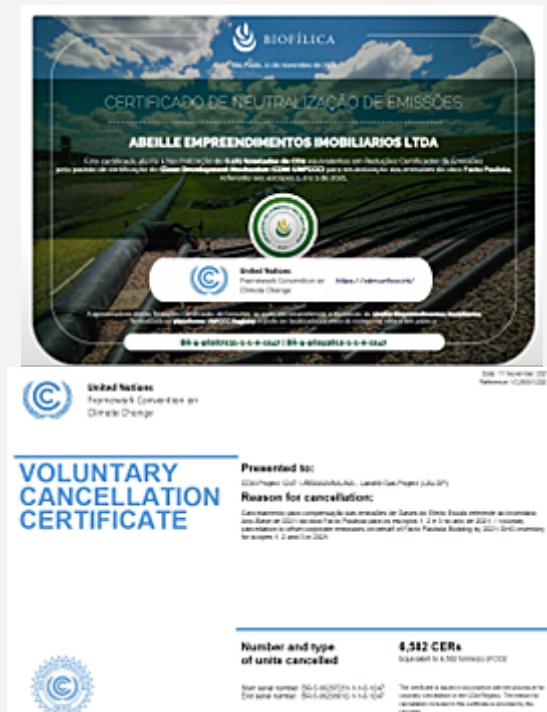
In our developments, all precautions are taken before the beginning of the construction works, aiming to guarantee the best possible foundation and avoid any future damage for the erosion of slopes or even a potential landslide due to heavy rains. The same applies to the structure, with the choice of the best protection to prevent materials from falling. We carry out studies to ensure the correct execution of the procedures, and we have specific consultants to monitor the foundation work and soil decontamination (when applicable).

We offset carbon emissions through the United Nations Framework Convention on Climate Change (UNFCCC) certification to combat climate change. The concern reflects our commitment to actively participate in the creation of innovative solutions that can limit the increase in the planet's average temperature and meet the goals established by the Paris Agreement. In 2021, Even obtained this certificate for three developments:



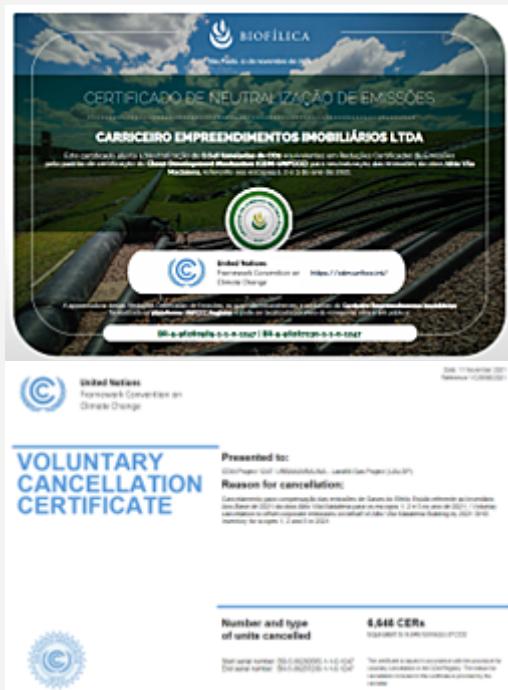
## Vistta Alto da Lapa

6,646 CERs, corresponding to 6,646 tons of CO<sub>2</sub>;



## Facto Paulista

(6,582 CERs, equivalent to 6,582 tons of CO<sub>2</sub>); and



## Alto Vila Madalena

(4,000 CERs, corresponding to 4,000 tons of CO<sub>2</sub>).

Together, these offsets represented 17,228 tons of CO<sub>2</sub> from capturing biogas in a sanitary landfill. It should be noted that Construction Insurance does not have clauses on climate change, only coverage for civil construction works and/or services for the assembly and installation of machines and/or equipment.

# Energy

The energy issue is of paramount importance, considering that we use electrical energy throughout the construction process to operate machines, equipment, cranes and racks. In a year marked by successive increases in the price of electricity supplied by the concessionaires, we set several goals to reduce consumption in the physical progress of the construction works.

Starting in 2022, we plan to include energy supply from alternative sources not to depend 100% on concessionaires. We set consumption targets for each step of the work and carry out simulations, projects, and memorials for the electrical connections in all units and common areas.

## Energy consumption within the organization (GJ)

GRI 302-1

	2019	2020	2021	Δ2020/2021
Non-renewable sources	10,668.20	8,972.88	15,224.34	69.67%
Diesel	227.20	8.88	239.34	2595.27%
Natural gas (LGP)	10,441.00	8,964.00	14,985.00	67.17%
Renewable sources	0.00	0.00	0.00	0.00%
Consumption	1,408,216.58	667,042.67	1,319,745.49	97.85%
Concessionaire electricity - Construction works	1,257,499.58	438,816.67	1,030,016.49	134.73%
Concessionaire electricity - Office	150,717	228,226	289,729	26.95%
Sale	0.00	0.00	0.00	0.00%
Total	1,418,884.78	676,015.55	1,334,969.83	97.48%

Note: The oscillation in the energy consumption of the works comes from the typology/phase of work. In 2020, the reduction in consumption came from the lack of reading carried out in the works by the concessionaire.

The use of diesel is directly linked to the type of foundation used in the works, which is why in 2020, the volume was well below that of other years.

## Energy consumption

Item	2019	2020	2021
Index (KWh/m <sup>2</sup> )	10.19	6.07	5.74
Works	11	11	15

Within our catalog of approved luminaires for common areas, we favor the use of LEDs and timers — we do not deliver luminaires to the units, but we recommend using low-consumption lamps. We performed many simulations to assess issues of transmittance and luminance and ensure greater energy power to provide more comfort to users (larger frames, which favor sunlight, roller blinds, etc.). To improve the lighting performance of

the apartments, three different studies were carried out, with the following results:

- Full compliance with the requirements of the center point illuminance method;
- Good safety margin for the measurement phase, according to the FLD method (Daylight Factor) at the central point;
- Full compliance with the requirements of the algorithmic method of NBR 15215 in the critical environment.

The studies showed that the proposal met the requirement 13.2-Natural Lighting of the performance standard and was adopted in all developments, especially the Arbo building, in Alto de Pinheiros, measured for the EDGE seal.

In 2021, we changed our methodology regarding the Energy Consumption Reduction Goals to monitor consumption according to the physical progress of the construction works. Until 2020, monitoring was carried out according to the goal by area in progress and by phase (Foundation, Structure and Finishes), with the possibility of overconsumption regarding over one step of work.

We obtained more assertiveness with the new system by breaking down consumption by the monthly percentage of physical progress. Our developments are within the ABNT NBR 15575:2013 standard requirements, referring to the natural lighting conditions inside our housing units.

The Quality area ensures that 90% of the construction works meet water and energy targets. To this end, we are monitoring any unforeseen losses, overconsumption and additional fees issued by the concessionaires. In the last three years, our consumption reduction targets have evolved as follows:

## **2019**

of the construction works reached the target;

## **2020**

of the construction works reached the goal; and

## **2021**

of the construction works met the target

# Emissions

We were pioneers in carbon neutralization in the real estate market. By 2021, we have neutralized 184,000 tons of CO<sub>2</sub> over 47 works. Of this total, 17,000 tons came from the project to transform methane into biogas in sanitary landfills. In previous years, the programs were linked to projects in the Amazon.

