

ieven



Business administrator **Elaine Moreira** was in the search for a large apartment with good cost-benefit and, preferably, in the same region where she already lived. Having a condo infrastructure with a club concept made a difference. She said that the purchase experience at Even was good. The problems were with the late delivery and also with the bank indicated for the real estate financing. Sustainability for Elaine is not a decisive factor, but motivating upon acquisition of any product or service. Further, she added that she would pay 10% more for a real estate property with sustainable products and processes.



Engineer **Andrei Maturano** bought five properties at Even. He had no problems in the experience with *Oscar Freire Office*, unlike what happened to *Plaza Mayor*. Because of the delivery delay, he had to redo his family plans. For him, Even has quality products and offers support for the resolution of problems identified in the survey. Since he seeks to save water, energy and promote selective collection on a daily basis, he said he would consider the possibility of paying more for an apartment having sustainable products and production processes.

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Sustainability Vision

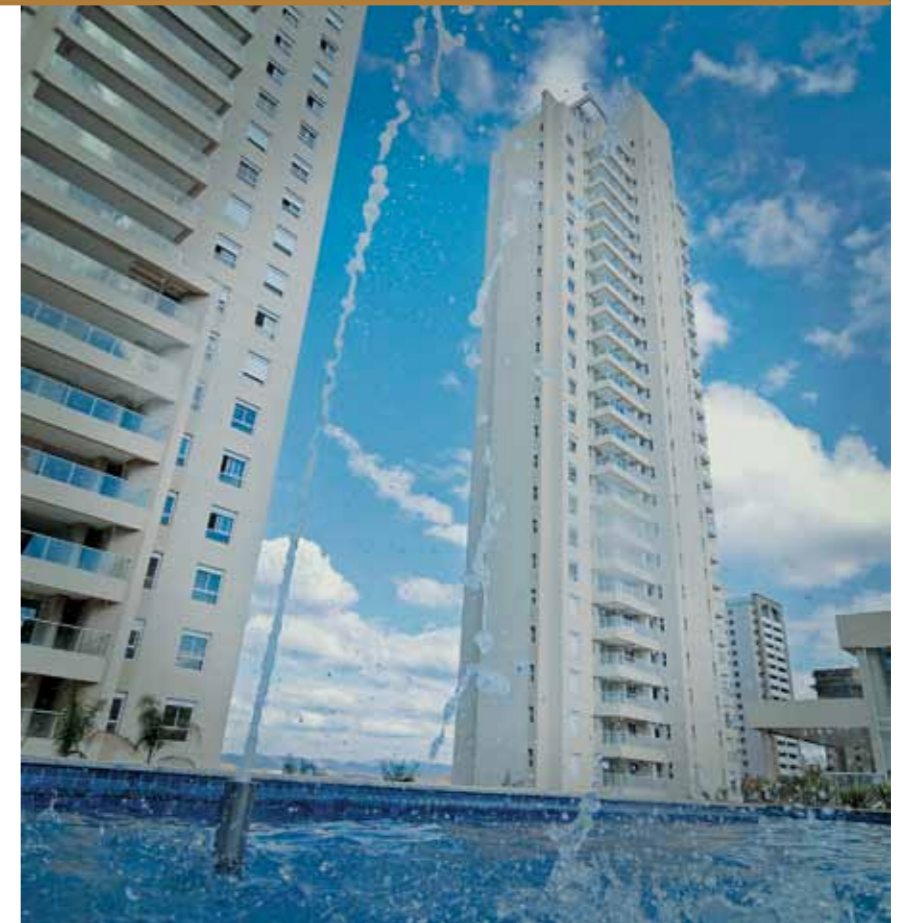
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Opening Message

The fourth edition of Even's sustainability report presents a significant evolution as compared to previous reports. In light of the goal of a company that seeks to integrate sustainability with its management and decisions, we believe that it shall be much more relevant for the company and its stakeholders to have access to a single material that integrates not only the data and information related to the company's performance and results but also to our sustainable actions.

Thus, this year we have evolved in preparing an annual sustainability report, seeking to include the voice and demands of all stakeholders. Year by year we have evolved the relationship we have established with these groups - who, once again, were invited to participate in the preparation of the document, helping to elect the most important issues in the materiality matrix.

We also mapped the current or potential critical situations to be controlled in relation to our stakeholders. As a result, customers were again elected as those who demand more attention from the company. In addition

to presenting the projects and initiatives that involve and impact customers, this report includes a more significant participation from this stakeholder group, including their opinions, experiences and expectations regarding our products and services.

Even shares the opinion that company reports should not be limited to a role of reciting facts, achievements and challenges. We believe in the power of mobilization and awareness of this document, and we seek to develop an accessible publication, which functions as an instrument in the dissemination of knowledge and key issues relating to sustainability in the construction industry and in society.

Thus, the Global Reporting Initiative (GRI) indicators, shown throughout the text, are not just a systematic method of reporting our performance. These indicators, along with the BOVESPA's Sustainability Index (ISE) questionnaire, represent an important management tool, used in the definition of our goals and strategies, being effectively employed in our daily activities. **GRI 4.12**

Message from the President

GRI 1.1 GRI 1.2

In an interview, Even's CEO Carlos Eduardo Terepins talks about the performance, challenges and major accomplishments of 2011, as well as discusses the sustainability integrating process into the company's products and management strategy.

What were the main highlights of Even's performance in 2011?

The main highlight is that we met the company guidance for project launches and sales. We completed another year with consistent performance, with profits according to plan. We were able to maintain a stable trajectory for delivery, goals and results.

Another important highlight was the consolidation of Even operations in Rio de Janeiro. Moreover, the strong growth experienced by our Porto Alegre unit was cause for celebration in 2011 - a region where we have market leadership. We can also highlight the consolidation of the company's structure, processes, procedures and internal control activities.

The secret to achieving these results was that the company, through its managers and staff, has remained faithful to strategic planning guidelines. The company is driven by constant focus on strategic planning management and consistency, which was revised during the global crisis of 2008 and allowed us to build the foundation for the results of 2011.

Up to 2010, the civil construction scenario was growth-oriented. The levels stabilized in 2011. How did Even react within this scenario?

The market has not maintained the heydays of 2010 but is still thriving, it remains a buyers' market. But my impression is that companies must be more judicious in their launchings to keep pace with the market movement. This has been an important focus within our organization. Our products now only leave the concept stage after much study, they are designed with greater care, and we are demonstrating results with a good rate of commercialization.

What are the main challenges for Even at this time?

Maintaining a leadership position in the markets in which we operate, but in a consistent manner, profitably and responsibly. And when I talk about being responsible, I mean not only financial results, which are of interest to shareholders. But also the social responsibility and respect for the customer, especially with regard to the issue of quality, timelines and the sustainability of our developments.

In the quest for customer satisfaction, Even launched its Customer Care project in 2011. Tell us a little about the project and how it relates to the company's strategy and planning.

This is a complex, wide-ranging project, and has a time horizon of at least three years for full implementation, since it will happen in stages. The first aspect of this project is that it educates the different layers of the company on the need to relate to and serve the customer well. This is the

first goal of a plan of this type. Once this stage is reached, we can go on to develop projects that will optimize the relationship with this public.

We are still overcoming the first stages of Customer Care, but the Customer Satisfaction Survey conducted in 2011 already reflects our efforts. Even's current rating equates to that of companies from other sectors. In addition, there was an increase customer satisfaction rating in every area. A critical sector such as technical assistance, for example, showed a dramatic improvement in the survey. We were already at a level considered reasonable, but we are now beginning to approach an appropriate level of customer satisfaction, which is the point of greatest vulnerability in a relationship. Despite the growth of our customer base, which was significant - we went from 12 to 13 thousand active clients to around 20 thousand - satisfaction increased, when the natural tendency would be exactly the opposite. This is an irreversible, long-term project, and requires discipline in its implementation.

“We comply with the company's guidance of launches and sales, while ending up another year in a consistent way, with profits according to expectations”

“More than 50% of our collaborators elected sustainability as the number one attribute or value to be considered”

Is Customer Care part of a wider strategy related to sustainability?

A survey of 1,100 company collaborators was also undertaken in 2011, requesting that they list company values or attributes they value the most. To our surprise, more than 50% of our collaborators elected sustainability as the number one attribute or value in their consideration. And we are not just talking about environmental question, which is very important, but also other aspects that are highly valued - the question of social responsibility, respect for our neighbors and environs, transparency in the relationship with and between collaborators, the absence of discrimination and trustworthiness in labor relations.

A company that has more than 50% collaborators electing sustainability as the number one value or attribute - remembering that the subject of sustainability has less than two years existence within the company - reflects that we are in a situation where there can be no turning back, because these values are here to stay, and already part of the company and part of the fundamental reason for collaborator retention. If these values were suddenly ripped up in a management change, we would probably see an evasion of good talents. This is an extremely important aspect for Even.

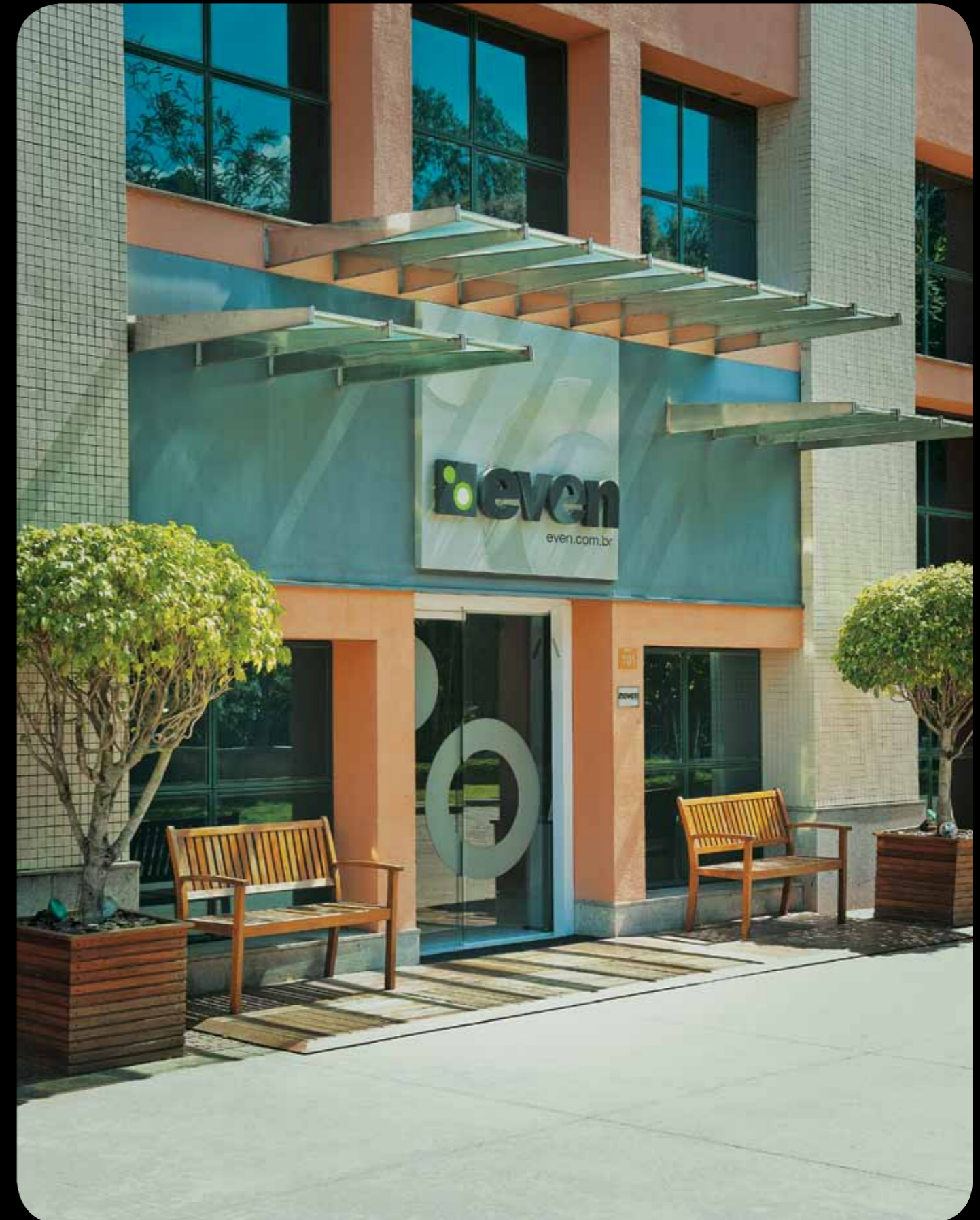
Talk a little in general terms of the Even sustainability vision.

Sustainability has become a set of attributes within the company that includes caring for the environment, correct execution of projects, responsible treatment of customers, honesty and openness in relationships with our stakeholders and our trustworthiness in dealing with all subjects, as well as a legitimate and irreversible desire to do everything correctly.

What are the main challenges that Even faces in incorporating sustainability into its way of doing business?

Sustainability is a building that needs to be permanently preserved. If the company does not remain aware, in six months it can destroy all that has been patiently constructed. As sustainability is not directly related to company finances, a management avid only for immediate results can destroy a program such as this, especially in times of a difficult market.

Certainly, our great concern today is how to also provide products with these sustainable characteristics. We are moving from predominantly institutional actions concerning the surroundings and the environment, to intensive practical application - unique and innovative in terms of our



“We comply with the company’s guidance of launches and sales, while ending up another year in a consistent way, with profits according to expectations”

products - until we become a benchmark for other companies. This is more than a goal, it is a mission.

We know that Even has great challenges ahead in relation to sustainability. But we also know that we are on the right track. Proof of that is that we remain as the only company in the industry to integrate the portfolio of BM&FBOVESPA’s Sustainability Index (ISE). In addition, during the design and planning stages, our project True Chácara Klabin won the AQUA seal which is a certificate of sustainable construction.

Even published its second carbon emissions inventory in 2011, with an increase in consistency over the first publication. Please discuss Even’s pioneering actions and its commitment to being the first company to commit to the creation of a plan to reduce emissions.

More than just reshaping the inventory, we were pioneers in mapping the volume of emissions caused by Even from conception to delivery. We opened the door for competitors when we said that if they wanted to take this route, we would map the pitfalls on the way. Sharing that knowledge is an example of responsibility. Our perception is that it is a slow, time-consuming, process because it requires political will by the company. And it is a decision that comes from the top down, which cannot come from the lower levels of the company, but must trigger effective action plans to reduce emissions. That is

our next step. This pioneering stance by Even is incontestable and is part of our management strategy.

We were also pioneers in working with suppliers, who are responsible for 98% of our emissions. Throughout 2011 we undertook a fresh approach with these stakeholders that included actions not just in engagement, but also in the choice of suppliers who adopt sustainable practices in order that we can reduce our emissions.

Does Even intend to also make sustainability visible in the daily routine of its customers? How will this strategy be implemented over the next year and what changes will this bring to the company?

The issue of customers is a little more complex. Customers tend to become increasingly sensitive to this issue, but they are still not fully aware. There is a strong demand for housing, but a large number of customers are not selective when it comes to sustainability. However, our market is ever more knowledgeable on the issue, and that knowledge is part of the repertoire of customer choice.

Nevertheless, I think customers will become more sensitive to sustainability in another one or two generations. Because, paradoxically, younger people are much more connected to these issues than more mature people - and currently the largest property purchase group are those between 30 to 45 years of age. This age group is only starting to take inter-

est in this issue. However the younger generation, in contrast, are much more knowledgeable and engaged. It is a process, a struggle, that is beginning to happen in Europe and the United States and will happen in Brazil with a time lag of approximately 20 years.

Tell us about the importance of the involvement and commitment of the workforce to company results, customer satisfaction and sustainability.

In 2011 the issue of sustainability gained more strength and depth within the company. There was greater adherence and respect for the issue in all areas. It is not a goal that is easily measured, but we gain maturity and a better sense of direction of what has to be done to achieve a sustainable operation. One example this is that we halted a project for adopting a State school due to the ineffectiveness of the results, which depended on the receiving agent rather than our input.

Another example is that the sustainability division within Even is under greater responsibility of the technical area director, from design to production. Just this one attitude demonstrates the organization complete commitment to the issue. This is not an annexed division. It is part of our operation.