Despite the concern with the subject, world studies and the current climate scenario revealed that the civil construction segment accounts for only 5% of total emissions. According to our inventories, the average CO<sub>2</sub> e index (or "CO<sub>2</sub> equivalent", which is the sum of all GHG-Greenhouse Gases) was 178.12 kg of CO<sub>2</sub> per square meter built in 2021 (within this index, scopes 1, 2 and 3 are already considered).

In parallel, we have implemented other sustainable and GHG mitigation practices in recent years, especially the Urban/Arauna project, located in the municipal landfill of São José dos Campos in the State of São Paulo. At the landfill, biogas is burned to reduce the amount of GHG in the atmosphere and, consequently, contribute to the mitigation of climate change. The landfill receives 700 tons of waste every day and captures 147,185 tons of CO<sub>2</sub> annually.

The largest amount results from emissions from manufacturers of the materials we use in the construction works (plus their transport). As a result, we take into account prices and delivery conditions when choosing suppliers and the way they position themselves in terms of sustainability. We are looking for suppliers that have sustainable and approved materials. Faced with the difficulty in validating and auditing the data sent by these partners, we used the Sinduscon Methodological Guide to calculate the emissions inventory included in the budget of each development.

To quantify, monitor, report and verify our emissions, we adopted the same methodology used in the ISO 14064 certification, and we intend to implement the CE Carbon tool, recently launched by Sinduscon. The goal is to assess if the emission factors are far from reality or close to material manufacturers, which is a determining issue in the engagement process.

Intending to be carbon neutral, we put in place several procedures, particularly dividing inputs and materials into 40 groups, which allowed us to prepare specific surveys on quantities and ways to reduce emissions. Based on this study, the company began to act punctually to reduce emissions in each group.

## Emissions by type (in tCO<sub>2</sub>e)

GRI 305-1, 305-2, 305-3

Type of emission	2019	2020	2021
Direct emissions (Scope 1)	47.46	26.93	73.58
Energy indirect (Scope 2)	102.89	178.56	350.07
Other indirect emissions (Scope 3)	32,732.59	17,861.04	15,638.39
Total	32,882.94	18,066.53	16,062.04
Index kgCO <sub>2</sub> e/m <sup>2</sup>	171.84	153.94	178.12

## Carbon Inventory and Emissions Neutralization

### Indirect Emissions

CO<sub>2</sub>eCO<sub>2</sub>e**Indirect Emissions**CO<sub>2</sub>e**Neutralizing total emissions**

- Purchasing Carbon Credits per batch/crop of projects via CDM (Clean Development Mechanism)
- Kyoto Protocol for Sustainable Projects
- Monitoring, reporting and Neutralizing and disseminating on the UN Platform
- 2021: Neutralizing from Biogas Capture Project in Sanitary Landfill in São José dos Campos - SP

**DELIVERY OF THE DEVELOPMENT**

**1**

Manufacture and transport of materials 95% of CO2e emissions

**2**

Construction of the development until delivery of 5% of CO2e emissions

**3**

GHG Σ inventory tCO2e emissions

# Waste and material management

Based on an analysis of environmental legislation and the adoption of internal procedures, we developed a policy aimed at reducing and properly disposing of waste and materials. This policy includes sending waste only to recyclers and avoiding landfills as much as possible; ensuring the greatest possible use of materials; implementing reverse logistics projects; work on raising awareness among suppliers and society around the work on the importance of segregating recyclable waste. Since 2020, we have implemented the control of receipt of materials in an online format in our construction sites, which guarantees control and tracking with invoice and quality seals.

For the storage of different types of waste (organic, recyclable and toxic), we follow Exhibit I of Law 16642, according to which every building to be built with an area greater than 750 m<sup>2</sup> must be provided with compartmentalized shelter, sufficiently dimensioned, and with external access to facilitate collection. We also adopted the CDF (Certificate of Final Destination) for waste generated in construction, such as waste recycling plants, cement industry, and biomass factories.

Monthly monitoring via the PDTO Portal (Program for Technical Performance of the Construction works) and internal audits allowed expanding the capacity to manage the processes and routines of the construction sites. Continuous assessments and approvals are carried out at the construction sites for buckets, earthworks, and waste disposal suppliers. Since 2015, we have had a technical team responsible for checking compliance with all items. This team includes professionals in the areas of Quality, Sustainability, Supplies and construction engineers.

All transporters and receivers of waste generated at our sites must have the necessary environmental documentation and receive periodic visits and inspections by a professional selected by Even's Quality department.

In 2021, we implemented the Sigor System as a standard for managing the collection of recyclable and hazardous waste at all construction works and for reverse logistics to decentralize the process of removing land between construction works and ensuring autonomy with separate contracting the excavation and earthworks process.





## Reverse Logistics

All construction works follow an operational pattern of reverse logistics focused on the disposal of materials. We negotiate with our suppliers to unpack the delivered materials, such as wood, mortar, light bulbs, scrap steel, ceramics, cardboard and plastic. All burned-out bulbs are counted before disposal and sent to the warehouse for collection by the supplier.

Concrete block residues are separated and sent to specific buckets for removal by the manufacturer, as well as all steel scraps, or any useless metallic material (empty and dry paint cans, clean aluminum, clean metal, clean stainless steel, wire of copper and metallic profile) are collected by the suppliers.

Hazardous waste, including machinery that uses diesel oil, is disposed of in boxes with sawdust and/or sand so that they do not touch the ground. The stall where these materials are kept has restricted access and is located in an isolated, identified and ventilated place, with adequate disposal, following current procedures and regulations.

One of the main challenges is the reduction of the "mix" rubbish (which does not go through sorting and ends up in landfills). In 2019, over 97.25% of waste was diverted from the landfill ( $0.91 \text{ Kg/m}^2$ ); in 2020, 98.85% of waste did not go to the landfill ( $0.31 \text{ Kg/m}^2$ ); and, in 2021, 97.57% of our waste was diverted ( $1.08 \text{ kg/m}^2$ ). Our goal is to reach 95% utilization, with an average generation of less than  $5.00 \text{ kg/m}^2$ .

The evaluation and approval of suppliers and destinations are key in the management process. The hiring of suppliers to remove buckets, big bags, or earth goes through several steps and a rigorous analysis of the environmental documentation of the transporter and the receiver by the Quality area, besides a site visit. In 2021, we approved three new waste destinations.

### 4 PROJECTS - REVERSE LOGISTICS



#### Scrap Metal

**R\$26k** returned to Even

**46** tons of scrap



#### Concrete Blocks

**100** tons returned to manufacturers



#### Ceramic Packaging

**5** tons returned to manufacturers

**Bagged****15 tons returned to manufacturers**

## Soil Transfer

Since 2019, one of the main practices in waste treatment has been the transfer of soil between construction works. This ensures reuse and reduces the environmental impact. The strategy enabled the internal reuse of land in the backfill and landscaping processes — in these two areas alone, six thousand tons of land were reused in the last three years.

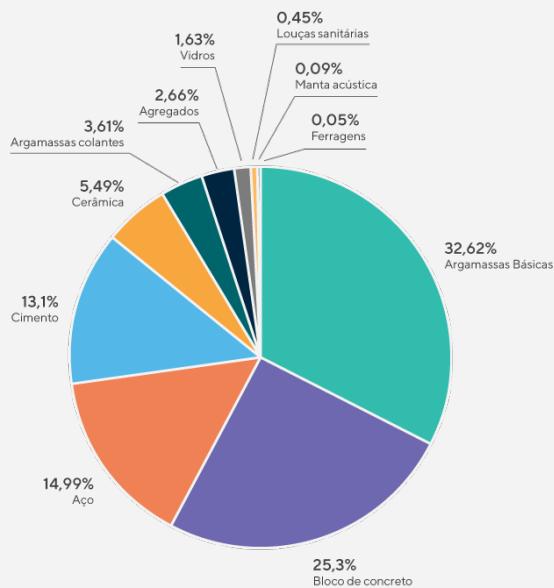
With this program in 2019, we avoided the emission of 7,627 tons of CO<sub>2</sub>e if this land were sent to landfills. For the control and management of transfers of soil and buckets, we follow the Municipal Urban Cleaning Authority (AMLURB), the body that supervises and guides the disposal of civil construction waste.

Year	2019	2020	2021
Volume transferred to other construction works (m <sup>3</sup> )	935	1292	1683.5

Materials used   GRI 301-1	Measurement Unit	2019	2020	2021
Non-Renewable Materials Used				
Steel	t	1,579.87	6,292.60	6,588.38
Block	t	6,405.43	17,576.44	418.78
Cement	t	3,090.30	4,055.85	5,492.51
Ceramics	t	64.65	197.57	267.43
Basic Mortars	t	2,917.32	8,133.62	20,407.43
Adhesive Mortars	t	1,314.83	410.51	1,758.91
Glasses	t	479.69	337.89	753.48
Sanitary Ware	t	75.33	98.19	263.78
Hardware	t	5.00	10.00	30.00
Acoustic Blanket	t	28.97	28.49	30.93

Materials used   GRI 301-1	Measurement Unit	2019	2020	2021
Renewable Materials Used				
Renewable Materials Used	t	26.54	14.34	2,528.31

### Representativeness - Material consumption in cumulative weight 2019/2021



### Waste generated (in tons)

	2019	2020	2021
Rubbish	10,641.29	7,540.96	14,044.78
Wood	2,592.55	2,167.77	2,627.37
Plaster	1,218.70	978.25	2,705.30
Recyclable	400.05	202.17	281.81
Mix	408.44	125.64	476.74
Hazardous	22.91	1.09	7.30
Total	15,283.94	11,015.88	20,143.30

### Waste generated by type, by destination (t)

GRI 306-3, 306-4, 306-5

	2019	2020	2021	Δ2020/2021
Hazardous waste - Class I	22.91	1.09	7.30	569.70%
Total diverted from disposal - Hazardous	0.00	0.00	0.00	0.00%
Other disposal operations - Coprocessing	22.91	1.09	7.30	569.70%
Total directed to disposal - Hazardous	22.91	1.09	7.30	569.70%

	2019	2020	2021	Δ2020/2021
Recyclable waste (Rubbish, Plaster, Wood and Bags) - Class II	14,852.59	10,889.15	19,659.26	80.54%
Reuse - Biomass production	2,592.55	2,167.77	2,627.37	21.20%
Recycling	12,260.04	8,721.38	17,031.89	95.30%
Total diverted from disposal - Non-hazardous	14,852.59	10,889.15	19,659.26	80.54%
Total directed to disposal - Non-hazardous	0.00	0.00	0.00	0.00%
Non-recyclable waste - Mix (1)	408.44	125.64	476.74	279.45%
Total diverted from disposal - Non-recyclable	0.00	0.00	0.00	0.00%
Landfilling	408.44	125.64	476.74	279.45%
Total directed to disposal - Non-hazardous	408.44	125.64	476.74	279.45%
Total weight of waste diverted from disposal	14,852.59	10,889.15	19,659.26	80.50%
Total weight of waste directed to disposal	431.35	126.73	484.04	281.90%
Overall total	15,283.94	11,015.88	20,143.3	82.86%

The increase in waste is directly linked to the greater number of works in the finishing phase. This is why there is an oscillation between one year and another. The same applies to hazardous waste, the highest concentration linked to works in the delivery phase. Currently, we have goals to reduce the waste mix, but we aim to study better methods to reduce the amount of waste, regardless of type/class. We monitor the generation via PGRCC of the works and understand each particularity.

### Waste generated - Reverse Logistics Project

Year	Reverse Logistics Blocks (KG)	Reverse Logistics Ceramic Packaging (KG)	Reverse Logistics Scrap Metal (T)	Reverse Logistics Scrap - Amount Collected (R\$)	Reverse Logistics Mortar Packaging (KG)	Reverse Logistics Burnt Lamps (Units)
2021	89,020.00	4,200.00	45.04	R\$ 12,025.00	13,000.00	60
2020	8,840.00	240.00	46.71	R\$ 13,408.00	5,380.00	72
2019	22,350.00	4,050.00	54.47	R\$ 26,181.00	4,946.00	754

# Water management

Water consumption in civil construction is significant because it occurs in several processes. As a result, legal analyzes are carried out regarding the availability and supply of infrastructure for future development. The initial consumption control is done via the indicator collection system (SIS), with input data entered by the work.

The consumption target and energy consumption define targets and carry out simulations, projects and memorials for water connections, in all common areas, according to each step to mitigate excesses and ensure the use of the amount foreseen in the budget. The construction works receive drinking water, periodically measured through reports on use and quality.

## Reduction of

**15%**

**in water consumption at construction sites since 2015**

We monitor consumption and expenses with the concessionaire and water trucks, and we have contractual clauses with contractors that determine the proper use of water without waste. We reward all teams that maintain water and energy consumption as planned to encourage this practice.

In sustainability audits, we check for potential leaks and combat the presence of standing water to prevent the spread of dengue. In 2019, 71% of the construction works met the water consumption target; in 2020, we reached 76%; and, in 2021, 89% due to the change in the consumption calculation methodology.

Due to cost, we adopted a hybrid supply system. We buy water from a water truck, which offers more attractive prices. The water supplies the reservoirs for temporary consumption (engineering, living area, etc.), with subsequent definitive connection for the supply of the delivered units. All water truck companies have health surveillance and CETESB certifications.