In which areas did Even not advance in the way you would like? What were the main flaws and what are the main gaps of the company?

We have gone through some difficulties in relation to delivery dates, especially outside São Paulo, which we are already correcting and learning from mistakes. We are in the midst of a major transition in the Human Resources and Organizational Management Division, which is being restructured. Even is a young company that has grown significantly, and is maturing very quickly. In this context, where there are gaps, there are always issues that must be reviewed and answered, and which we are focused on resolving.

What are the prospects for 2012?

I have the hope and the knowledge that this team, backed by all of these values and the desire to take the correct actions, is building the best company in Brazil’s residential segment. And being the best company includes profitability, attitudes, performance and social responsibility. I have the distinct feeling that the degree of hierarchy does not matter - every collaborator assumes company values and is more interested in the overall project than simply financial growth. It is the force of this project that is the basis for my hopes.

ONLINE

Learn about Even’s background. Access www.even.vc/ir

Profile

Over the last ten years, we have operated in the residential and commercial real estate sector of civil construction, with focus on the metropolitan areas of the States of São Paulo, Rio de Janeiro, Minas Gerais and Rio Grande do Sul. Our ability to innovate, accompany market demands and deliver products and services aligned to customer expectations has placed Even among the largest developers and construction companies in the State of São Paulo and in Brazil.

Our ambition is to positively influence our whole network of relationships and also the sector in which we operate for the practice of sustainability

Our operations are vertically integrated, that is to say that Even has responsibility for carrying out all stages in the development of its products. The cycle begins with project planning, and involves marketing, execution, delivery and post-sales. Within the residential segment we operate from the more affordable level up to high standard housing. In all these processes we strive for excellence, efficiency and quality.

We have a solid Corporate Governance structure, and have conducted our business with the highest ethical standards. We value transparency and strive to generate value for all our stakeholders.

The Even development strategy includes a commitment to sustainability. We are the only company in the sector that is a member of the Corporate Sustainability Index on the São Paulo Stock Exchange. Beyond

putting into practice responsible actions within the economic, social, environmental and governance spheres, we have an ambition to positively influence our entire relationship network as well as the sector in which we operate.

Our History

Even Construtora e Incorporadora S.A. had its origins in the 2002 merger of ABC Investimentos with Terepins & Kallili, companies founded in 1974 and 1978 respectively. **GRI 2.1** In 2006, Spinnaker Capital - an investment fund based in London - became part of the shareholders. We have been a publicly traded company since 2007, with shares traded on the Novo Mercado (EVEN3), the highest level of Corporate Governance on BM&FBOVESPA. **GRI 2.3**



► Construction stage of the *Giardino* project in São Paulo (SP)

Mission **GRI 4.8**

Mark positively the lives of our customers and make them feel proud of the property they have chosen

Vision

To be a leader or a vice-leader in launches and sales in the upmarket residential segment in all the markets in which we operate.

To be one of the three most profitable companies in the sector

To act in a sustainable way and be a reference to customer satisfaction.

To be a reference in the industry for attracting, developing and retaining talents, with people who are motivated and proud to work in a cooperative and meritocratic environment.

GRI 2.6

CORPORATE INFORMATION

Company name: Even Construtora e Incorporadora s.A.

Type of corporation: joint stock company

Securities traded: BM&FBOVESPA (EVEN3)

GRI 2.2 GRI 2.3 GRI 2.4 GRI 2.5 GRI 2.7

AREA OF ACTIVITY

São Paulo (HQ)

Rio de Janeiro

Minas Gerais

Rio Grande do Sul – created the joint venture named Melnick Even Incorporações e Construções S.A., where Even holds 80% stake and Melnick, 20%

BRANDS, PRODUCTS AND SERVICES

Open Projects - for the low-income and emerging segments

Excluseven – a system providing personalized options for finishings and layouts

Even Vendas – in-house brokerage



GRI 2.8

SIZE OF ORGANIZATION (IN THOUSANDS OF REAIS)	2011	2010	2009
Net income	1,908,348	1,955,931	1,168,205
Launches (PSV in R\$)	2,070,453	1,528,025	926,988
Sales (%Even)	1,623,240	2,064,014	1,232,204
Gross debt	1,402,258	1,176,078	890,517
Short-term loans and financing	539,235	542,102	136,264
Long-term loans and financing	487,053	303,816	433,672
Short-term debentures	74,170	75,808	16,830
Long-term debentures	301,800	254,352	303,751
net equity	1,594,474	1,409,837	917,852
Total capitalization	2,996,732	2,585,915	1,808,369
Total assets	3,489,080	3,060,645	2,271,285
Active construction sites	62	52	52
Projects delivered	21	17	15
Units launched	6,332	6,515	3,459
Units delivered	2,932	2,204	1,688
Number of projects launched	34	33	25
Private area launched (m ²)	388,550	679,360	318,112
Units launched	3,459	6,515	6,332
Number of collaborators (Even) ¹	1,332	1,154	925
Number of collaborators (Green)	326	630	262
Number of collaborators (Even Vendas)	60	57	26

1: Number of permanent registered collaborators and trainees (excluding minor apprentices, outsourced and temporary staff).

ONLINE

Check out the full list of awards received by Even in 2011 at this site: www.even.vc/premios **GRI 2.10**

Strategy and Performance

Management and results

One of the hallmarks of our business strategy is flexibility in negotiations and decision-making, underpinned by a modern administration that is guided by best market practices. We are further supported by our vision of customer focus, innovation and commitment to sustainability.

The maturity gained by Even in its short history is the result of intensive strategic planning that has been put into practice over the past five years. Within this context we consider 2011 as a closing year for a cycle, a time to look back and see the full implementation of actions, projects, routines and procedures established by the company. As a consequence, we now have a much stronger company that is better integrated and can show consistent operational results.

Strategic Map

In 2009, we constructed Even's Strategic Map, setting its mission, vision, pillars and goals. The first 33 projects were designed to focus on the company's organization and expansion. All projects were completed, and in 2011 a portfolio of 17 new initiatives began. One of the outstanding projects of the current Map is the Customer Care, a new model for customer relations, through

which we seek maximum satisfaction for our customers. The project began to be implemented in 2011 and will be deployed through various actions over the coming years. Other examples include initiatives such as building a new commercial performance system, as well as mechanisms that enable sustainability to permeate the business. Even set sustainability goals for all business areas in 2011, ranging from more sustainable product launches through to actions in the vicinity of construction sites, action plans to reduce carbon emissions, improvements to the provision of information to customers and implementation of corporate governance committees.

The execution of each activity is accompanied by the Project Management Office (PMO), which monitors results and the direction of each work front. Even also relies on a Human Resources and Organizational Management, which facilitates the discussion and establishment of goals - a task that also involves multidisciplinary committees (further information in the Corporate Governance section).

High turnover

Even works on the basis of high turnover concept, a strategy that allows us to shorten the period between the land plot pur-



In 2009, we built Even's strategic map, setting its mission, vision, pillars and goals

One of the featured projects of the current Strategic Roadmap is the Customer Care, a new customer relationship model that seeks the maximum satisfaction of our customers

chase and product launch. With this strategy, 61% of projects launched in 2011 were sold in that same year.

As a diversification strategy we give preference to well located land plots with reduced dimensions. Combined, these features increase the acceptance of the project, increasing the sales speed and mitigating performance risks. In addition, we have greater flexibility with regard to market fluctuations. We work also with an inventory of land plots (land bank) that is smaller than the average market.

Areas of activity

In addition to the São Paulo metropolitan area, we have affiliates in Minas Gerais and Rio de Janeiro, and also operate in the State of Rio Grande do Sul through a joint venture with Melnick Even. Together, these four regions account for more than 60% of Brazilian GDP. As one of the largest construction companies and developers in the State of São Paulo, we have conquered a solid position in the region, while at the same time expanding our participation in Rio de Janeiro and Rio Grande do Sul. In Minas Gerais we are focusing on projects that have already been launched, seeking a consolidation of our operations.

We began the first cycle of project deliveries in Rio de Janeiro, Rio Grande do Sul and Minas Gerais in 2011, and recorded growth in all operational indicators in the two former areas. At the end of 2011 sales in the three locations outside of São Paulo

accounted for 33% of our total sales volume, a significant increase compared to 16% registered in 2010, demonstrating the confidence of these markets in our product. We have increased our team structure in Rio de Janeiro and Rio Grande do Sul operations, and in each of the locations where we operate we seek to observe the characteristics of the local market to provide us with access to the best land plots, increase our bargaining power with local suppliers, and attract talent with knowledge of the regional scenario.

In Rio Grande do Sul, through a corporate restructuring, we increased our stake in the joint venture with Melnick Even to 80% in 2011, compared to 50% in 2010. Melnick, which was founded in 1992, attained the status of leader in high quality construction, serving the Cities of Porto Alegre, Litoral and Gramado. In search of better alignment between operations, the unit began operating with the same management system as other Even units (SAP). In addition, we promoted exchanges between teams and also alignment of transactions with our sustainability practices and vision, based on setting goals relevant to each area of the Company, as well as the quest for developing new technologies for sustainable construction.

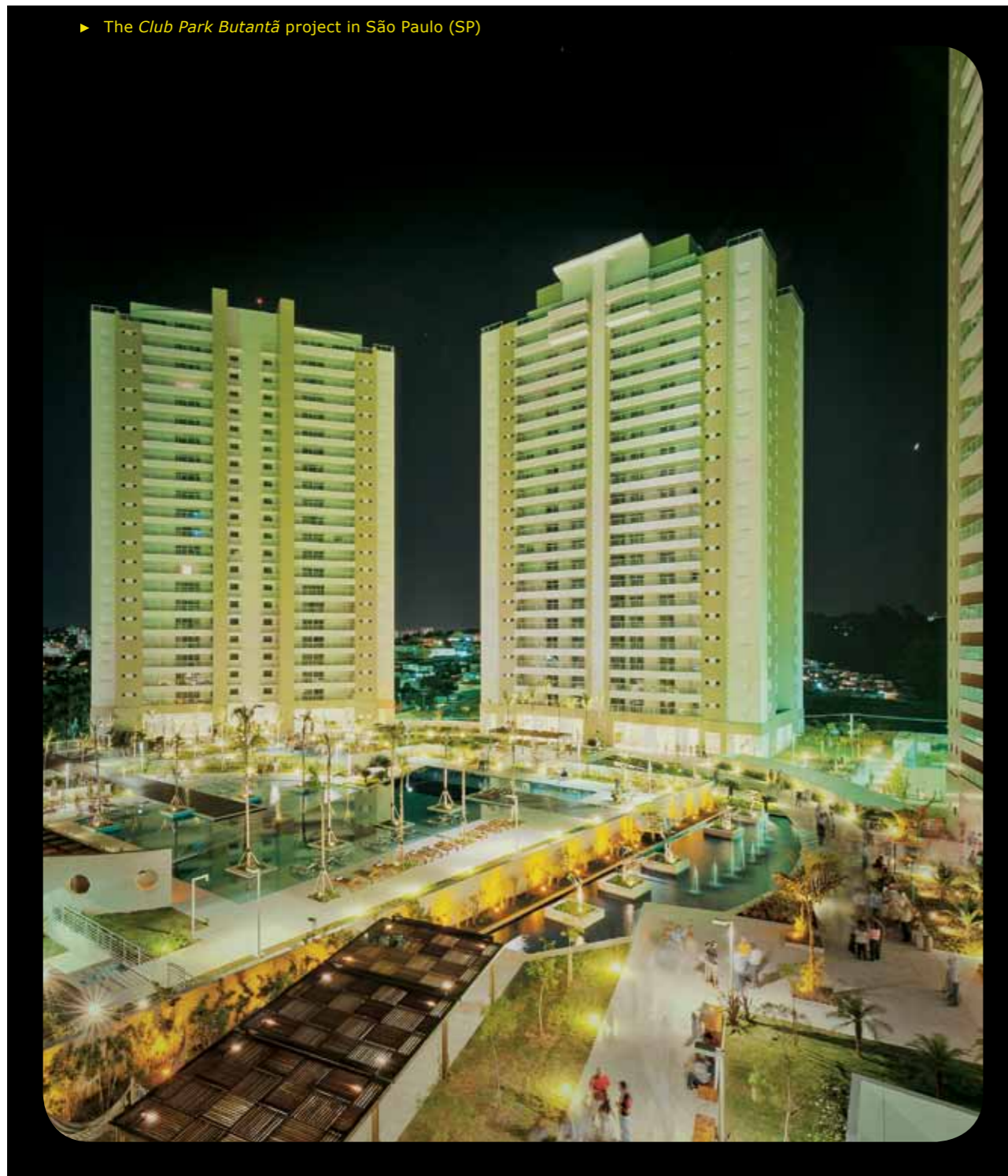
Segmentation

The Even product portfolio includes residential developments in emerging and more accessible segments (through the Open brand) and real estate developments

► The *Novitá Fiore* project in São Paulo (SP)



In 2011,
Even set
sustainability
goals for all
its areas



in middle, middle-upper and upper segments, as well as commercial ventures (via the Even brand). However, our main focus

is properties up to R\$ 500,000, which accounted for 58% of sales and 61% of launches in 2011.

ONLINE

Check out the graphic distribution of releases and sales by segment and by region in 2011 at this site: www.even.vc/vendas

Even Results

Over the past five years, Even's performance and growth has been highly compatible with sector's figures. Between 2007, when we opened the company's capital, and 2011, we launched projects with a total value of R\$ 7.7 billion (GSV) and sold a total of R\$ 6.8 billion. As a result of operational growth, net income and EBITDA grew by 73% and 89% respectively.

- Compared to 2011, we achieved our guidance of launches planned for the period, represented by 34 projects with own GSV of R\$ 2.1 billion. The average GSV was R\$ 72 million, and the average ticket price of the units launched was R\$ 386 thousand. In addition, we highlight:

- Sales volume of R\$ 1.6 billion. 33% of this value corresponds to our operations outside of São Paulo, reaffirming the strength of our other business units.

- Delivery of 21 projects, corresponding to R\$ 1.3 billion in GSV, considering the selling price at launch time. A 39% increase compared to 2010.

- We surpassed the milestone of 20 thousand customers, and the estimate for 2012 is to reach 29 thousand.

- Acquisition of land plots corresponding to R\$ 2.2 billion in potential GSV. At the end of 2011, land plots totaled 2,992,387 square meters, equivalent to a GSV of approximately R\$ 6.1 billion in real estate products (R\$ 5.1 billion when considering only the expected parcel of GSV). There is potential for 74 project launches.

- Only R\$ 87.6 million of the stock in GSV relates to completed units, equivalent to 6% of total stock. 39% of all sales in the year were from projects launched in previous years.

- We concluded year 2011 with a cash position (including Related Accounts) of R\$ 427.1 million and leverage of 61.2% (Net Debt, not considering discounts on receivables/ Equity).

It is worth remembering that 95% of the construction works of all projects are carried out by Even itself. This high degree

of vertical integration, along with the SAP management system that has been implemented, ensures greater flexibility in controlling the costs and systematic monthly

updates of published data. Finally, at the end of 2011, 99% of launched projects had their production financed, and the remainder were at the contracting phase.

INCOME STATEMENT	2011	2010	2009	2008	2007
Net Income (R\$ thousand)	1,908,348	1,955,931	1,168,205	827,523	428,436
Gross Income (R\$ thousand)	520,534	535,803	332,319	275,642	166,404
Adjusted Gross Margin (%) ¹	31.10%	30.90%	31.80%	35.00%	38.80%
Profit/Loss in the Period (R\$ thousand)	226,121	252,491	124,454	59,091	30,073
Net Margin (%) - After Minorities	12.20%	13.00%	10.70%	7.10%	7.00%
Earnings per share (R\$/share)	0.97	1.16	0.7	0.33	0.21
No. of Shares (thousand shares)	233,293	233,293	178,730	178,500	140,573
EBITDA (R\$ thousand)	359,031	410,002	230,709	133,077	78,081
EBITDA Margin (%)	18.80%	21.00%	19.70%	16.10%	18.20%

OPERATIONAL DATA	2011	2010	2009	2008	2007
New Project Launches					
Number of projects launched	34	33	25	25	28
PSV Launched (100%) (R\$ thousand)	2,444,130	2,257,577	1,129,142	1,773,713	1,966,227
PSV Launched (% Company) (R\$ thousand)	2,070,453	1,528,026	926,735	1,435,129	1,757,753
Number of units launched	6,332	6,515	3,459	4,233	4,138
Useful area of units launched (100% - in m ²)	388,550	679,360	318,112	531,328	640,607
Sales					
Contracted sales (100%) (R\$ thousand)	1,992,483	2,784,947	1,464,763	1,336,137	1,038,908
Contracted sales (100% Company) (R\$ thousand)	1,623,240	2,064,014	1,232,204	1,126,227	790,884
Private area of units launched (100% - in m ²)	370,538	768,399	414,040	361,047	338,496
Number of units sold	4,638	6,895	4,342	3,051	2,436

1: Excluding only the effects of financial costs appropriate to the cost (corporate debt and financing of land plots and production).