## Water withdrawal (in m<sup>3</sup>)

GRI 303-3

	2019	2020	2021
Groundwater - Sabesp	26,788.22	12,046.64	15,827.38
Third-party-water - Tank truck	51,855,85	46,619.77	48,028.22
Total water withdrawal	78,644.07	58,666.41	63,855.60

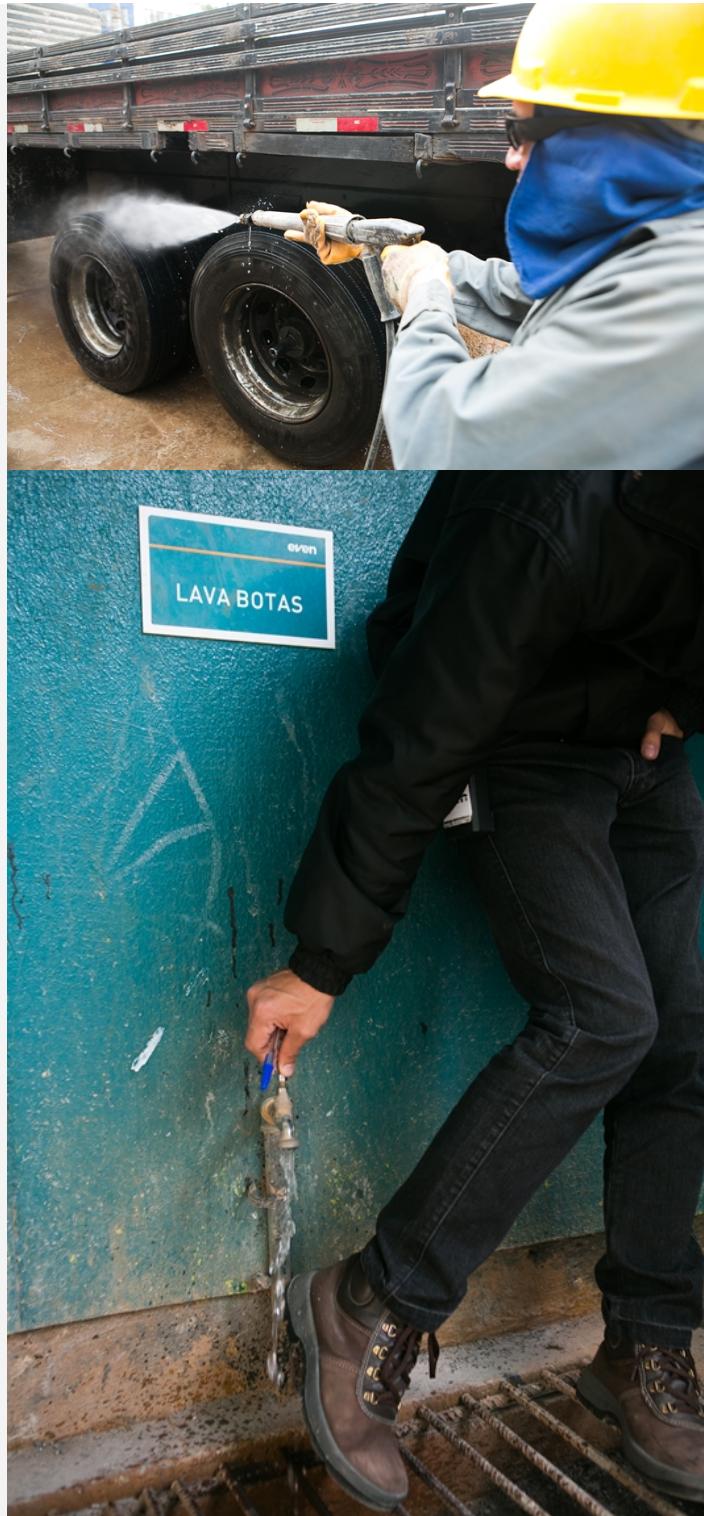
Note: There is no water withdrawal of surface water, seawater and produced water. The water withdrawal is carried out in areas with water stress, in accordance with Water Risk Filter, World Wildlife Fund (WWF) and Aqueduct WRI methodologies.

In all developments, the Projects and Techniques areas prepare the best plans for hydraulic installations and evaluate the best practices to be implemented. The client has comfort, water at the right temperature, and the condominium can take advantage of rainwater and have consumption estimates etc.

The Engineering department is responsible for detailing the hydraulic procedures at the construction sites, while the Quality area assesses the installations in the audit process and monitors the consumption target programs, implementation and maintenance of several devices.

Among these devices are the Lava Rodas programs, which remove dirt from vehicles' tires that enter the job site before they return to the city, and Lava Brushes. The process uses recirculation water, also used for washing the streets, which avoids contamination and keeps the work's surroundings clean.

Year	2019	2020	2021
Index (m <sup>3</sup> /m <sup>2</sup> in progress)	0.5	0.59	0.41
Works	11	11	15.00



## Biodiversity and land use

All projects begin with an analysis of the feasibility of purchasing the land and the soil conditions, considering the needs imposed by the size of the development. Before the acquisition, we check the ground for contamination. Calculations are made to assess the feasibility of absorbing decontamination costs when this occurs.

Our assessments take into account land use and local biodiversity. In this sense, the Monumento SP project is a case. The development has a permanent preservation area (APP). Under the commitment assumed by the municipality, we carry out annual monitoring of the development of biodiversity (fauna and flora) during the entire period of the construction works.



Monumento SP Enterprise

The project helped to mitigate the impacts on fauna and flora in a preserved area of over 13,000 square meters, where revegetation was carried out with native species (*ingá*, *pau-viola*, *aroeira-pimenteira*, *pitangueira* and *cerejeira do rio grande*), which attract the local fauna and serve as protection and food source.

The APP has a stream that cuts through the development. To protect the stream, the riparian forest and the forest fragments existing in the terrain from external agents, the limits of the area and the forest fragments were duly delimited and fenced in, preventing the entry of people and domestic animals.

Proving our environmental concern and transparency in our accountability, the table below reveals the total areas that were decontaminated and remedied on our land in the last three years. The technical name “remedied” represents the entire area that previously had contamination in the soil or groundwater, and after undergoing environmental remediation processes, conditions for human health and the intended occupation were reestablished.

### Remediated Lands

G4 CRE5

Area (m <sup>2</sup> )	2019	2020	2021
Total area of land decontaminated and remediated to intended use	7,915	42,820	31,495

Area (m <sup>2</sup> )	2019	2020	2021
Total area of land assessed for remediation but not yet remediated.	85,170	48,115	16,440
Total (m <sup>2</sup> )	93,085	90,935	47,935

The oscillation is associated with Even's landbank over the years.

# Sustainable construction



**100% carbon-neutral (GHG)** in all developments delivered in 2021



**Reduction of 21% in energy** construction consumption since 2014



**Reduction of 21% in water** construction consumption since 2014



**EDGE certification** in Arbo Alto de Pinheiros.

**Reduction of 20%** in energy, water and embodied energy in materials use

At Even, we create an environment that encourages our employees to follow and develop sustainable practices applicable to all products and processes. It is part of our strategy to build developments with sustainability advantages, and the proposal for sustainable construction permeates the entire rule of the business.

The process begins with the design of the development and moves on to the Products, Projects and Construction works area, dedicated to standardizing the construction method and creating projects with the best energy efficiency, lower water consumption, greater use of sustainable products and less environmental impact. In some cases, water consumption can be reduced by around 40% with our practices. These advantages justify the motto of sustainable construction by Morar Even: "we practice sustainability, and you practice economy".

The proposal offers greater financial return for those who decide to invest in our developments, greater comfort for the resident, security of a sustainable "work environment" until the delivery of the keys and would improve the neighborhood's infrastructure, with the potential for community appreciation.

Every construction developed within the standards established by the sustainability seals exceeds the fulfillment of environmental requirements. We have 57 developments with AQUA certification, which represents 110 towers, 8,462 units in a million and 383,000 square meters of built area.

However, Even's engineering absorbed the required guidelines, metrics, and management methods, so we no longer request this certification. We are currently in the process of obtaining the Edge Certificate for the Arbo Alto de Pinheiros development, which will provide savings in financing the work. To obtain certification, the works must reduce water use by 20%; 20% of energy in the development and 20% of the energy used to

produce materials.