GRI EC1

STATEMENT OF ADDED VALUE (R\$ THOUSAND)	2011	2010	2009
Direct economic value generated (Income)	2,063,896	2,090,368	1,253,153
Economic value distributed	-1,891,479	-1,897,844	-1,158,432
Operating costs	-1,468,944	-1,493,801	-907,341
Salaries and collaborator benefits	-135,068	-103,309	-69,835
Payments to capital providers	-130,576	-131,234	-75,955
Payments to government	-156,146	-168,689	-104,939
Investments in the community	-745	-811	-362
Accumulated economic value	172,417	192,524	94,721

Perspectives

For 2012, as well as for subsequent years, Even intends to maintain a strategy based on the four pillars that have underpinned our success to date: geographic focus on a few regions, leadership in the regions in which we operate, maintenance of the period between land plot acquisition and project launch, and a vertically integrated production process. The concentration of activities in areas with a higher Gross Domestic Product is reflected in increased competitiveness and allows for regional leadership. In addition, Even intends to maintain its control over the production process from beginning to end, avoiding seasonal impacts on its business, such as shortages of manpower. One example of this in 2011 is that company reached a level of 95% of construction works with its own collaborators, including engineers, architects, supervisors and charge-hands.

For 2012, we intend to maintain the strategy based on the four pillars that have determined our success so far

Corporate Governance

Even has a solid and effective Corporate Governance structure that ensures transparency in all our actions. Subject to continuous improvement, Corporate Governance contributes to the establishment of trust between Even and all investors and other stakeholders.

The company shares are traded on the BM&FBOVESPA New Market, a segment consisting of companies that undertake to comply with more stringent Corporate Governance practices than those required by law. In addition to the Board - the main body for Governance - the structure has supporting committees that act on specific topics.

Board of Directors (BOD) - The highest governance body of Even, consists of six elected members, one being the company's Chief Executive Officer, Carlos Terepíns, who also accumulates the Managing Director's position, as an independent advisor and other permanent advisors elected and appointed at the Annual General Meeting. The Board complies with the rules of the Novo Mercado, having 20% independent members. The members of the Board are chosen based on qualification, sector knowledge and proven experience as executives in the market, as well as having an absence of conflicting interests. Normal Board meetings take place ordinarily every quarter, and when necessary special meetings are held. Implementation of the decisions of the Board is the responsibility

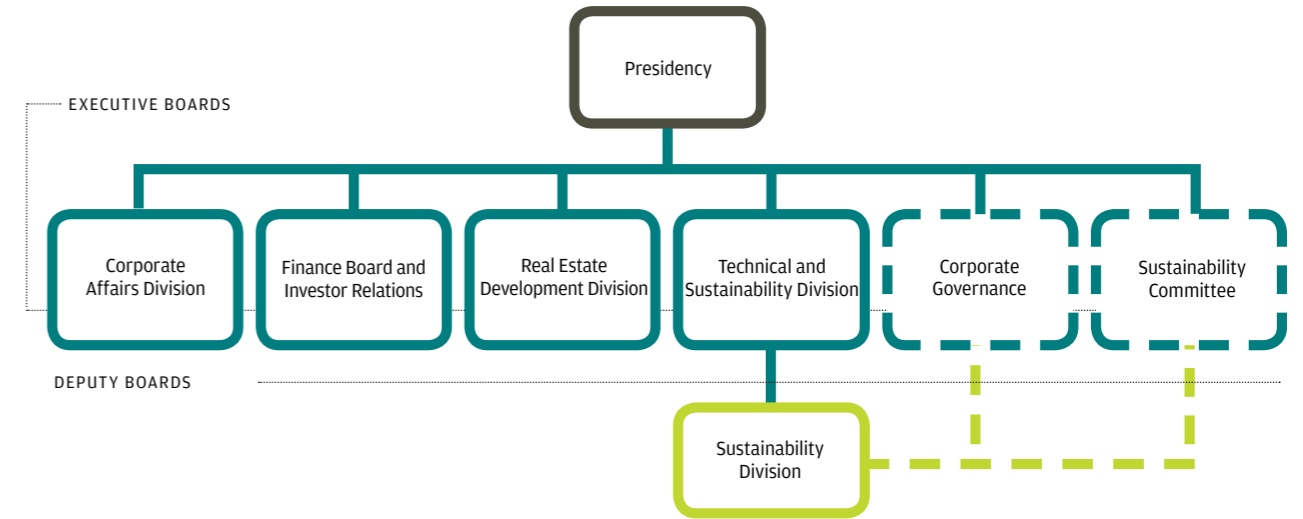
of the Even Executive Directors. They have the responsibilities to establishment of general company policies, the choice of directors, and the supervision of the administration and approval of strategic business operations. The elected members undertake a term of two years, with possibility of reelection. **GRI 4.2 GRI 4.3 GRI 4.7 GRI 4.9**

Executive Board - composed of members elected by the Board. Their function is to put into practice the business strategy approved by the Board and to develop action plans and projects. They also have responsibility for the operational and financial performance of the company. The Executive Directors meet fortnightly.

Audit Committee - Undertakes responsibility to oversee administration activities, review and analyze financial statements and report their views to shareholders annually. The Audit Committee is non-permanent, and its period of operation, when installed, ends with the first Annual General Meeting held after its installation. In 2012 the Audit Committee was not installed.

Investment Committee and Project Launch Committee - These are formed by the President and the Executive Directors. The Investment Committee analyses the acquisition of land plots prior to entering into commitments, and the Project Launch Committee assesses the conditions for

Governance Organization Chart **GRI 4.1**



Even's highest governance body, the Board of Directors consists of six elected members

Board of Directors

- Carlos Eduardo Terepíns**
PRESIDENT
- Claudio Kier Citrin**
VICE-PRESIDENT
- Luis Terepíns**
COUNSELLOR
- Affonso Celso Pastore**
COUNSELLOR
- Rubens Antonio Tiburski**
COUNSELLOR
- Lars Reibel**
INDEPENDENT COUNSELLOR

(Members appointed at the Annual General Meeting held on April 29, 2011)

Executive Board

- Carlos Eduardo Terepíns**
CHIEF EXECUTIVE OFFICER
- Silvio Luiz Gava**
CHIEF TECHNICAL AND SUSTAINABILITY DIRECTOR
- Dany Muszkat**
CHIEF FINANCIAL OFFICER AND EXECUTIVE DIRECTOR OF INVESTOR RELATIONS
- João Eduardo de Azevedo Silva**
EXECUTIVE DIRECTOR OF REAL ESTATE DEVELOPMENT
- Paulo Otávio Gonçalves de Moura**
EXECUTIVE DIRECTOR OF CORPORATE AFFAIRS

(Members appointed at the meeting of the Board held on May 6, 2011)

Managing Directors

- Andre Penteado Zaidan**
DIRECTOR OF SUPPLIES
- Cassio Luiz de Moraes Ferro**
DIRECTOR OF PROJECTS AND PLANNING
- Claudio Kawa Hermolin**
DIRECTOR OF ADMINISTRATION/ FINANCE RJ
- Dan Suguio**
LEGAL DIRECTOR
- Daniella Sasson de Figueira**
FINANCIAL DIRECTOR
- Eduardo Cytrynowicz**
DIRECTOR OF HUMAN RESOURCES AND ORGANIZATIONAL MANAGEMENT
- Fabian Andrade Delvaux**
DIRECTOR OF ADMINISTRATION/ BH FINANCE
- Fabio Roberto Martins Barbosa do Valle**
SALES DIRECTOR EVEN VENDAS/SP
- Fabio Terepíns**
REAL ESTATE DEVELOPMENT RJ
- Giulliano Polito**
OPERATIONS DIRECTOR/BH
- João Roberto Balan Barbosa**
OPERATIONS DIRECTOR EVEN VENDAS/SP
- Jonas Marcelo Carlomagno**
PARTNERSHIP DIRECTOR EVEN VENDAS/SP
- Marcello Saicaly Zapparoli**
OPERATIONS DIRECTOR/SP
- Marcelo Dzik**
DIRECTOR OF REAL ESTATE DEVELOPMENT/SP
- Marcelo Lentini de Moraes**
OPERATIONS DIRECTOR/SP
- Marcelo Simões Serra Serio**
DIRECTOR OF OPERATIONS/RJ
- Maurício Duarte Belo**
DIRECTOR OF REAL ESTATE DEVELOPMENT/SP
- Meyer Alberto Cohen**
MANAGING DIRECTOR - EVEN VENDAS / SP

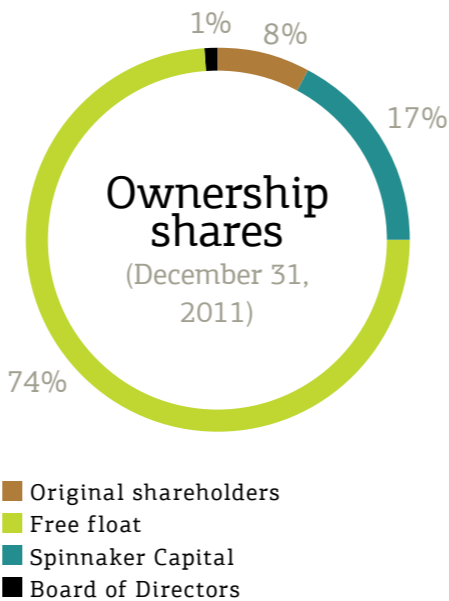
launching new projects. The committee members examine new project initiatives from the point of view of legal, financial, regulatory and environmental risks.

Sustainability Committee – Composed of the President and Directors of all Even business areas and is chaired by the sustainability management division. Meetings are bimonthly and are intended to assess the company’s economic, environmental and social projects in order to trace its sustainability strategy. In 2011 the group intensified the efficacy of its actions through the creation of sustainability committees in the operational units in Minas Gerais, Rio de Janeiro and Rio Grande do Sul. These committees report to, and assume guidelines set by, the principal committee (which takes place at company headquarters with the participation of all Company Directors, in particular the CEO, who is also Chairman of the Board). **GRI 4.10**

Conduct Committee – Acting independently, the Conduct Committee is composed of directors and managers who represent Even’s various business areas. Whenever necessary, it relies on the CEO’s participation. Meetings are bimonthly and participants evaluate suggestions, complaints and allegations of violation of the guidelines and standards within the Code of Conduct. Where necessary meetings may be con-

vened in extraordinary sessions. Collaborators have a channel of communication via the intranet, which provides anonymity, and has open access by the internal public and external public. The Committee is deliberative in nature, and directs its recommendations to the Divisions responsible for applicable actions. There were 118 contacts made during 2011, which were sent for registration and assessment. **GRI 4.6**

Shareholding Structure – We have no records of significant changes in the composition of the shareholder base in 2011. However, there was a greater pulverization of the free float, with a wider distribution of stock among shareholders, which provides greater liquidity for our papers.



ONLINE Even has a remuneration policy for statutory directors, non-statutory directors and members of the Board. Check out details at www.even.vc/remuneracao

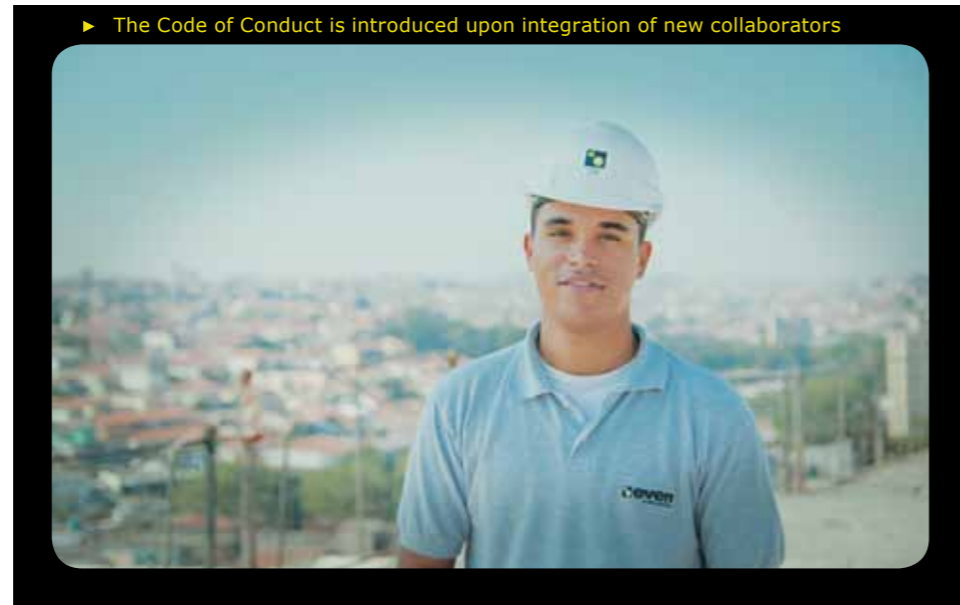
Remaining in the Sustainable Corporation Index

In 2011, for the third consecutive year, Even continued to be the only company in the sector to be listed in the 2011/2012 Sustainable Corporation Index portfolio (ISE) at the BM&FBOVESPA. Just as we make use of GRI indicators in our administration, we go even further in the use of the ISE questionnaire as a tool in performance monitoring, company management and strategic deliberations. The ISE questionnaire has served year after year as a basis for developing the strategies that involve directors and company divisions, contributing to the development of management indicators. This process is shared with the Sustainability Committee, which validates each action plan so that there is evolution in every aspect of sustainability, setting

short and medium term goals for all areas of the Company - goals that are included in the Variable Remuneration Program.

The ISE questionnaire was also used as a tool for setting goals for all areas of the company - a task coordinated by the Strategic Planning section in partnership with the Sustainability section. For internal and external audiences could understand better the process, as well as their interaction and responsibility in getting the wallet, we elaborate in 2011 an infographic about ISE, available at the link: www.even.com.br/sustentabilidadeinovacao/infograficoise, and meet with the various areas of the company year after year to delegate and instruct on the dynamics and performance.

ONLINE **Participation in Associations** **GRI 4.13** Even is affiliated with sector associations, in addition to participating in one of the main entities promoting sustainability in civil construction: Meet the activity of these institutions at www.even.vc/sindicatos



Commitment to Ethics

The Code of Conduct was revised in 2011 and governs Even's behavior and the relationship with all its stakeholders

The behavior and relationship of Even with all its stakeholders follows the guidelines set out by the Code of Conduct. Created in 2008, the Code was revised in 2011 and is available at www.even.com.br/sobreeven/codigodeconduta. The web page also provides an electronic form so that anyone can contact the Conduct Committee.

The Code of Conduct formalizes the rules that guide the actions of the Even in all levels of the company, and includes guidelines on how to act in cases of conflicts of interest, confidentiality of information, hierarchies and non-permitted practices. All collaborators are given a copy of the Even Code of Conduct during their integration period. **GRI 4.8**

The document also addresses the treatment of intangible assets and asset protection, including organizational assets - human capital, information and reputation.

While working within best practices in human rights, Even does not provide specific training on policies and practices relating to this issue beyond the dissemination of the Code of Conduct, made at the time of integrating of new collaborators. In addition, at the time of each revision new text in the Code is reported through internal channels and via the Even website and the intranet. **GRI HR3** As in previous years, there were no cases of discrimination related to human rights identified in 2011. **GRI HR4**

Compliance Structure

Even's Compliance area monitors all the issues that may create conflicts for the company, centralizes documents, undertakes analysis of supply contracts and assists in the company's governance, identifying and assessing future risks.

Among its various tasks, this area examines financial health, as well as the suitability and capacity of vendors, recommending whether or not to hire them. To improve this process, a consultant was outsourced in 2011 to assist the Compliance division in such assessments. The division also monitors risk analysis for areas surrounding construction sites. If any type of risk is mapped, the division immediately informs the engineer in charge. Questions relating to site neighbors are also monitored.

Other responsibilities include analysis of all our insurance policies, monitoring

of environmental issues and assessment of company communication and publicity. Within the Customer Care project, the division recommended a comprehensive review of all documents received by the customer from the time when the contract is closed on the sales stand until delivery of the real estate property. Improvements were identified and publications were revised based on the transparency recommendations provided by the Compliance division (more information in the Customers chapter). The project to map financial risks during 2011 was not implemented, this will now take place in 2012.

As a result of its behavior, in 2011 no significant fines were levied at Even for non-compliance with laws and regulations relating to the provision and use of products and services.

ONLINE

Even has a contingency plan, created in order to ensure continued operation in crisis situations. Learn more about the company's internal policies and practices and meet Even's Crisis Committee on the web at www.even.vc/compliance

Sustainability Vision

Corporations seeking truly sustainable operations face a major challenge: to manage in an integrated manner and apply equal consideration in all processes and operations to financial, social and environmental matters. We want this concern to be incorporated effectively and continuously into our routines and our administration, and for Even to be able to consider sustainable principles in every one of our decisions.

Even also seeks to become a reference in sustainability in the sector in which it operates. We believe that by constructing in a responsible manner, seeking to monitor and minimize the impact of our activity throughout the supply chain, we will be able to deliver a product to the customer with a reputation for sustainability and thereby spread the importance of this issue among our consumers.

In 2011 all divisions now have specific goals for sustainability which, until that time, were within the remit of our Technical and Sustainability Division. The fulfillment or not of these goals is linked to the variable remuneration (bonus) of all company collaborators, including those in our affiliates. **GRI 4.5**

In addition, we implemented sustainability committees in all branches and in Porto Alegre. The Directors and teams from all of Even's divisions participate in these activities. The meetings are held monthly, and the activities by local committees are aligned with the guidelines set by the central committee. Among a series of other engagement initiatives for the workforce described throughout this report, in 2011 we arranged several meetings with different divisions of the company in which we covered sustainability in greater depth, as well as the role of each division in relation to sustainability and especially the relationship between the Sustainability Division and other areas of the company as a facilitator for sustainability actions.

Another highlight during the year was the increased involvement of senior manage-

ment with sustainability. The issue has had a greater presence in meetings and divisional planning, as well being a part of decision-making on strategic issues. Our next challenge is to make socio-environmental issues a topic on the agenda of the Board. Beyond our medium and long term commitments, we have the maintenance of our position on the ISE as one of our goals to 2012, in addition to the preparation of the first company plan to reduce greenhouse gas emissions, to be developed based on the consistent improvements that were seen in the 2011 inventory (further information in the section on Sustainable Construction).

The Search for Innovation

As is the case for sustainability, innovation is considered to be one of our most important attributes for our brand and market positioning. Studies undertaken by Even relating to the stakeholders indicated that the company is perceived as being a young company that is sustainable and has significant capacity for innovation.

Even also opens space for collaborators to participate in its innovation activities. The company encourages the workforce to collaborate in sharing ideas for improvements to products, processes and services, as well as contributions to our sustainability vision. The suggestions received are evaluated by working groups, and if approved they are forwarded to the Technical & Sustainability divisions, who decide on the implementation of ideas in the following year.

Innovation is also an important com-

ponent in the construction process. Our construction sites use products that have innovative and sustainable characteristics. Our efforts in relation to this commitment are increasing, and certified materials and systems that save water and energy are present on all our construction sites (further information in the Sustainable Construction chapter). We also have a New Technologies division, made up of a multidisciplinary team, whose focus is to develop new solutions for all stages of the construction process.

Future Vision **GRI 1.2**

One of the main – and most challenging – commitments made by Even is to ensure that sustainability truly pervades all of our activities, products and services. This is not a simple task – as it involves the engagement of the entire company and requires decisions that often drastically change the way we do business, as well as necessitating even further engagement from our stakeholders towards our aims.

In 2011 we took a decision that will require a major transformation: we decided to extend sustainability to the use of our products, and we have assumed a commitment

that with effect from 2012 we will develop projects with sustainability features that are visible to the consumer in their daily routine, in addition to promoting this theme during product post-delivery period. Such characteristics are already present in the company's current production processes; that is to say that sustainability, particularly from the environmental point of view, is apparent in every stage of construction.

What we now seek is that after delivery of the project the customer will notice in their daily life that they are living in a home that makes their everyday routine more enjoyable and socially responsible. In the same way that the construction sector has been responsible for introducing several trends in properties - for example, the gourmet balcony – Even wants to lead a movement that will encourage each customer to require best consumption practices to be used within their own homes. Some examples of the characteristics that future properties may include are: space for segregated waste collection within apartments and communal areas, rainwater capture and water re-use, as well as the provision of bicycle racks.

Sustainability and innovation are considered the most important attributes of our brand

ONLINE

Education and engagement are also part of our strategy. Please see www.even.vc/publico for Even's actions created in 2011 for the external public

Work Groups

The work groups (WGs) support the sustainability management and are the result of the engagement of collaborators from the company's other areas. The WGs get together periodically, have a multi-sectoral and volunteer character and rely on collaborators of all ranking levels.

Through the WGs, we seek integration among the divisions and the spread of sustainability strategy throughout the company. The structure of the groups is not fixed, and our challenge is to ensure that the issues are absorbed by company divisions, so that the WG can be dissolved when the process matures. Today, Even maintains the following groups:

Volunteering WG – Emerged as an evolution of the Internal Public WG, which had focused on the Volunteer Program. In 2011, it promoted internal and external campaigns, donations and lectures for the community involving the participation of collaborators. For 2012, the commitment is to enable collaborators to work voluntarily, democratically and in a participatory manner, in socially-oriented projects.

The WG Community – supports the implementation of projects based on Private Social Investment Policy. The focus in 2011 was the Neighbor Action project, which refers to the relationship between Even and the environs surrounding our projects, establishing rules for relationship that extends from initial land plot acquisition and

planning to the various phases of construction works and, in almost all cases, the provision of selective residue deposits at our sites for the use of neighbors. In 2012, we intend to intensify our activities in communities surrounding our developments.

Suppliers Work Group – We reactivated the Suppliers Work Group in 2011 and undertook a series of activities to engage this public. We have reviewed the sustainability check-list through which we evaluate suppliers in accordance with their degree of maturity in relation to sustainable practices. We also promoted two meetings, launched a Supplier Relationship Manual and created a specific communication channel for this public within our site.

Customer WG – The objective of this WG is to develop concepts of sustainability and consumption awareness with customers, residents and site collaborators during the construction phase and following delivery of a project. However, due to the creation of the Customer Care project, we saw that several similar initiatives were being pursued within the company. We chose to await the first results of the project in order to reformulate a new strategy for this Working Group.

Emissions WG – Created in 2011, this WG relies on the participation of directors and collaborators at various levels, and discusses strategic issues and projects related to the company's carbon emissions. The group also assists Even in preparing its emission reduction plan.

Table of Goals GRI 1.2

Following the example of what was established in the previous year, Even set sustainability goals for all areas in 2012. They are commitments that are part of the company's strategy and that require

the engagement of collaborators of all levels. See the following pages on the status of the goals for 2011 and check out the new commitments that Even for undertook for 2012.

GOALS FOR 2011	WHAT WE HAVE DONE
CORPORATE GOVERNANCE	
Complete the 17 new projects on the Strategic Map	■ Goal partially achieved. Of the 17 Projects on the Strategy Roadmap, 13 were completed, 3 were suspended and one (Customer Care) is foreseen to end in 2014. During 2011, two additional projects emerged that were not in the initial count and which are still in progress.
Undertake at least four activities relating to internal public engagement with the theme of sustainability, in each of our affiliates.	■ Goal met. In addition to the various voluntary actions and campaigns undertaken in all our operations, we implanted the Even Challenge, in which collaborators were invited to provide ideas contributing to reducing carbon emissions.
Implement sustainability committees in local affiliates.	■ Goal met. Committees have been implemented in all affiliates. The committees meet monthly and are aligned to the company's sustainability guidelines.
Expand the scope of the risk management area to financial risk management.	■ Goal not met. The project was not implemented, however the commitment was renewed for 2012.
GOALS FOR 2012	
<ul style="list-style-type: none"> • Expand the scope of the risk management area to financial risk management. • Governance Committees Implementation • Staying on the ISE portfolio (Corporate Sustainability Index) 	
RELATIONSHIP WITH STAKEHOLDERS	
Create the Customer Working Group and Supplier Working Group to seek a closer relationship with these stakeholders.	■ Goal met. The Suppliers Working Group has been implemented. The Customer Working Group was formed but is not yet in operation as we decided to await the first results from the customer relationship project (Customer Care) in order to better define the scope of work of this committee.
Develop a publicity campaign for the 2010 report, increasing stakeholder participation.	■ Goal met. We circulated copies (print and online) to all our stakeholders, as well as issuing a newsletter informing of the disclosure of the report. In addition, the report was evaluated by stakeholders during an engagement panel. We also undertook remote events to present the report to our internal public in all operational units.
Conduct two stakeholder panels during the year.	■ Goal partially achieved. We conducted only one panel, in which we defined the materiality matrix and undertook an evaluation of the 2010 report. However, we have two great actions of engagement of suppliers, a geared to good management practices of service partners and another focused on the issue of carbon as a replacement of the engagement in the previously proposed panel format.
Create an indicator to measure complaints from neighbors and a channel within the Customer Service Center to serve this public.	■ Goal met. Our Customer Service Center now has a team specialized in serving the requirements of this public. In addition, we also have an indicator that allows us to monitor all complaints from neighbors, both quantitatively and qualitatively.

Even's Work Groups seek the integration among the areas and the dissemination of the sustainability strategy

Continue to engage the internal public in sustainability and conscious consumption. The Even Challenge 2011 will focus on engagement of the internal public on innovative ideas to reduce greenhouse gas emissions (GHG).

■ Goal met. 34 Collaborators submitted ideas for carbon reduction projects to the Even Challenge, with a total of 50 suggestions. Two were selected and will be implemented in 2012. We also held individual meetings with different areas of the company, addressing the sustainability issue as well as the attributions and interfaces within the areas. In addition, we also created a pilot project named Cleaner Production, through which we instructed construction site staff to reduce material wastage.

GOALS FOR 2012

- Realization of 3 events of engagement with stakeholders
- Continue work on public engagement with the internal issues related to sustainability (conscious consumption, environment) - To implement the Even Challenge of 2012.
- Engagement of suppliers with the most Sustainable Supplier Award
- Customer engagement to work on the perception of the concepts and practices for sustainability in the post-delivery

ENVIRONMENT

Further reduce the volume of waste mix at construction sites by 10% compared to 2010.

■ Goal met. We exceeded the goal set, with the reduction reaching 13.3%.

Develop action plans to reduce GHG emissions.

■ Goal not met. We decided that to improve the emission inventory process and preparation of the plan is scheduled for year 2012.

Extend recycling of mortar to other construction sites.

■ Goal met. We extended the use of the mini recycling plant to Even's largest on-going project, *Paulistano - Private District*

Audit the GHG emissions inventory.

■ Goal met. Our emissions inventory was verified by KPMG (outsourced audit)

GOALS FOR 2012

- Preparation of study for projects to reduce GHG
- Further reduction of the volume of waste mix at construction sites by 5% compared to 2011.
- Implementation of the Reverse Logistics pilot project in the construction site

CUSTOMERS

Include the sustainability issue in the Customer Satisfaction Survey.

■ Goal met. We inserted a question on sustainability at the inspection phase of the property, and for 2012 a new measurement related to the subject will be carried out at mid-point in construction.

Disseminate the Policy of Confidentiality of Customer Information.

■ Goal met. We undertook dissemination for all suppliers and collaborators.

Resolve 60% of calls on first contact.

■ Goal met. The percentage of first-call service was above 60%.

Launch the Real Estate Financing Booklet.

■ Goal not met. We decided to review and extend the content of the booklet, which will now be launched in 2012.

Maintain the percentage of 85% of calls attended by Technical Service within the average period, which will be reduced by 10%.

■ Goal met. 91.2% of calls were attended within the average period, which was reduced by 10% in 2011.

Increase the percentage of customers reporting to be delighted in the Customer Satisfaction Survey.

■ Goal met. There was an increase in the percentage of delighted customers in all phases of the relationship.

GOALS FOR 2012

- Implementation of research with customers in sales booths to check on the customer's perception regarding Even's sustainability concepts and practices
- Development and launch of the Real Estate Financing booklet
- Creation of Ombudsman (channel that works to restore the customer/ company relationship, seeking transparency in customer relations)
- Strengthening the work of Even Vendas for the customer's perception regarding Even's products

COLLABORATORS

Extend campaigns and voluntary actions and provide formal volunteer training.

■ Goal met. Collaborators were trained to give vocational lectures in schools and campaigns were undertaken for donations during holidays (Easter, Children's Day) as well as for donating blood as well as warm clothes, blankets and food for the needy.

Implement the Sustainability Academy in all divisions.

■ Goal not met. The project was discontinued due to revisions in the area of collaborator development and training, resulting in the creation of a new training program for 2012.

Measure the perception of collaborators in relation to the Leaders Program.

■ Goal not met. We felt the need to undertake a new evaluation cycle of our leaders and adjust the leadership program before measuring the perception of participants. The leadership program will be reformulated in 2012.

Reach the quota for hiring apprentices.

■ Goal met. We ended year 2011 with 19 apprentices on our staff.

GOALS FOR 2012

- Continuation of voluntary action and the promotion of formal training of volunteers, including subsidiaries
- Reformulation of Program Leaders
- Implementation of actions with contractors to disseminate sustainable practices at the construction sites

SUPPLIERS

Resume the Supplier Working Group.

■ Goal met. Two meetings were held with suppliers with participation from 73 partners (34 for climate change and 39 for good management practices). The emissions inventory and Even's vision of sustainability were among the topics discussed.

Development of suppliers that perform waste management in Minas Gerais and Rio de Janeiro.

■ Goal met. We expanded the system of waste management at these affiliate offices, contracting waste management companies that meet the Even criteria for waste disposal.

Develop a packaging collection system with cement suppliers.

■ Goal partially achieved. We were not able to develop the project with cement suppliers. However, we found a company to undertake correct disposal of the material within a reverse logistics closed cycle: the packaging will be recycled by a company operating in the scrap paper sector.

GOALS FOR 2012

- Holding two events of engagement with suppliers
- Engage service providers with concepts for implementation of good practices (supplier development in these fields: human resources management, finance and sustainability)
- Intensification of the check-list implementation process of Sustainability for all Even's suppliers and plans of action, as and when deemed necessary

COMMUNITY

Engage the in-house public in voluntary actions at schools.

■ Goal met. Eleven of our collaborators gave vocational lectures at Emiliano Di Cavalcanti school in São Paulo.

Extend pilot projects for new construction works in São Paulo and other affiliates.

■ Goal met. We expanded the waste management projects and extended the Neighbor Action program to 11 projects.

GOALS FOR 2012

- Intensification of work with the community surrounding the sites to expand the volunteer project in schools, including subsidiaries
- Engaging the community surrounding the sites for sustainability education and consumer awareness
- Continuation and enhancement of the relationship scale and communication channel of the Neighbor Action program, including affiliates

Sustainable Construction

Innovation in environmental management

As corporations assume the mission of incorporating sustainability in an increasingly irrevocable manner, Even faces a major challenge: balancing its growth with responsible use of natural resources and minimizing the impact of its operations, products and services.

We are working on a number of initiatives and projects that contribute to cleaner and less intrusive production. For example, we only work with certified wood, we have a high degree of control over the generation of residues and we routinely monitor our performance through internal audits of environmental and organizational routines and construction site clean-up. One of our greatest challenges is to implement reverse logistics within the sector - where we still encounter difficulties in engagement of suppliers themselves for this topic. However, some of our work fronts - although significant - are still taking the first steps, and we are aware that we still need to evolve significantly. Our initiatives and environmental projects are detailed in the following pages.