Edge certification is a partnership between the Brazilian Chamber of the Construction Industry (CBIC) and the World Bank/International Finance Corporation (IFC), linking its financing to projects that have obtained the sustainability certificate. Our professionals are attentive to the best practices and tools offered by the market, and through the study groups, we verify the feasibility of implementing the processes in our works.

One of the main goals that Even pursues is linked to compliance with the guidelines for sustainability inspections in the construction works. We carry out audits every four months in the Quality area at all construction sites. The result of this continuous inspection is linked to 1.5% of the bonus of the construction team in the PDT (Construction Works Technical Development Program). Over the past three years, our performance in this area has shown:

**2019:** 94.48%

average utilization

of the construction works comply with the program;

**2020:** 96.23%

average utilization

of the construction works comply with the program;

**2021:** 94.82%

average utilization

of construction works comply with the program.

### Energy intensity - index (KWh/m<sup>2</sup>)

#### G4 CRE1

Stage of construction	2019	2020	2021
Foundation	4.2	3.06	1.95
Structure and masonry	4.6	6.94	6.05
Finishes	13.19	16.04	8.42

Note: The indicators report the values related to the construction phase.

### Water consumption intensity - index (m<sup>3</sup>/m<sup>2</sup>)

#### G4 CRE2

Stage of construction	2019	2020	2021
Foundation	0.33	0.17	0.11
Structure and masonry	0.47	0.39	0.44
Finishes	0.55	0.52	0.49

Note: The oscillation by work phase is directly linked to the equipment and methodology used, so we have optimized the calculation method according to the curve by the budget.

## Greenhouse gas emissions intensity

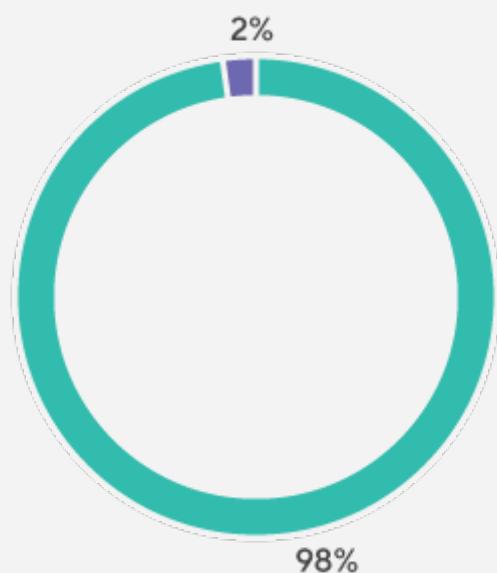
### G4 CRE3

Constructive method	2019			2020			2021		
	m <sup>2</sup> delivered in 2019	Index kgCO2e/m <sup>2</sup>	total tCO2e	Index kgCO2e/m <sup>2</sup>	m <sup>2</sup> delivered in 2021	Index kgCO2e/m <sup>2</sup>	m <sup>2</sup> delivered in 2021	Index kgCO2e/m <sup>2</sup>	total tCO2e
Conventional structure	171,287.3	168.64	28,886.54	83,788.38	156.82	13,140.09	86,554.30	175.73	15,209.98
Structural masonry	15,948.47	161.67	2,578.32	30,892.74	132.79	4,102.11	-	-	-
Administration	-	-	709.05	-	-	412.16	-	-	206.83
Total	187,235.77	171.84	32,173.90	114,681.12	153.94	17,654.36	86,554.30	175.73	15,416.81

# Economic and financial performance

At the end of the year, net revenue reached R\$2.3 billion, up by 36% compared to the previous year. Net Income totaled R\$231 million, with Return on Equity (ROE) reaching 13%. Due to land acquisition throughout the fiscal year, we generated R\$36 million in Operating Cash. The Financial Result had a positive balance totaling R\$64.7 million in the fiscal year, and the Net Income closed the fiscal year at R\$231.2 million, up by 8% compared to R\$214 million in 2020.

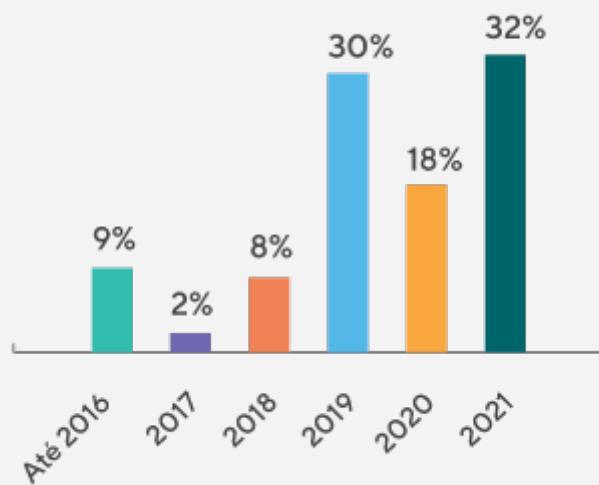
## Gross Revenue Breakdown



Property Sales Revenue

Revenue from Sales of Services

## Gross Revenue from Property Sales by Year of Launch (%)



Up to 2016

2017

2018

2019

2020

2021

## Rating

In 2021, the rating agency Standard & Poor's Global Ratings (S&P), one of the largest in the world, raised Even's rating from brAA to brAA+, with a positive outlook, on the National Brazil Scale. According to S&P, if we maintain the operating results, there will be a further rating upgrade in the short term. Among the factors that led the agency to raise our rating are the improvement in credit metrics, the solid capital structure, consistency in profitability and stronger liquidity to overcome possible economic crises that Brazil may face.

## Direct economic value generated and distributed

GRI 201-1

	2019	2020	2021
Direct economic value generated (Rvenues)	1,964,778	1,763,195	2,275,744
Economic value distributed	1,630,008	1,504,193	1,916,527
Operating costs	334,770	259,002	359,217
Employee wages and benefits	-105,666	-90,519	- 86,402
Payments to providers of capital	-54,837	-42,152	- 109,922
Payments to government	-95,598	-125,014	- 41,931
Community investments	99,504	131,826	226,536
Economic value retained	97,661	70,537	105,784

## Income Statement

Items	Unit	2019	2020	2021
Net Operating Revenue	R\$ thousands	1,912,997	1,671,020	1,732,194
Gross Income	R\$ thousands	475,776	482,438	483,156
Ajusted Gross Margin	%	30.7%	31.9%	29.1%
Net Profit	R\$ thousands	119,191	14,688	189,450
Net Margin before Minority Interest	%	7.5%	3.2%	12.8%

## Balance Sheet

Items	Unit	2019	2020	2021
Total Assets	R\$ thousands	4,983,545	5,176,777	5,867,100
Equity	R\$ thousands	1,877,442	2,481,417	2,575,635

## Return on equity (last 12 months)

Items	Unit	2019	2020	2021
ROE*	%	7.2%	12.6%	16.6%

## Debt Breakdown

Items	Unit	2019	2020	2021
Gross Debt	R\$ million	1,207	453	351

## Infrastructure Investments

### GRI 203-1

	2019	2020	2021
	R\$ 312,867.49	R\$ 296,207.66	R\$ 419,868.92
TCA <sup>1</sup> Compliance	R\$ 239,659.83	R\$ 172,000.00	R\$ 236,500.00
	R\$ 75,827.84	R\$ 17,000.00	R\$ 17,000.00
Subtotal	R\$ 628,355.16	R\$ 485,207.66	R\$ 673,368.92
SMT/CET <sup>2</sup> Compliance	R\$ 0.00	R\$ 0.00	R\$ 0.00
Subtotal	R\$ 0.00	R\$ 0.00	R\$ 0.00