Reduction in carbon emissions **GRI EN18** **GRI 4.11**

Along with issues such as water use, energy resources and biodiversity, climate

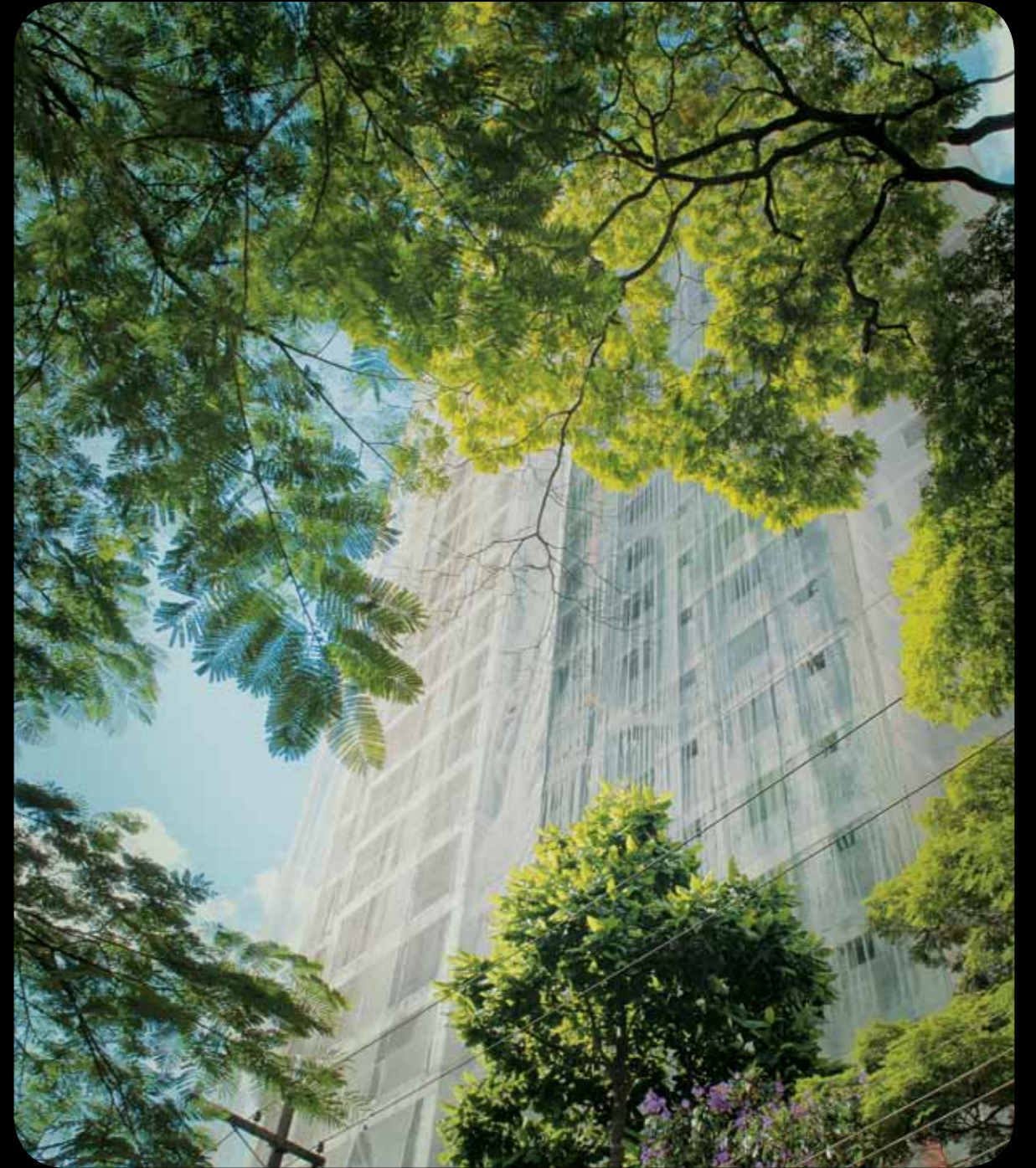
change is at the center of the principal global environmental discussions, being considered one of the most serious threats to life. Projects and goals for reducing carbon emissions, as well as forms of compensation, have been discussed widely by the scientific community, business and civil society organizations committed to climatic issues.

Even was the first homebuilder in Brazil to publish a greenhouse gas (GHG) emissions inventory. This work involved data assessment, survey of information and the preparation of a true snapshot of business processes and emission factors within our supply chain, including all company installations and emission sources in the country.

The second inventory, which assessed emissions in 2011, shows a significant improvement compared to the first assessment for year 2010. Although there was a commitment to prepare the first carbon emission reduction plan for Even in 2011, we feel it necessary to refine the inventory before the drawing up plans and goals.

As pioneers in this process, we realized on further analysis that the available methodologies for calculating carbon did not cover all the peculiarities of our business. We developed our own assessment tools, which were enhanced in the second measurement. We have refined our knowledge, reviewed calculation methods, and

► Even relies on initiatives that contribute to cleaner and less impacting production



We want the client to realize, day by day, that he dwells in a place that provides a more enjoyable and sustainable daily life

arrived at a second inventory that is more consistent. We have been able to involve our suppliers, expanded participation from our internal public and have renewed our commitment to create the guidelines for our carbon reduction project in 2012.

Inventory calculation – Even's carbon emission inventory follows the standards of the Greenhouse Gas Protocol (GHG), the tool most commonly used internation-

ally to quantify and manage emissions, and also ISO 14064-1, which sets the rules and standards for preparing inventories.

The calculation includes emissions within the following scopes: 1 (emissions direct from the company); 2 (indirect emissions from power purchased); and 3 (indirect emissions related to activity occurring outside the company - for example, production of raw materials by suppliers). Most emissions are within scope 3, i.e. di-

Even's second emissions inventory features a major evolution in relation to the first



rectly related to the activities of suppliers - which, although not falling under a mandatory scope, we could not disregard them since they have the greatest impact on our inventory, corresponding to approximately 98% of our emissions.

Among the largest emission factors in our business is the production of materials such as cement and steel, building materials used on a large scale that result in industrial activity with a large carbon footprint.

We have established a rate of emissions per constructed square meter (expressed in tCO_2eq/m^2), which has the advantage of representing one measurement unit that is regardless of sales or projects carried out within a given year. Our index in 2011 was $0.178 tCO_2eq/m^2$

Inventory results – When comparing the GHG emissions quantified in 2011 with the results for 2010, a significant reduction in total emissions could be observed. This can be attributed to a number of factors.

First, the basis chosen for calculation was the pre-budget figures for 2011, whereas in the previous year the reference budget estimates were used, whose values did not correspond exactly to the total of materials used. However, the variation is small, being approximately 2%.

As regards the projects delivered in compiling the indexes, it was found that from one year to another, the area corresponding to the construction method, which enjoyed a greater quantity of CO_2eq

emissions was less in the second year of the study and, consequently, helped to reduce the total of emissions found.

Throughout year 2011, Even sought to have a closer relationship with its suppliers in order to use more reliable data sources, consistent with real process values. We adopted new emission factors for various materials, these being provided by suppliers or reliable research sources. There were also updates to data provided by agencies or academic publications from one year to the other.

A material that had its emission factor revised and is quite relevant to the reduction of emissions, was steel. In 2010, we used the $1.45 tCO_2eq/t$ factor, suggested by the IPCC in the 2006 publication, considered as generic data from worldwide averages. In the following year, based on developments from a specific work group to address the specific issue of Atmospheric Emissions in house, as well as do research with suppliers, we came to a specific emission factor for the steel that is used in Even's construction projects of $0.50 tCO_2eq/t$, which is due to the large proportion of recycled material used in the steel mills of our main suppliers - a value much lower than the global index.

The same research was conducted with companies that supply materials that have a large impact on total emissions, such as ceramics, metals, concrete, elevators, mortar and cement.

All these changes were determinants in the reduction of GHG emissions.

We managed to involve suppliers and extend the participation of this public in the process of calculating our emissions inventory

Results: **GRI EN18**

REDUCTION OF TOTAL GHG EMISSIONS (IN TCO2 EQ/M2 CONSTRUCTED)

2010	0.278 tCO ₂ eq/m ² constructed
2011	0.178 tCO ₂ eq/m ² constructed

GRI EN16

INDEX OF EMISSIONS BY TYPE OF DEVELOPMENT IN 2011

Conventional structure system	0.193 tCO ₂ eq/m ² constructed
Masonry structure system	0.166 tCO ₂ eq/m ² constructed
Commercial	0.164 tCO ₂ eq/m ² constructed
Pre-cast	0.138 tCO ₂ eq/m ² constructed

GRI EN17

INDEX OF EMISSIONS BY SCOPE (IN TCO₂ EQ/M₂ CONSTRUCTED)

Scope 1	Scope 2	Scope 3
0.001	0.0002	0.176

► Even invests in environmental management in all its activities



It is worth remembering that the mix of projects and the stage of construction completion directly impacts the overall rate of emissions. For example, the larger the proportion of pre-cast constructions, the lower the index. Our emission reduction plan will consider emissions arising from each type of building system. The 2011 emissions inventory has been verified by KPMG, which ensured

the coherence, relevance and amount of quantitative and qualitative information, in addition to the operating systems and internal controls that were the basis for drawing up the inventory. The audit also sought to understand the calculation methodology and the consolidation of indicators, verified GHG emissions calculations and direct and indirect energy consumption data.

ONLINE

Check the website www.even.vc/inventario on other indirect emissions reduction initiatives and engagement of stakeholders. Also please access the verification letter from KPMG



Waste management

Due to the intense use of materials in its production process, the construction sector generates residues in large quantities. To fulfill its commitment to sustainable construction, Even is seeking new alternatives for managing its residues. In 2011, 70.4% of residues generated by Even construction sites was diverted from landfills - a significant increase compared to 54.04% for the previous period. These wastes are recycled or reused, and the remainder is properly disposed of in licensed landfills.

In 2011 we extended the residue management system - which had operated at all São Paulo sites - to affiliates, contracting residual management companies that met all our criteria for material handling. We also implemented a pilot project, the 'Cleaner Production' program, in which we seek to educate workers on construction sites on sustainability in construction through concepts such as the conscious use of materials and correct disposal of residues. Twenty-five people participated in these activities.

We also surpassed our goals for mixed wastes, formed by different types of materials, which has a final destination different to other residues that can be separated according to type. To achieve the reduction of 13.3% recorded in 2011, we conducted a

survey in other sectors, and in partnership with a new supplier identified new methods for reduction and disposal of residues that can be applied within a construction company. With these actions, the mixed wastes currently correspond to 23.5% of all wastes produced by Even. We have set a new reduction goal for 2012 of 5%.

Even though in an embryonic and pilot form, we have taken some initiatives in reverse logistics. An example is the disposal of packaging. We have developed a system with ceramics suppliers whereby packaging can be reused after use of the enclosed materials, with the supplier removing the packaging from the construction site for recycling.

In 2011 our commitment was to extend this to cement suppliers, however we did not achieve the results we had hoped for with these partners. Nevertheless we located a supplier who provides an adequate destination for this material, which is now being re-used by scrap paper companies. We have defined the entire process, and we shall initially implement the project at six sites, starting in 2012.

We are also working with a special disposal project for gypsum - a material that is difficult to recycle. We take special care not to "contaminate" the gypsum waste with

In 2011, we expanded the waste management system for all branches and hired management companies for better disposal of materials

other substances, enabling surpluses to be accepted by companies that undertake its recycling. In 2011, we located a company interested in purchasing our gypsum residues for reuse in its cement production process.

We also use a substance known as “retardant” which, when mixed with gypsum, causes it to harden more slowly, allowing more time for its use and reducing waste by 64%. We also rely on other waste reduction initiatives, such as metallic protections, pre-cast system, buckets, inspectionable shaft and apparent pipes, as well as mortar recycling.

Monitoring Environmental Indicators Practice

Monitoring environmental indicators allows the company to control all water, fuel and energy consumption. The calculation of consumption is made based on a measure per square meter of construction in progress. We therefore ensure compatibility of consumption data among construction sites regardless of the size of each project. The volume of materials used each year varies due to the number and stage of the works.

ONLINE

Learn more about these actions and see the result of environmental indicators monitoring practices in www.even.vc/residuos

GRI EN1 GRI EN2 GRI EN9 GRI EN22

In 2011, **70.4%** of the wastes generated by Even in construction sites was diverted from landfills – a significant increase compared to **54.04%** for the previous period

Certifications

GRI EN3 GRI EN4

Excellence and commitment to sustainability in Even production processes are also attested by the more important sector certifications. One of the highlights of 2011 was certification of the True Chácara Klabin project at the design phases with the AQUA Seal (High Environmental Quality), a certificate for sustainable construction issued by the Fundação Carlos Alberto Vanzolini.

Among the characteristics assessed by this certification are issues such as quality of life of the user, energy and water savings, correct disposal of waste and contribution to social, environmental and economic development at the project location. The next step is to ensure certification at the implementation phase of the project (construction), scheduled for 2013.

We also work to the requirements of NBR ISO 9001:2008, which attests to the deployment of a system of quality management as a tool for optimization of processes within an organization and the continuous improvement of products and services. The Brazilian Program for Habitation Quality and Productivity (‘PBQP-H’) encourages companies in the sector - including Even - to implement actions to promote the improvement of the habitat quality and productive modernization. In addition, several of the practices that we have adopted comply with various aspects of the Leadership in Energy and Environmental Design (LEED) seal of approval. **GRI 4.12**

In 2011 Even initiated the process to obtain OHSAS 18001 certification - an internationally recognized management system for workplace health and safety, to date embraced by few companies in the Brazilian construction sector. In order to achieve this goal, a group of collaborators has received specialized training in partnership with the Vanzolini Foundation. In addition, after developing and re-aligning internal procedures to meet the requirements of this standard, we have begun to disseminate this knowledge through training for all Even collaborators of Even, including third party collaborators allocated to our construction sites. The next step is to undertake an external pre-audit in June, prior to seeking final certification.

Less impact

Despite the efforts by Even to identify alternative materials and technologies to replace the use of wood, this material is still widely used in construction. Knowing the weaknesses of the production cycle, all doors used on our projects are made with wood certified by the Forest Stewardship Council (FSC), which ensures that this natural resource comes from areas of managed sustainable forest and that slave labor is not used in the supply chain. All Even works possess IBAMA Federal Technical Registration, which provides traceability of native wood used in construction through the Document of Forest Origin (DOF). Reforested wood is also used in construction sites

One of the highlights of 2011 was the certification of True Chácara Klabin project by AQUA seal

and worker's accommodation. **GRI EN26**

In addition to care taken with materials, Even also applies technological resources and solutions that contribute to reducing environmental impacts. Communal areas of our projects are equipped with more

efficient light bulbs, and in areas such as stairwells and hallways occupancy sensors are installed to automatically turn off lighting. For outdoor lighting we install a sensor that automatically turns off lamps in the presence of natural light. **GRI EN6**

ONLINE

We highlight the following solutions: low VOC paints, tiles glued directly on the block, use of recycled aggregates for drainage of basements and gardens, flow reducers for showers and taps and tubs with dual drive, in addition to technologies tested in the pilot phase. Learn more at www.even.vc/inovacao



ONLINE

Protecting the environment also involves the construction sites and the awareness of people who work in the projects. Know details about Even's initiatives at www.even.vc/iniciativas

GRI EN8

WATER CONTROL				
Month	Water utility company	Units	underground	Units
Jan-11	9,656	m ³	7,902	m ³
Feb-11	7,728	m ³	8,529	m ³
May-11	13,419	m ³	9,828	m ³
Apr-11	14,715	m ³	10,941	m ³
May-11	10,040	m ³	10,478	m ³
Jun-11	15,856	m ³	12,362	m ³
Jul-11	16,857	m ³	12,585	m ³
Aug-11	18,628	m ³	9,574	m ³
Sep-11	14,258	m ³	10,571	m ³
Oct-11	9,408	m ³	9,343	m ³
Nov-11	7,939	m ³	10,295	m ³
Dec-11	5,827	m ³	6,624	m ³
Total	144,331	m³	119,030	m³

GRI EN3 GRI EN4

ENERGY CONTROL				
Month	Diesel fuel	Biodiesel	Power – concessionaire	Gas
Jan-11	5,745 l	7,933 l	1,122 GJ	136 GJ
Feb-11	3,569 l	4,928 l	1,215 GJ	98 GJ
Mai-11	3,705 l	5,116 l	1,185 GJ	101 GJ
Apr-11	5,133 l	7,089 l	1,354 GJ	118 GJ
Mai-11	10,775 l	14,880 l	1,356 GJ	185 GJ
Jun-11	6,889 l	9,514 l	1,553 GJ	183 GJ
Jul-11	9,108 l	12,578 l	1,628 GJ	183 GJ
Aug-11	9,148 l	12,633 l	1,503 GJ	152 GJ
Sep-11	4,624 l	6,385 l	1,511 GJ	179 GJ
Oct-11	2,247 l	3,103 l	1,449 GJ	124 GJ
Nov-11	1,008 l	1,392 l	1,319 GJ	132 GJ
Dec-11	2,646 l	3,654 l	941 GJ	130 GJ
Total	64,597 l	89,205 l	16,136 GJ	1,720 GJ



Publics

Customers

We ended 2011 with a base of 22,000 active customers, up 30% from year 2010. Customers were once again considered by the company's in-house evaluation and by the stakeholders as our most important relationship public. The importance of this public has been identified from the criticality test, applied to all Company Directors and took into account the following criteria: size (the number of members belonging to the group); the company's negative impact on this stakeholder; the degree of relationship and effectiveness of actions taken between the company and the stakeholder, the stakeholder's capacity to interfere in the company's operations, the stakeholder's importance level for the company in the future.

Besides the large and growing number of people in our customer base - the expectation for 2012 is to increase by a further 20% - another factor adding to the complexity is the time that we interact with them: around eight years. Add to this the fact that home ownership in Brazil is considered to be one of life's most important acquisitions.

The Customer Satisfaction Survey is undertaken annually at all our locations, and is based on interviews by phone or via the internet by way of questionnaires specific to each stage of the relationship. The results recorded in 2011 allow us to conclude that we have maintained the relationship quality indicators of the previous year.

This relationship begins with the sale, goes through the contract, then the phase of the Work Completion (when a concluded apartment is presented to the customer) and handover of the keys. It also includes the post-delivery period, with a warranty period on the property of five years. To minimize the impact of critical issues identified by customers in each phase, we implemented the following initiatives in 2011:

Sales area and formal contract exchange (project launch): adjustment to the processes in the area of Contract Management, generating an increase of 9% in the rating received from customers compared to 2010.

During Construction: Increase in the participation of real estate marketing by our own team of brokers ('Even Vendas'), with investment in training and qualification, generating a 6% increase in customer rating compared with 2010.

Delivery of keys: Change in the approach and preparation of the service team in the area of Real Estate Finance, with a 7% increase in customer rating compared with 2010.

Post-delivery: Improved management of the third parties that undertake Technical Assistance through training and qualification, generating a 5% increase in customer rating compared with 2010. **GRI PR5**

Serve customers efficiently and exceed the expectations of those who trust in the excellence of our products and services is one of the main challenges of Even

► The relationship of Even with customers lasts for about 8 years



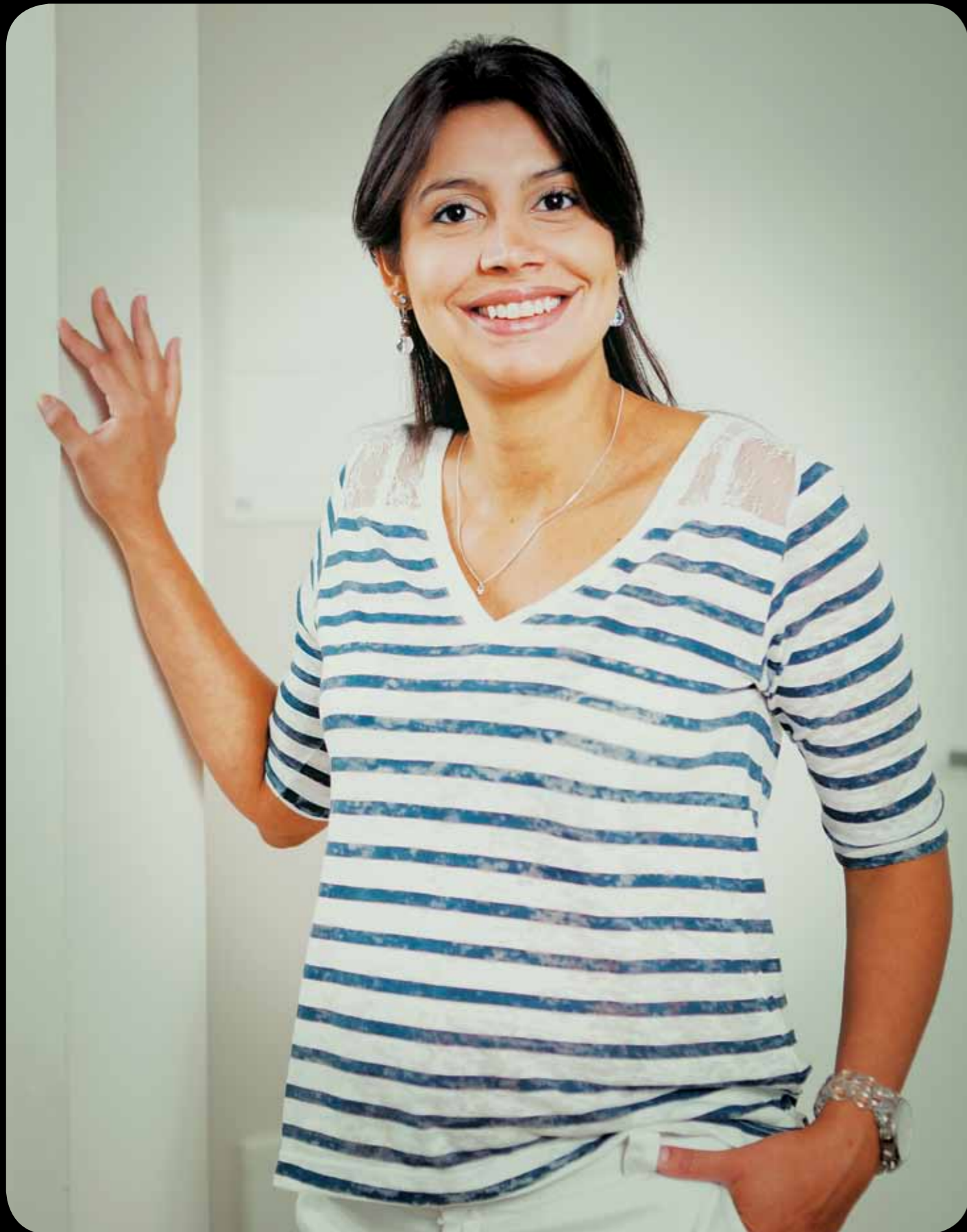
Delays in delivery

Despite the evolution in perception shown by the studies, Even is aware that there are still several issues that need to be addressed so that satisfaction can be common across our entire customer base.

The increased activity in the construction sector recorded in the last five years, and the consequent increase in demand for materials, equipment, skilled labor and even licenses, caused production bottlenecks throughout the real estate market. In this scenario both Even and other companies in the sector have faced obstacles in meeting project deadlines, often exceeding the delivery grace period established in the contract.

The problem will continue through the first half of 2012, and is being treated as a priority throughout the company. We have undertaken several actions to achieve normality with deliveries from the end of this year.

We know that there is no way to minimize the impact that delays with construction cause on the life of a client. We try to maintain them well informed of events and, despite the pressure of deadlines, we are committed to deliver the property with the best technical quality and with full documentation, so that customers can conduct their financing and other necessary processes to ensure prompt delivery of the units on completion of construction works.



Seeking satisfaction

Considering all of the areas of improvement that should guide our relationship with these stakeholders, we began to formulate a broad-based customer management project in 2011. Named as Customer Care, the initiative was designed so as to involve all collaborators in the company's mission to ensure that customers are really delighted and satisfied with the product they purchased. Going beyond specific actions, the Customer Care program establishes a cultural change in the company.

Among the various areas being developed are issues such as the absolute clarity of information, communication compatible with the delivery, compliance with agreed dates, efficient Customer Service and anticipation of customer issues, among others. With a three year implementation period, a number of initiatives have already been adopted in 2011, for example a review of all Even communication material considering the alignment of language, format and consistency of the information.

Another important decision, that was upheld by the Customer Care program in 2011, was the creation of the Condominium and Property Management division. The purpose of this division is to ensure that the concept of the condominium is deployed exactly as it was projected. For example, if we think of a condominium as a country club, this area should provide for the implementation of various activities such as coaches, trainers and entertainers. In addition it assists in establishing the regulations for the communal areas of the buildings

and seeks to ensure that they are efficient and meet all resident's needs.

Our staff now accompany the project from the initial installation of the condominium until its maturity. Prior to the formation of this division we had a more reactive posture in relation to issues involving the administration of communal areas. With the work by the Condominium and Property Management division, and based on the knowledge and experience we have acquired, we have established a more proactive stance.

Transparency in sales

One of our biggest challenges is to ensure that the expectations that our customers have when purchasing one of our properties is met, and if possible exceeded. For this to become reality, the sale, as well as communication, must be clear, ethical and accurate.

Marketing of apartments is undertaken both by the Even Vendas sales team, who terminated year 2011 with a team of 425 brokers fully dedicated to the sale of our property, and by partner companies. In both cases, brokers are trained and instructed to conduct sales with maximum transparency, including following the guidelines of our Code of Conduct.

It is also a role of the sales team to inform of the sustainability aspects that are a feature of our property developments, starting with the first contact with a client. One of Even's main differentials - the sustainability of our buildings - has a strong presence at the time of construction (further information in the chapter on Sustainable Con-

struction) and our challenge for the coming years is to ensure that the theme is also present in the use of the property by the client (further information in the chapter on Sustainable Vision).

We also strive, through constant training, to provide the sales force an favorable organizational culture that arouses their sense of participation - they are independent workers and have 100% of their remuneration linked to sales.

One of the improvements we implemented in the sales process is to provide the customer who purchased the property with a copy of all the documentation that they signed at the sales booth, together with the contact details for the Customer Service Center, which is the main point of contact with Even from that moment forward, up to delivery of the apartment.

In addition all contract closure is carried out in the presence of a lawyer who reads the contract with the customer and highlights the points that always generate further questions, for example, the adjustment rates, the incidence of interest payments, financing commitments and procedures for final entry and receiving the keys.

ONLINE

Have a look at www.even.vc/comunicacao for details about the materials and communication actions that assist in the customer relationship and also expand their understanding of the project.

Transparent communication

100% of Even communication and marketing material is evaluated by the Compliance division, which developed the procedures in partnership with other company collaborators.

These guidelines include: procedure for dissemination of advertising; procedures for dissemination of promotional activities; internal policies for publishing marketing campaigns (product launches) and internal procedures for promotions involving the distribution of gifts. **GRI PR6**

In function of our responsible behavior, Even once again did not register any cases of non-compliance with regulations and voluntary codes of marketing communications and advertising in 2011. **GRI PR7**

The Even communications policy also includes guidelines on sustainability, with the use of certified recycled paper and inks with less environmental impact in the production of all printed material such as brochures, catalogs, and banners.

► The waste mix generated in the projects directly interferes in the General rate of CO₂ emissions.



In the call center, we were able to achieve the goal of having 60% of the issues resolved at first customer contact with the company

Satisfaction Survey

2,115 clients participated in satisfaction surveys in 2011. These surveys are undertaken at each stage of the customer's relationship with Even. The objective is to hear the opinion of our customers and identify points that require improvement. In addition to mapping customer satisfaction, these studies of perceptions also help in setting out our action and improvement plans.

Within the strategy of considering sustainability in all management mechanisms, we insert a question on this subject at the delivery inspection phase of the survey. We ask the customer if the engineer responsible for the delivery of the property undertook and effective presentation of all items relating to sustainability. In 2012 we will incorporate a further item relating to sustainability in the Construction Phase of the survey.

Protection of customer information

In 2011 we also disseminated the policy of protection and confidentiality of customer data with suppliers. This policy provides guidelines and procedures to prevent the disclosure or loss of customer data, and there is a clause on this subject in contracts

with our partners. We recorded 38 complaints of violation of privacy during the year. However, none were proven. Furthermore, no claim was registered related to disclosure or loss of customer data. **GRI PR8**

Effective service

The main point of customer contact is the Customer Service Center, which operates with service hubs specializing in specific issues and recurring themes. In 2011 we created service hubs for Condominium leaders, who are the only contact who can make requests concerning communal areas within properties, as well as a service hub for residents surrounding our construction sites (further information in the chapter on Community).

Due to the increased number of customers every year and gains in quality that we want to accomplish, new adaptations to the Customer Service Center infrastructure were made in 2011, in terms of both technology and people. We achieved the goal of having 60% of contacts resolved on the client's first call to the company. Our condominium formation meetings also now have a specific structure within the Service Center, which registers and immediately refers customer requests.

Technical Assistance

Even also has a Technical Assistance division, responsible for attending to requests during the post-delivery period, which begins three months after the condominium installation meeting. From that moment on the division deals with all requests made via the Customer Service Center, and this cycle only ends at the termination of the warranty period.

In December 2011 the area had a team of 35 people, and nine new hires will be taken on in 2012 to strengthen the team. This expansion is necessary due to the large volume of project deliveries that the company will make in the first half of 2012. In addition to hiring additional people, we are also investing in training these team members, and we have exceeded

our goals: 91.2% of calls registered by Technical Assistance were attended within the average period, which had been reduced by 10% in 2011.

All customer requests are registered and sent to a feedback system that allows issues to be forwarded to other areas of the company (for example, the Products division). This flow allows an early identification of opportunities for improvement and underpins prevention initiatives early in the project.

The main challenge of Technical Assistance for 2012 will be to absorb the increase in demand that is certain to come from the delivery of new properties. The expectation is a leap in the number of active units from the current 7,000 to 12,000 in the second half of 2012.

Excluseven System

More than a system that offers the customer the possibility of adopting a different layout and a choice of finishes for their property, the Excluseven System also contributes to the reduction of environmental impacts that are invariably caused when the customer takes delivery of their property then decides to make changes in their apartment.

Clients contracting Excluseven within the term stipulated can personalize their

apartment within a series of company-approved templates. These models meet all requirements of technical and safety standards. However, if the client does not adhere to the program within the deadline, the property is delivered with the standard layout and finish as stipulated by the contract. The definition of personalization options are established by market trends and innovations proposed by Even.

Elaine Moreira,
business administrator, VIDA VIVA BUTANTÃ



Booth

"I visited the booth and model apartment when I was looking for a property. As I found nothing in the market with the same cost-benefit, I returned to make a purchase, but then the building was ready."



Sales/Contract

"Buying an Even property was a good experience. I did not know the builder, and I had no problem with customer service. I had problems with the financing process because of the bank involved in the negotiation."



During construction

"The purchase was made with the building ready. There were no problems."



Delivery

"The delivery was a little complicated, as there was a delay. But the project was delivered in accordance with what was planned. That is to say, I have what I paid for. So I'm happy."



Post-delivery

"After the delivery, the repair service was bad. I had a problem with a wall in my apartment and Even did the repair."



Sustainability

"I separate the garbage every day. The building already has selective collection. This was in the proposal itself and it continues to function, it is quite productive. I would pay 10% more for a sustainable apartment development."

Andrei Maturano,
engineer, PLAZA MAYOR IPIRANGA AND OSCAR FREIRE OFFICE



Booth

"The contact was basically with salesmen and the realtor. When I started looking for a residential property, I contacted the staff of Lopes and explained what I was looking for to the realtor salesman, who run a tracking and found what I wanted. I was well received."



Sales/Contract

"The clauses on rates are not very clear and the contract does not show how much you pay at the time the keys are delivered, but the communication during the purchasing process is much easier. I used online chat, email and telephone to ask questions and get quick return, without big hassles."