	2019	2020	2021
	R\$ 1,744,731.20	R\$ 1,169,660.04	R\$ 896,985.78
DECONT/CETESB <sup>3</sup> Compliance	R\$ 53,698.50	R\$ 4,839.50	R\$ 0.00
	R\$ 63,171.00	R\$ 0.00	R\$ 0.00
Subtotal	R\$ 1,861,600.70	R\$ 1,174,499.54	R\$ 921,985.78
Total	R\$ 2,489,955.86	R\$ 1,659,707.20	R\$ 1,595,354.70

<sup>1</sup> Compliance with the Environmental Commitment Term (TCA)<sup>2</sup> Compliance with the Road Improvement Agreement (SMT/CET)<sup>3</sup> Compliance with the Environmental Quality Term (DECONT / CETESB)

## Operational performance

Even still under the pandemic's impact, which continued to require care, in 2021, we launched nine developments in São Paulo (SP) and another nine in Porto Alegre (RS) through the subsidiary Melnick, totaling 3,651 units and over 340,000 square meters of floor space. This corresponds to a General Sales Value (PSV) totaling R\$2.9 billion (R\$2.4 billion referring to Even), up by 84% over 2020.

At the end of the year, net sales (Even %) reached R\$1.6 billion, corresponding to an average VSO (Sales on Offer) reaching 39%. We closed the fiscal year with PSV in inventory (% Even) totaling R\$2.7 billion, corresponding to the 20-month average of LTM net sales. The volume of finished inventory represented 12% of the total.

In 2021, we acquired 18 lands, in São Paulo and Porto Alegre, with potential PSV totaling R\$1.9 billion. As a result, our Land Bank has 58 developments or phases. Of this total, 24 belong to Even, totaling 447,000 square meters and with an expected PSV totaling R\$4.18 billion for the Company, located essentially in the upscale neighborhoods of São Paulo.

We delivered six developments during the year, with 874 units and PSV totaling R\$542 million for Even.

Operational & financial   Launches				
Items	Unit	2019	2020	2021
Projects Launched	Unit	17	13	18
Launched Units	Unit	2,045	2,488	2,502
PSV of Launched Units (Even)	R\$ thousands	1,777,363	1,370,081	1,589,464
Operational & financial   Sales				
Items	Unit	2019	2020	2021
PSV of Sold Units (Even)	R\$ thousands	1,435,095	1,675,546	1,217,043
Sold Units	Unit	3,070	3,333	1,820
Operational & financial   Inventory				
Items	Unit	2019	2020	2021
PSV of Inventory Units (Even)	R\$ thousands	2,020,749	1,713,985	2,260,929
PSV of finished units in stock (Even)	R\$ thousands	800,622	365,071	324,020
Inventory Units	Unit	4,318	3,610	4,338

Operational & financial   Inventory				
Item	Unit	2019	2020	2021
Ready-made units in stock	Unit	2,125	1,445	1,496
Projects with stock	Unit	133	107	120
Finished projects in stock	Unit	96	67	71
Operational & financial   Land bank				
PSV of land bank (Even)	R\$ billion	6.6	6.0	6.2
São Paulo	R\$ billion	3.3	4.1	4.2
Rio de Janeiro	R\$ billion	0.3	0.3	0.3
Rio Grande do Sul	R\$ billion	2.8	1.6	1.7
Minas Gerais	R\$ billion	0.1	0.02	0.02
Number of land lots or stages in the land bank	Unit	65	63	60

### Operational & financial | Land bank

São Paulo	Unit	19	20	16
Rio de Janeiro	Unit	4	4	4
Rio Grande do Sul	Unit	41	38	39
Minas Gerais	Unit	1	1	1

### Operational & financial | Active construction sites

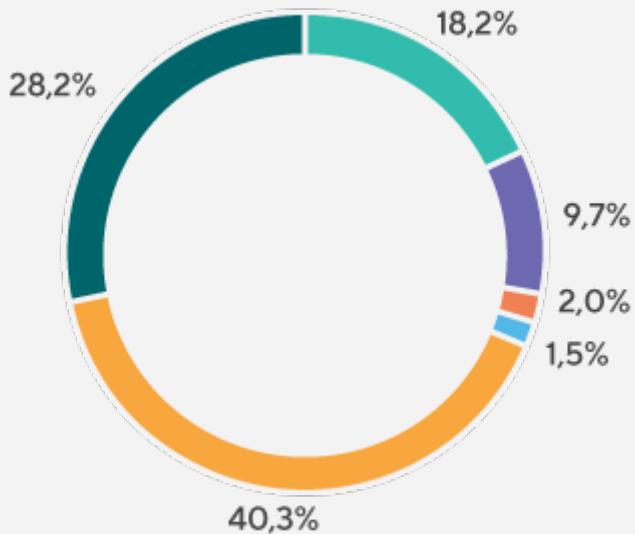
Items	Unit	2019	2020	2021
Active construction sites	Unit	28	28	38
São Paulo	Unit	9	11	15
Rio de Janeiro	Unit	2	-	-
Rio Grande do Sul	Unit	17	17	23
Minas Gerais	Unit	-	-	-

Land Bank Value in 2021

PSV Growth Launched in 2021

Delivery Throughout in 2021

**Net Sales by Product Type**



MCH (Mixed, Commercial and Hotel)

Medium / Medium-High

Studio

Allotment

Medium / Medium-High

Economic

# Technology and innovation

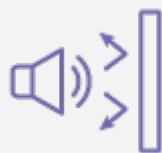
We are a high-performance team that seeks to offer the best alternatives for all projects and processes. Currently, we are committed to strengthening the culture of innovation and making Even more dynamic and agile to face the challenges of the new times.

In this context, the change that the pandemic caused in the way people work is included. For many, the home office is no longer a temporary option in a crisis and has become a new reality. We believe that the property will be over a home. It will also become a business and services platform, which opens up opportunities to create new advantages in our developments.

Based on this conviction, we combine innovation in sustainable products and processes with technology. We started, in 2021, with the digitization of processes, besides the use of a response bot via chat, available on the Even Portal and our App, and we are investing in startups. Although it is still a peripheral model, which does not permeate Even's processes, we have developed new startups that will boost the culture of innovation - one of the startups should generate the first positive financial result in 2022.

We also had new improvements in the electronic platform GDFOR (Management of Supplier Documents). The system, implemented over five years ago, allows the management of outsourced employees and enables strict control of registrations, verification and updating of documents, besides training and access policy to construction sites.