During construction

"During construction we arranged planned visits to the project, which took place according to plan. In the survey, I pointed out some problems that were fully corrected, without any complicating factor."



Delivery

"There was a delay in the delivery of Plaza Mayor Ipiranga. I had family plans that I could not meet on that account. The way to communicate the delay was too simplistic, they only sent me a letter. However, the impact for the purchaser is very large."



Post-delivery

I am happy with my property and haven't had any problems so far."



Sustainability

"On a daily basis, I try to take sustainable attitudes in everything I do. I am conscious consumer of water and energy, and practice the selective collection of waste. Maybe I would pay more for an apartment that had sustainable products and production processes."

Collaborators

Even is the result of the daily effort and commitment of a group of more than 7,000 people. Undertaking the management, training and development of this team is a great challenge. Although a significant part is formed by third party contractors, we believe we must give everyone, at all levels, instruments to enable each individual to consider the mission, vision and values of Even in their everyday practices and decisions.

In pursuit of constant improvement not only in our development strategy, but also in all our relationship with collaborators, Even undertook a restructuring of its Human Resources division in 2011.

All decisions, strategies and activities that involve direct collaborators became part of the scope of the Human Resources and Organizational Management Division. Inspired by the best and most modern market practices related to managing our internal public, our intention is to bring people ever closer to the company vision and strategic planning. In light of this decision, we initiated a review process of all practices and programs and identified several opportunities for improvement that will be implemented during year 2012.

At the end of 2011 Even's direct workforce totaled 1,405 people. Adding trainees, temporary and outsourced personnel brings the total to 7,361 people. Even's turnover rate, considering only to direct collaborators, reached 28.6%. In the sales division the rate was 23.7% and in Green, due to the completion of works and the high turnover that is characteristic of the construction sector, the rate reached 217%.

GRI LA1

OUR COLLABORATORS	
Direct collaborators	
Board	24
Management	81
Coordination	78
Expert	175
Administration	359
Operation	656
Technician	32
Total	1,405
Temporary workers	10
Outsourced	5,633
Trainees	313
Total	7,361

ONLINE

See the site on how Even's policy works for contracting local manpower: www.even.vc/colaboradores

► We encourage and give preference to the hiring of local labor in all the areas



GRI LA13

DIVERSITY IN THE EVEN GROUP			
Occupational group	baron	Male	Grand total
Administration	184	175	359
Coordinator	50	28	78
Director	1	23	24
Expert	72	103	175
Trainee	85	228	313
Manager	30	51	81
Operation	10	646	656
Technician	6	26	32
Total revenue	438	1,280	1,718

GRI LA2

Turnover rate	
Even	28.60%
Even Vendas	23.70%
Green	217%

Leadership training

We are aware of the crucial role that leaders play in achieving our vision, and we strive to maintain a motivated leadership that is committed to our aims. These collaborators should also inspire and contribute to the development of the entire team. Our main action in this direction is the Even Leaders Program, created in 2010.

Initially planned for managers and directors, in 2011 the program was extended to coordination positions, incorporating a total of 90 people. Coaching and courses on personnel management are undertaken, including issues such as how to give and receive feedbacks. Leaders are also evaluated within 360 degree vision.

Although it was planned to carry out a survey to measure the perception of lead-

ers with regard to the program during the year, this study was not performed due to the restructuring of the division. However, staff evaluations occurred normally and among the main areas of improvement to be addressed are issues such as team management and flexibility.

Youth with a future

The concern with developing committed leadership is also present in one of the main gateways into the company, the Futureven program - through which we recruit students, particularly from Engineering courses, for the internship program. We ended the year 2011 with 313 interns in our complement of personnel.

We offer these trainees monthly integration events, which facilitate identification of opportunities within the company. Futureven also has a specific program of courses, and each trainee is asked to develop a project within the company.

This individual project is submitted to an evaluation panel, and if deemed feasible and aligned with our aims it may be

implemented by the company. The performance of trainees is monitored both within the company and at university, and trainees are awarded with increased study grants.

Training and development

In 2011 we provided a total of 43,989 hours of training for collaborators, an average of 18 hours of tuition per person per year. Although there has been a growth in the average time compared to 2010 (13.95 hours), there was a decrease in the number of courses at almost all levels. The average increase is directly related to the partnership that we have with Senai for the training of the operating team, as foremen and workers in charge of the works. In addition, we offer four basic computer courses and workshops for storekeepers.

The training strategy was also reviewed in the light of changes in the division, and although we have given continuity to all development programs, especially technical and financial training, we decided not to deploy more thematic courses such as

ONLINE

In 2011, coaching procedures were implemented together with psychological and behavioral assessments and classroom courses on human resources management. Training was divided into six distinct programs: Learn more about these programs on the web at www.even.vc/treinamentos

Sustainability, HR and Property Development, as had been anticipated.

We reviewed all programs and schedules and designed a new concept of learning methods, working in a more integrated manner, based on a single development proposal for the entire company. The expectation for 2012 is to improve capabilities in qualitative and not quantitative terms. In addition, we will take undertake an exercise in training certification.

Some of our staff will also be trained to pass on knowledge to other company collaborators. This initiative for knowledge multipliers implanted in the company as a pilot project and will become effective next year.

Investments

We invested an overall total of R\$ 1,054,706 in training during 2011. There was a reduction compared to 2010, associated with a decrease in the quantity of training provided to collaborators.

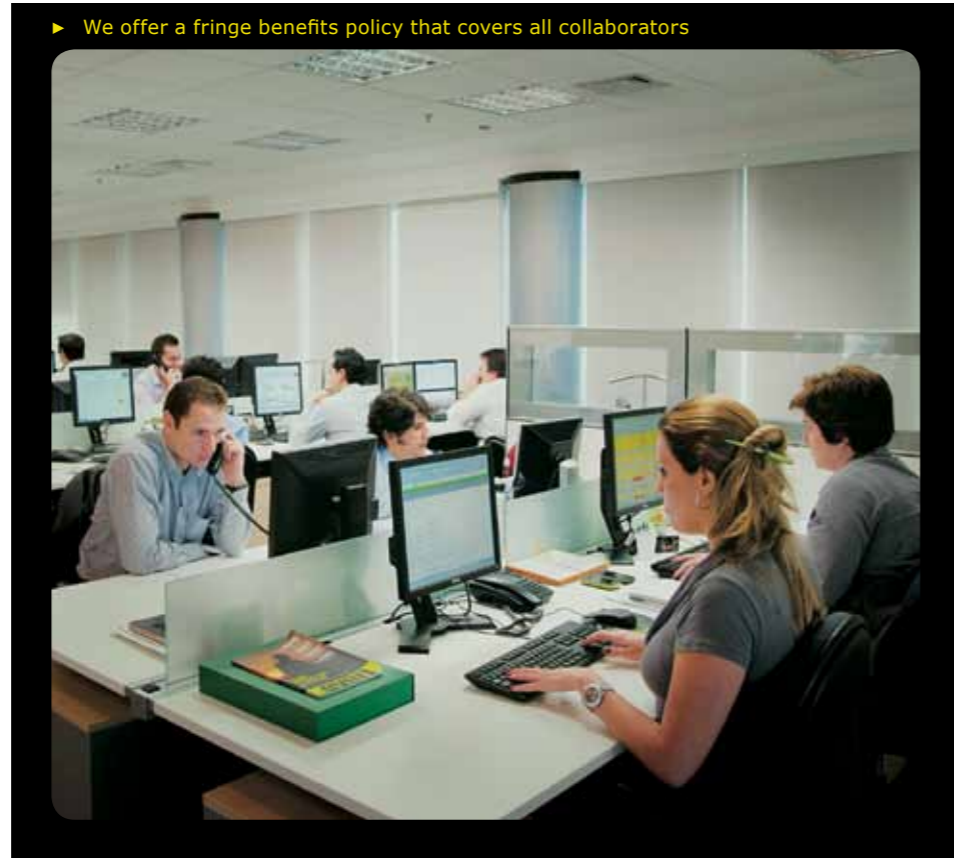
Investment in training	
2010	1,241,534
2011	1,054,706

GRI LA10

TRAINING PER EMPLOYEE:			
Category	Working hours	Number of collaborators	Average hours of training/employee
Board of Directors	317	24	13.21
Management	2,144	84	25.52
Coordination	1,854	78	23.77
Expert	5,187	175	29.64
Administration	3,995	359	11.13
Technician	622	656	0.95
Operation	11,104	297	37.39
Trainees	11,198	313	35.78
Third Parties (Even Vendas)	7,520	436	17.25
Young Apprentice	48	19	2.53
Total	43,989	2,441	18

Data covers Even São Paulo and Group affiliates

All collaborators are included in the Even variable remuneration program, whose final value takes into account the company results, divisional results and individual performance.



Performance and organizational climate

All Even permanent collaborators and Even Vendas sales staff are subject to performance evaluation, which represents 81% of Even Group. This program has two principal objectives. The first is to provide input for the Variable Remuneration program, and to this purpose there are specific rules such as a deadline for new entrants during the year, in order to preserve the program integrity. **GRI LA12**

The second purpose is the administration of performance and collaborator development whereby specific metrics and concepts are applied to ensure the consistency and transparency of the process and ongoing development.

Exceptionally, the Even Organizational Climate Survey, which assesses the satisfaction of our staff, was not carried out in 2011. We believe that the points identified in the 2010 survey, in which we obtained a mark of 8.59 on a scale from zero to ten,

still need to be developed over a longer period, including team management. The survey is also being reassessed in accordance with new divisional guidelines. A new version will be used in 2012.

Remuneration and Benefits

The Even remuneration and benefits policy follows market practices and seeks to ensure competitiveness, providing our collaborators with satisfactory remuneration. We use the Mercer system for our organization and salary structure, and salary research to assess external competitiveness is conducted by the Hay Group.

All collaborators are included in the Even variable remuneration program, with final values combining three elements: company

results, divisional results and individual performance. We also offer a benefits policy for all collaborators, regardless of their working hours. The benefits offered by Even are: food subsidy, medical insurance, dental care plan, life insurance, transport vouchers and a pension fund. **GRI LA3** In relation to outsourced parties, we comply with current legislation.

With regard to our complementary pension plan, the contributions are shared, so that Even contributes with 100% of the value contributed by the collaborators, whose contribution varies on a scale depending on hierarchical levels and ranges from 1% to 6% of individual remuneration. The plan has been in place since 2008, and the contributions made by the company amounted to R\$ 837,482.40 up to the end of 2011. **GRI EC3**

GRI EC5

VARIATION IN THE PROPORTION OF THE LOWEST WAGE COMPARED TO THE LOCAL MINIMUM WAGE									
Wage Variation	Even			Vendas			Green		
	MG	RJ	SP	MG	RJ	SP	MG	RJ	SP
2011	143%	189%	204%	0%	202%	167%	0%	0%	167%
2010	157%	171%	155%	0%	158%	127%	144%	0%	154%

Local goals

Even gives priority to hiring and promoting local collaborators for senior management positions. Such practices are based on local goals that encourage filling referenced vacancies by professionals from the local region. These goals are accompanied by

our performance management program. At the end of 2011, of the management vacancies that were opened in Rio de Janeiro, 100% were filled by local collaborators while in Belo Horizonte the percentage was 75%. **GRI EC7**

Trade union relations

We recognize the importance of union relations, and Even is affiliated to Secovi (the Housing and Condominium Union) and SindusCon (the Construction Industry Union). Most collaborators are affiliated with SINTRACON (Civil Construction Workers' Union). Collective agreements signed with unions cover 100% of collaborators, as required by law. **GRI LA4**

These agreements do not specify advance notification of operational changes. However, any possible changes occurring within the company are always communicated in advance, and we always provide space for dialog, providing any clarifications that may be required. As in previous years no cases were identified in our operations during 2011 where the right to exercise freedom of association and collective bargaining were at risk. **GRI LA5**

We also opened several channels for collaborators to communicate with the company, such as 'Talk with HR' and 'Talk with the President', as well as the Conduct Committee. **GRI 4.4**

Health and safety

The civil construction activity by its very nature requires extra attention and care with workers' health and safety, since personnel working on construction sites are routinely exposed to occupational hazards. We have safety committees at all our construction sites that have the participation of works managers, works engineers, safety engineers, safety technicians, supervisors and charge hands, administration supervisors

and trainees. Sub-contractors also participate in the committees, which had 368 members in 2011.

With the aim of further minimizing the risk of accidents, all collaborators, both Even's and the outsourced, undertake integration training that is updated every two years. This course covers questions relating to concepts of fire fighting, use of personal protective equipment (PPE), collective protection equipment (CPE), the basics of hygiene and cleanliness in the workplace, the Company Security Policy, basic first aid and information on occupational diseases, among others. Content on sustainability, respect for human rights and fair treatment of all collaborators, suppliers and customers is also presented (further information in the chapter on Sustainable Construction).

CIPA

69.43% of collaborators are also represented by formal occupational health and safety committees composed of management and collaborator representatives. The sub-contractors representatives also sit on these committees, contributing to the continuous improvement of our production processes. **GRI LA6**

We have an Internal Commission for Prevention of Workplace Accidents ('CIPA'). Composed of 22 members, the objective is to prevent work-related accidents and illnesses in order to make employment permanently compatible with the preservation of life and to promote worker's health. Once a year, CIPA promotes the Internal Accident

GRI LA7

		OCCUPATIONAL ACCIDENTS						
		Total N° of accidents	N° of accidents with leave	N° of accidents without leave	N° of deaths	Occupational illness	Accidents frequency rate*	Severity rate of accidents**
2011	Even SP	84	74	10	0	0	5.19	135.00
	Even BH	13	11	2	0	0	7.92	94.00
	Even RJ	22	22	0	0	0	18.37	823.00
2010	Even SP	72	70	2	0	5	4.85	107.00
	Even BH	9	9	0	0	0	6.50	79.00
	Even RJ	2	18	0	1	0	0,95	3.024,00

* The frequency rate measures the number of accidents per million hours worked.

** The severity rate measures the time, in hours, computed per million hour-men of exposure to the risk.

ONLINE

Learn more about CIPA's setup at www.even.vc/cipa

All our projects maintain safety management committees, with the participation of Even's own and outsourced collaborators

Campaigns

We comply with all items stemming from agreement with trade unions - for example, the distribution of sunscreen to all construction collaborators, plus kits and products for personal hygiene for resident collaborators. **GRI LA9**

In addition, the company maintains initiatives for providing guidance on the prevention of serious diseases. For Carnival and World AIDS Day, we distributed a folder with information on condoms and free HIV testing with immediate results being offered by health centers. In the 'Men's Health' and 'Women's Health' programs we seek to educate collaborators on the importance of routines examinations for both sexes. We also promote campaigns to prevent diseases such as dengue fever and conjunctivitis. **GRI LA8**

In 2011 we held four lectures involving employee's family members that covered issues ranging from women's health to nutrition and safety. Collaborators' wives were also offered an experimental cooking course, carried out in partnership with SESI-SP.

Diversity

In 2011 we exceeded our goal of hiring apprentices and finished the year with 19 of these young collaborators. In addition to expanding the number of hires, we reviewed

the program guidelines and with effect from 2012, we will undertake even greater monitoring of apprentices, with the objective of both preparing them for the labor market and assisting them in their choice of profession.

In relation to gender issues, we know that not only Even but the entire construction sector needs to evolve significantly in relation to providing more opportunities for women. We ended year 2011 with 75% male collaborators versus 25% female. These percentages reflect the dynamics of the market, however we registered an increasing number of women in management positions in 2011, and they also represent the majority at coordination and administrative levels.

In relation to the number of people with disabilities we ended 2011 with four collaborators, and in parallel we conducted a survey of all our physical space to better understand our limitations and opportunities. We also held lectures with the aim of raising awareness among managers in relation to this issue. We recognize that much remains to be done regarding the inclusion of these people in the company.