For new materials, the process requires the approval of all the competent areas to ensure the quality and safety of the product: it goes through the pre-approval of the Construction works Manager and the General Manager of Construction works, who present an analysis at the Operations Meeting. Subsequently, the Operations Committee verifies the feasibility of the implementation. It forwards it to the engineering department of the work, which must identify standards and forms and publish the innovation in the system so that the new materials are quickly adopted in all construction works. Some innovations gained prominence. Between them:



Acoustic block applied to the units, elevator shaft, stairwell and escape routes;



Swimming pool lining, by adopting a more modern and safer model, which represented an improvement in terms of quality; and



Facade mapping with drone and diagnosis with Artificial Intelligence (AI)

In 2019, we also started the process of digitization at construction sites. Currently, we no longer have paper in the construction works, and all processes are carried out in digital formats, such as receiving materials, checking services and monitoring the Technological Control Plan (PCT). All files are digitized and available to the Technical Support area at the end of the work. We reduced the printing of 45,000 sheets, avoiding emitting 140 kg of CO<sub>2</sub>e per job, which is equivalent to 70 m<sup>2</sup> of preserved forests. With the process, we gained operational

efficiency, greater team engagement to increase conference and product quality and greater critical data analysis.



## Cybersecurity

Even has been implementing several actions to improve its cybersecurity. In 2018, the vulnerability management program was created (named the London project), and the information security policy was defined. In 2020 and 2021, we carried out, among other initiatives, the upgrade of servers, the network manager's replacement, and a new antivirus system with anti-ransomware protection.

# GRI and SASB content summary

## STANDARD CONTENT

### GRI 102: GENERAL DISCLOSURES

ORGANIZATIONAL PROFILE	Answer	Page	Linking the SDGs and the GRI Standards
102-1 Organization name	<a href="#">Profile</a>		
102-2 Activities, brands, products and services	<a href="#">Profile</a>		
102-3 Headquarters location	<a href="#">Profile</a>		
102-4 Location of operations	<a href="#">Profile</a>		
102-5 Ownership and legal form	<a href="#">Profile</a>		
102-6 Markets served	<a href="#">Profile</a>		
102-7 Size of organization	<a href="#">Profile</a>		
102-8 Information about employees and other collaborators		<a href="#">Employees' Profile</a>	8 and 10
102-9 Suppliers chain		<a href="#">Relationship with suppliers</a>	
102-10 Significant changes in the organization and its supply chain		<a href="#">Relationship with suppliers</a>	
102-11 Precautionary principle or approach		<a href="#">Relationship with suppliers</a>	
102-12 External Initiatives	<a href="#">Profile</a>		
102-13 Membership in association	<a href="#">Profile</a>		
STRATEGY			

## STANDARD CONTENT

102-14	Statement from the organization's top executive	Message from the management	
102-15	Key impacts, risks, and opportunities	Risk management	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards and norms of behavior	Purpose, Vision and Values	16
GOVERNANCE			
102-18	Governance structure	Governance structure	
102-19	Delegation of authority	Governance structure	
102-20	Responsibility of executives for economic, environmental and social issues	Governance structure	
102-22	Members of the highest governance body and its committees	Governance structure	5 and 16
102-23	Chairman of the highest governance body	Governance structure	16
102-24	Appointment and selection of the highest governance body	Governance structure	5 and 16
102-25	Conflicts of interest		16
102-26	Role of the highest governance body in defining purpose, values and strategy	Governance structure	

## STANDARD CONTENT

102-28	Evaluating the highest governance body's performance	Governance structure
102-29	Identifying and managing economic, environmental, and social impacts	Governance structure
102-30	Effectiveness of risk management processes	Risk management
102-31	Review of economic, environmental, and social topics	Governance structure
102-32	Highest governance body's role in sustainability reporting	Governance structure
102-35	Remuneration policies	Governance structure
102-36	Process for determining remuneration	Governance structure
102-38	Annual total compensation ratio	Governance structure
102-39	Percentage increase in annual total compensation ratio	Governance structure
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	Materiality
102-41	Collective bargaining agreements	Materiality
102-42	Identifying and selecting stakeholders	Materiality

## STANDARD CONTENT

102-43	Approach to stakeholder engagement	Materiality
102-44	Key topics and concerns raised	Materiality
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	Economic and financial performance
102-46	Defining report content and topic Boundaries	Materiality
102-47	List of material topics	Materiality
102-48	Restatements of information	There were no restatements of information
102-49	Changes in reporting	There were no changes in reporting
102-50	Reporting period	01/01/2021 to 12/31/2021
102-51	Date of most recent report	2017 (base year 2016)
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Credits
102-54	Claims of reporting in accordance with the GRI Standards	About the report
102-55	GRI content index	GRI and SASB content summary
102-56	External assurance	External assurance was not performed

## STANDARD CONTENT

## MATERIAL SUBJECT

## CORPORATE GOVERNANCE

## GRI 102: GOVERNANCE

102-18	Governance structure	Governance structure
102-19	Delegation of authority	Governance structure
102-20	Responsibility of executives for economic, environmental and social issues	Governance structure
102-22	Members of the highest governance body and its committees	Governance structure
102-23	Chairman of the highest governance body	Governance structure
102-24	Appointment and selection of the highest governance body	Governance structure
102-25	Conflicts of interest	Risk management
102-26	Role of the highest governance body in defining purpose, values and strategy	Governance structure
102-28	Evaluating the highest governance body's performance	Governance structure
102-29	Identifying and managing economic, environmental, and social impacts	Governance structure

## STANDARD CONTENT

102-30	Effectiveness of risk management processes	Risk management
102-31	Review of economic, environmental, and social topics	Governance structure
102-32	Highest governance body's role in sustainability reporting	Governance structure
102-35	Remuneration policies	Governance structure
102-36	Process for determining remuneration	Governance structure
102-38	Annual total compensation ratio	Governance structure
102-39	Percentage increase in annual total compensation ratio	Governance structure

## ETHICS AND INTEGRITY

GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its Boundary	Ethics and Integrity
103-2	The management approach and its components	Ethics and Integrity
103-3	Evaluation of the management approach	Ethics and Integrity
GRI 205: ANTI-CORRUPTION		

## STANDARD CONTENT

205-1	Operations assessed for risks related to corruption	Ethics and Integrity
205-2	Communication and training on anti-corruption policies and procedures	Ethics and Integrity
MANAGEMENT OF MATERIALS AND WASTE		
GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its Boundary	Waste and material management
103-2	The management approach and its components	Waste and material management
103-3	Evaluation of the management approach	Waste and material management
GRI 301: MATERIALS		
301-1	Materials used by weight or volume	Waste and material management
301-2	Recycled input materials used	Waste and material management
301-3	Reclaimed products and their packaging materials	Waste and material management
GRI 306: WASTE		
306-3	Waste generated	Waste and material management

**STANDARD CONTENT**

306-4	Waste diverted from disposal	Waste and material management
306-5	Waste directed to disposal	Waste and material management
<b>POWER MANAGEMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH</b>		
103-1	Explanation of the material topic and its Boundary	Energy
103-2	The management approach and its components	Energy
103-3	Evaluation of the management approach	Energy
<b>GRI 302: ENERGY</b>		
302-1	Energy consumption within the organization	Energy
302-3	Energy intensity	Energy
302-4	Reduction of energy consumption	Energy
302-5	Reductions in energy requirements of products and services	Energy
<b>WATER MANAGEMENT</b>		
<b>GRI 103: MANAGEMENT APPROACH</b>		

## STANDARD CONTENT

103-1	Explanation of the material topic and its Boundary	Water management	
103-2	The management approach and its components	Water management	
103-3	Evaluation of the management approach	Water management	
GRI 303: WATER AND EFFLUENT			
303-1	Interactions with water as a shared resource	Water management	6 and 12
303-2	Management of impacts related to water discharge	Water management	6
303-3	Water withdrawal	Water management	
SASB: LAND USE AND ECOLOGICAL IMPACTS			
IF-HB-160a.2	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	Water management	
BIODIVERSITY AND LAND USE			
GRI 103: MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary	Biodiversity and land use	
103-2	The management approach and its components	Biodiversity and land use	

## STANDARD CONTENT

103-3	Evaluation of the management approach	Biodiversity and land use
<b>SECTOR DISCLOSURES: CONSTRUCTION AND REAL ESTATE (G4-CRE)</b>		
G4-CRE5	Land remediated and in need of remediation for the existing or intended land use, according to applicable legal designations	Biodiversity and land use
<b>ATMOSPHERIC AND GREENHOUSE GAS EMISSIONS</b>		
<b>GRI 103: MANAGEMENT APPROACH</b>		
103-1	Explanation of the material topic and its Boundary	Climate changes
103-2	The management approach and its components	Climate changes
103-3	Evaluation of the management approach	Climate changes
<b>GRI 201: ECONOMIC PERFORMANCE</b>		
201-2	Financial implications and other risks and opportunities due to climate change	Climate changes 13
<b>GRI 305: EMISSIONS</b>		
305-1	Direct (Scope 1) GHG emissions	Climate changes 3, 12, 13, 14 and 15
305-2	Energy indirect (Scope 2) GHG emissions	Climate changes 3, 12, 13, 14 and 15

STANDARD CONTENT			
305-3	Other indirect (Scope 3) GHG emissions	Climate changes	3, 12, 13, 14 and 15
305-4	GHG emissions intensity	Climate changes	13, 14 and 15
305-5	Reduction of GHG emissions	Climate changes	13, 14 and 15
SASB: CLIMATE CHANGE ADAPTATION			
IF-HB-420a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Climate changes	
SUSTAINABLE CONSTRUCTION			
GRI 103: MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary	Sustainable construction	
103-2	The management approach and its components	Sustainable construction	
103-3	Evaluation of the management approach	Sustainable construction	
SECTOR DISCLOSURES: CONSTRUCTION AND REAL ESTATE (G4-CRE)			
G4-CRE1	Building energy intensity	Sustainable construction	
G4-CRE2	Building water intensity	Sustainable construction	
G4-CRE3	Greenhouse gas emissions intensity from building	Sustainable construction	

## STANDARD CONTENT

G4-CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment	Sustainable construction
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## SASB: DESIGN FOR RESOURCE EFFICIENCY

IF-HB-410a.3	Number of homes delivered certified to a third-party multi-attribute green building standard	Sustainable construction
IF-HB-410b.1	Description of how proximity and access to infrastructure, services, and economic centers affect site selection and development decisions	Sustainable construction

## OCCUPATIONAL HEALTH AND SAFETY

## GRI 103: MANAGEMENT APPROACH

103-1	Explanation of the material topic and its Boundary	Health and safety
103-2	The management approach and its components	Health and safety
103-3	Evaluation of the management approach	Health and safety

## GRI 403: OCCUPATIONAL HEALTH AND SAFETY

## STANDARD CONTENT

403-4	Worker participation, consultation and communication on occupational health and safety issues	Health and safety
403-9	Work-related injuries	Health and safety
403-10	Work-related ill health	There was no record of work-related ill health

## SASB: WORKFORCE HEALTH AND SAFETY

IF-HB-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Health and safety
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## EMPLOYEE'S DEVELOPMENT

## GRI 103: MANAGEMENT APPROACH

103-1	Explanation of the material topic and its Boundary	Professional development
103-2	The management approach and its components	Professional development
103-3	Evaluation of the management approach	Professional development

## GRI 401: EMPLOYMENT

401-1	New employee hires and employee turnover	Professional development
401-2	Benefits granted to full time employees not granted to part time or temporary employees	Professional development

**STANDARD CONTENT****GRI 404: TRAINING AND EDUCATION**

404-1	Average hours of training per year per employee	Professional development
404-2	Programs for the development of employees' skills and assistance for career transition	Professional development
404-3	Percentage of employees receiving regular performance and career development assessments	Professional development

**RELATIONSHIP WITH THE COMMUNITY AND IMPACTS ON THE NEIGHBORHOOD****GRI 103: MANAGEMENT APPROACH**

103-1	Explanation of the material topic and its Boundary	Relationship with neighboring communities
103-2	The management approach and its components	Relationship with neighboring communities
103-3	Evaluation of the management approach	Relationship with neighboring communities

**GRI 203: INDIRECT ECONOMIC IMPACTS**

203-1	Investments and services in infrastructure	Relationship with neighboring communities
203-2	Significant indirect economic impacts	Relationship with neighboring communities

**GRI 413: LOCAL COMMUNITIES**

**STANDARD CONTENT**

413-1	Operations with local community engagement, impact assessments and development programs	Relationship with neighboring communities
413-2	Operations with significant real and potential negative impacts on local communities	Relationship with neighboring communities

**CUSTOMER RELATIONSHIP AND SATISFACTION****GRI 103: MANAGEMENT APPROACH**

103-1	Explanation of the material topic and its Boundary	Relationship with the customer
103-2	The management approach and its components	Relationship with the customer
103-3	Evaluation of the management approach	Relationship with the customer

**GRI 416: CUSTOMER HEALTH AND SAFETY**

416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product safety
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**GRI 417: MARKETING AND LABELING**

417-3	Incidents of non-compliance concerning marketing communications
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**GRI 418: CUSTOMER PRIVACY**

## STANDARD CONTENT

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

Extras GRI Disclosures - disclosures not considered in materiality, but which Even decided to report to maintain the historical series and comparability

## GRI 201: ECONOMIC PERFORMANCE

201-1 Direct economic value generated and distributed Economic and financial performance

## GRI 202: MARKET PRESENCE

202-1 Ratio of lowest paid salary, by gender, compared to local minimum salary

## GRI 307: ENVIRONMENTAL COMPLIANCE

307-1 Non-compliance with environmental laws and regulations Sustainable construction

## GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

308-1 New suppliers that were screened using environmental criteria

## GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES

405-1 Diversity in governance bodies and employees Employees' Profile

## STANDARD CONTENT

405-2	Ratio of basic salary and remuneration of women to men	<a href="#">Employees' Profile</a>
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## GRI 412: HUMAN RIGHTS ASSESSMENT

412-1	Operations subject to human rights impact assessment or analysis
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## GRI 414: SUPPLIER SOCIAL ASSESSMENT

414-1	New suppliers that were screened using social criteria	<a href="#">Relationship with suppliers</a>
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Relationship with suppliers</a>

## GRI 419: SOCIOECONOMIC COMPLIANCE

419-1	Non-compliance with laws and regulations in social and economic areas
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## SASB: LAND USE AND ECOLOGICAL IMPACTS

IF-HB-160a.3	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	<a href="#">Sustainable construction</a>
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# Credits

## Corporate Information

Name: Even Construtora e Incorporadora S/A  
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## Credits

### Coordination

Caio Guerreiro Granja - Quality and Sustainability Specialist  
Rubens Moisés dos Anjos - Works, Quality and Sustainability Manager  
Marcelo Lenttini de Moraes - Chief Operating Officer  
ESG Committee

## GRI Consultancy

blendON

## Writing and revision

blendON

## Site development

blendON

## Graphic Design

blendON