GRI LA14

		PROPORTION OF WAGES BETWEEN MEN AND WOMEN							
		Directors	Managers	Experts	Coordinators	Administration	Operation	Technicians	Trainees
2011	Men	0.99	1.06	1.12	1.06	1.10	1.00	1.01	1.00
	Women	1.17	0.90	1.00	0.97	1.00	0.74	0.94	0.99
2010	Men	1.00	1.09	1.12	1.09	1.05	1.00	1.02	1.00
	Women	1.01	0.76	0.91	0.95	0.94	0.82	0.92	0.98
2009	Men	1.00	1.00	1.00	*	1.00	1.00	*	1.00
	Women	0.89	0.97	0.92	*	0.93	0.92	*	1.00
2008	Men	1.30	1.00	1.00	*	1.13	1.00	*	1.00
	Women	1.00	1.08	1.00	*	1.00	1.00	*	1.00

* These hierarchical levels have not been opened in 2009 reports.
 Calculation formula: Average gender salary of function group/group average salary of the function.
 Directors: considering only non-executive directors.

► Collaborators at Even's affiliate in Belo Horizonte (MG)



Suppliers

A significant part of the impact caused by construction is directly related to activities undertaken by partners. We therefore consider that suppliers play a fundamental role in our vision of sustainability and the aim of Even to operate with a broad-based approach that seeks to obtain more comprehensive and consistent results.

We believe that both the search for positive results and initiatives to minimize and mitigate negative impacts need to contemplate the entire area of operation of a company. We therefore seek to have closer relations with companies that share our values, while at the same time striving to stimulate and influence suppliers to adopt more sustainable practices.

However, this is not a simple task and this relationship requires constant evolution. Our network includes a wide spread of companies and areas of operation with very different levels of maturity both in terms of management and sustainability. In general terms, our partners are divided between material suppliers (steel, cement, wood) and service providers.

Proximity

In 2011 we extended the activities of our Suppliers Working Group. Among the various activities undertaken we reviewed the criteria used to diagnose how sustainability is dealt with within a company. By applying these criteria we segment suppliers into

three levels: A (already incorporating many sustainable practices); B (in the process of incorporating sustainability); and C (few actions in place, usually service providers).

Based on this analysis, we held events such as Good Practices of Even's Suppliers, an event aimed at bringing us closer to service providers. During this event, which was attended by 40 partners, we explain how sustainability has changed the ways of doing business within civil construction and the Even stance on this issue, as well as issues such as safety and personnel development on construction sites. In addition, we make use of the forum to explain the materiality process and reporting, and invite them to join the stakeholders panel (further information in the chapter About this Report).

As a result of the feedback from this event, in 2012 we are committed to putting into place a robust supplier development project covering the areas of finance, human resource management and sustainability, as well as exploring possibilities for reverse logistics projects with them.

That same day we launched a new Even manual for relationships with suppliers, seeking to bring closer ties between commerce and sustainability, and we also created a specific page for our partners on our website (www.even.com.br/fornecedores).

During our first 'Even Climate Change Meeting' we also entered into an important dialog with Level A suppliers on issues re-

► Even has a partnership contract with the largest suppliers of raw materials in Brazil



lating to carbon emissions throughout the production chain (read more in the chapter on Sustainable Construction).

Administration and selection of suppliers

The administration of suppliers is an issue that Even perceives as having great relevance. Decisions relating to these stakeholders are the responsibility of our Suppliers decision, which centralizes supplier contracts for all projects.

The process of selecting partners within Even goes beyond cost, quality and delivery capacity of the partner, and is aligned with our Compliance division. In 2011 we hired an outside consultant to undertake an overall assessment of suppliers, covering issues such as financial health, pending legal and environmental disputes, among other irregularities.

We are therefore ensuring that we maintain relationships only with companies that seek to act responsibly, as well as

The suppliers play a fundamental role in our vision of sustainability and in the range of more comprehensive and consistent results

In 2011, the Work Group on Suppliers helped to revise the criteria that we use to diagnose how sustainability is treated within the company

minimizing risks to the company and customers. It is worth remembering that Even has supply contracts with some of Brazil's largest raw material suppliers and through its management practices, and even with high demand in the market, we have not faced problems with shortages that would cause construction delays.

Sustainability and human rights issues also guide our relationship with the third party contractors. We undertake on-site visits to evaluate our more critical partners' social and environmental practices - in accordance with the Corporate Sustainability Index (ISE).

In addition, the standard terms for supplier contracts includes provisions regarding non-use of child labor and forced labor. 1,506 contracts were signed with suppliers in 2011 and 1,469 included these standard terms, representing a total of 97.54%. **GRI HR2**

Local development and education

The construction industry has significant impact on national growth and ranks among the largest employment generators in Brazil. In relation to local development, we also give preference in our affiliates to hiring local partners that meet our demands and our needs.

69.53% of contracts for the Rio de Janeiro and Belo Horizonte units were signed with suppliers from local regions in 2011. **GRI EC6**

In addition to economic and health and safety issues (further information in the

chapter on Collaborators), education is another aspect of our relationship with partners. As well as informal employment, which leads to a high turnover of workers in the construction sector, the sector is also characterized by low skill and educational levels.

Our contribution to increased schooling for outsourced workers takes place primarily through the 'School Project'. Through this project both sub-contractors and Even collaborators who work on construction sites, and structural masonry suppliers, can take the elementary and secondary curriculum.

Even's five largest projects were covered by the initiative in 2011, and 100 personnel received the Ministry of Education and Culture (MEC) education certificate. In order to reduce the drop-out level and attract more attendees, the contents of the School Project will be reviewed for 2012, with more focus on writing, comprehension and mathematics.

The School Project is part of the Hands-On Academy, which also conducted in-company training courses for supervisors, charge-hands, bricklayers, carpenters and steel erectors in partnership with SENAI. In addition, training courses were offered in areas such as written communications for safety technicians, computing, workshop on the importance of storekeepers in the management of construction sites and training in bricklaying for those interested from com-

► On the School Project, Even's outsourced and own collaborators take classes of elementary and secondary education



We carried out on-the-spot visits to assess the social and environmental practices of our suppliers

Community

The arrival of a construction project can bring development to a region, stimulate local business and generate new opportunities, but it is also undeniable that it changes people’s lives, that they have to deal with heavy vehicle traffic and also with the inevitable noise caused by the construction activities.

Even seeks to identify its impacts and constantly seeks to create ways of contributing to the community. However, we recognize that this is still a very complex equation to solve and that we need to move forward in a consistent manner.

We consider that the neighboring region encompass those living within a radius of 1 km from a project site. Discussions over community relations, impact monitoring, improvement activities and compensation actions for the surrounding area are considered by several of our business divisions, such as the Sustainability Management and Sustainability Committees in São Paulo and other affiliate units.

The strategic planning of these actions as well as their budgeting is defined annually, and the actions seek to provide benefits and changes that can be accrued in the short, medium and long term.

Operation care GRI 501

Before works commence on a project and in advance of constructing of the sales stand, Even undertakes surveys

out in homes and commercial establishments in the neighborhood of all projects. The properties visited may be those bordering the construction site or may be located further away - this depends on the size of the project and the complexity of the foundations and excavations on the Even site. This makes it possible to detail the state of conservation of these buildings and prepare a photographic report. If there are complaints about damage to neighboring structures, Even makes an assessment and proposes to implement repair of the property or to reimburse the owner if he prefers to hire his own contractor.

Neighbors are also informed of the future development and the term of the works. The movement of trucks and assembly of the sales stand occur within determined periods and, where possible, at times that do not cause disturbance to local residents.

All demolition is performed so as to generate the least possible amount of dust, and we undertake cleaning of all trucks to maintain residues within the construction site. These precautions are taken throughout the construction works.

Our improvement and compensation activities are often agreed with the local City Hall, and also include repair and maintenance of sidewalks, tree planting, restoration of parks and green areas and



► In Neighbor Campaign, we deployed collectors of recyclable materials in the works that can be used by the community

GRI EC8

IMPACT OF INFRASTRUCTURE INVESTMENTS AND SERVICES:				
DATA COLLECTION		INDICATOR BACKGROUND		
Materials checked	Value	2010	2009	2008
Compliance with the environmental agreement (Depave)	R\$ 1,097,060.64	R\$ 704,984.14	R\$ 280,213.40	R\$ 1,709,739
Compliance with the Road Improvements Agreement (SMT/CET)	R\$ 94,058.51	R\$ 393,664.00	R\$ 60,000.00	There was no
Compliance with the Environmental Quality Agreement (Decont/Cetesb)	N/A	item not raised	item not raised	item not raised
Reinforcement of power networks	R\$ 2,726,205.63	R\$ 245,010.39	R\$ 79,014.82	R\$ 89,000
Extension of sewer and water networks	R\$ 1,035,620.77	R\$ 612,164.66	R\$ 82,810.76	R\$ 110,560
	R\$ 4,952,945.55	R\$ 1,955,823.19	R\$ 502,038.98	R\$ 1,909,299

► Effective communication: quality and safety go hand-in-hand at construction sites



painting walls and façades. If the project is shown to generate local traffic problems, Even takes guidance from local public agencies and provides improved traffic signaling in the area.

In addition to these measures we realized that it was also necessary to offer neighbors a more responsive and effective communication channel, and in 2011 we created a structure dedicated to dealing with project neighbors within our Customer Serve Center. We also implemented an indicator of complaints and contacts with the community that will allow us to identify areas for improvement and institute preventive measures with effect from 2012.

Neighbor Action Project

Our support structure for the sustainability management also has a Community Working Group. One of its principal activities in 2011 was the 'Neighbor Action' project, which in addition to implementing guidance for neighbor relations also installed recyclable material collection points at our construction sites that can be used by the entire community. In 2011, we expanded the number of projects covered by the initiative from 4 to 12 and collected a total of 22,877 kilograms of recycled material. In 2012 we will implement the project at all our construction sites in São Paulo, making it become the company's standard rather than a pilot project.

ONLINE

On the website www.even.vc/vizinhos, check out the amount of material collected and recycled by the Neighbor Action

Voluntary action

We seek to engage collaborators in initiatives taken by Even for the community. Voluntary actions were the main concern of the Internal Public Working Group. In 2011 this was renamed the Volunteer Working Group (further information in the chapter on Sustainability Strategy).

In 2011 we trained collaborators to make vocational presentations in schools in the community. This project had involvement from Even senior management: the President of the company made a presentation

to the volunteers, stressing the importance of the program.

Also within this initiative we invited one of our partners, who had already organized vocational lectures in schools, to share their experience. As a result, 11 Even collaborators gave vocational presentations to students at the Emiliano Di Cavalcanti school in São Paulo in 2011. In addition, 23 students from the school visited the Even headquarters in São Paulo, talked to company executives and were taken to one of our construction sites.

Involvement with this school extends to involvement in the 'School Project' and the provision of content for Elementary and Secondary Education for construction workers (further information in the chapter on Suppliers).

Our collaborators, both in Even São Paulo Even and affiliate branches, also participated in several donation campaigns during the year as well as volunteer activities such as

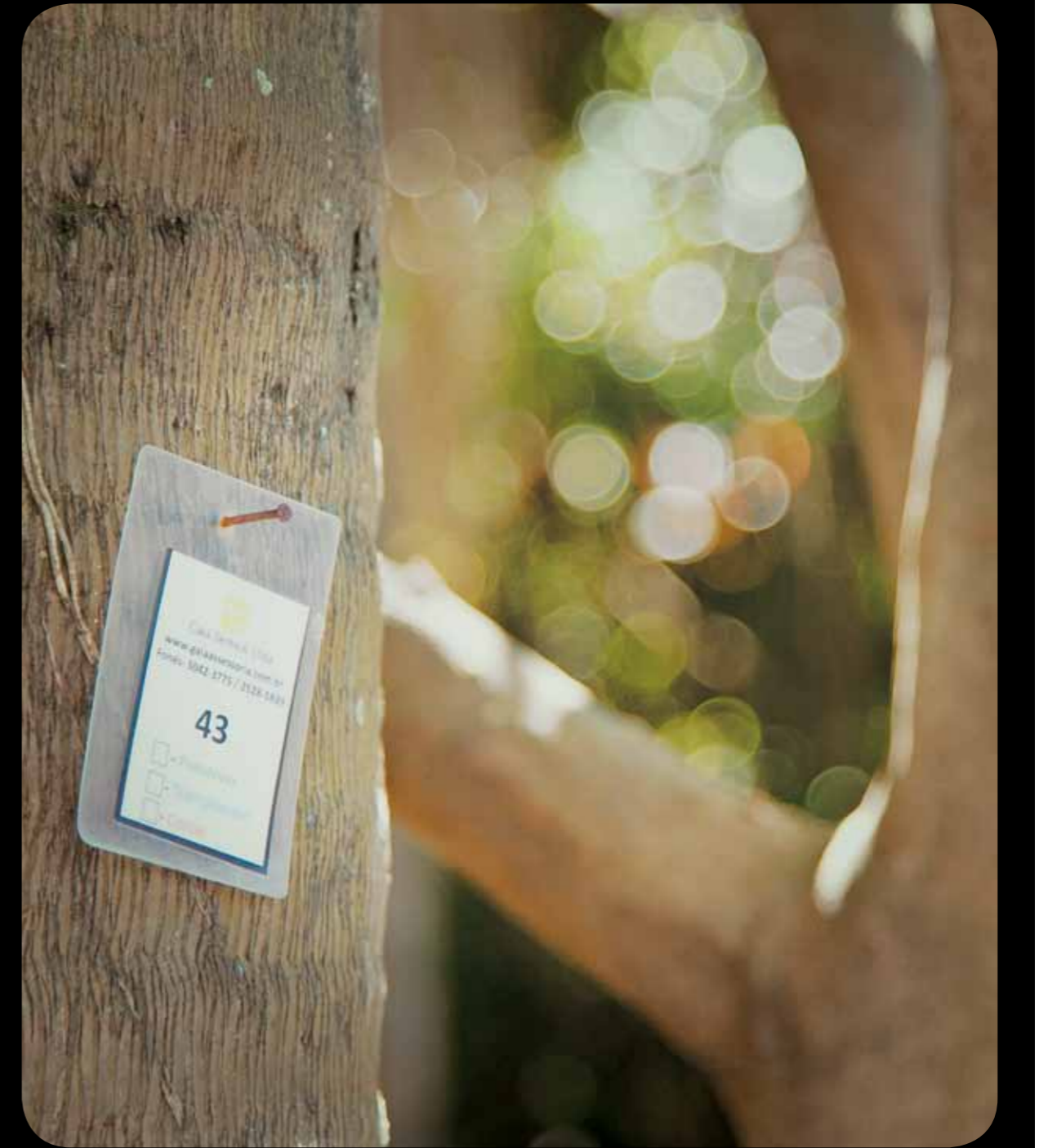
collecting Easter eggs, books, toys, Christmas gifts, and items such as clothes and blankets for charity organizations. These social actions also includes third party workers on our sites. They were invited to participate in our blood donation campaign. Lectures on women's health were also given to the wives of workers on construction sites. We seek to involve our suppliers as partners in volunteer actions, as well as our collaborators.

Even at Rio+20

Through its affiliate office in Rio de Janeiro, Even is part of the Movement for Improvement to Sustainable Housing, which is part of the Sustainable Rio City project, to be presented at the Rio+20 conference to be held in June 2012. Coordinated by the Brazilian Business Council for Sustainable Development (CEBDS) and Axia Consulting, the project envisages reforms in around 50 homes in the Chapéu Mangueira and Babilônia communities, selected because they are located in improved regions in the City that already have Community Police Units.

Even is the only construction company participating in the project. Among activities already undertaken, company collaborators helped to measure the residences that will be reformed and talked with the residents, explaining what materials should be purchased to carry out the reform. Other activities planned are monitoring the work of the task force and technical guidance.

► Even's works seek to respect the environment



► Collaborators of São Paulo (SP) office



Shareholders, competitors, government and financial institutions

Shareholders, competitors, government and financial institutions are contemplated under the Even materiality matrix. We try to establish good quality relationships with all these parties, based on respect for legislation in force, ethics and transparency.

Our relationship with shareholders is supported by a robust corporate governance structure and is led by our Investor Relations area. In addition to road shows, we held conference calls (by which we divulged our results) and provided periodic

reports on our activities and company performance. We further provided a special channel on our web site with updated information and special services for investors (www.even.com.br/ir), as well as several contact channels through 'Talk to IR'.

With regard to competitors, we encouraged good sector practices and seek to contribute - through our activities and investments in innovation and sustainability - to reducing the negative impacts and increasing positive impacts that civil construction can have on society.

We practice transparent communication of our operations and performance, with this Annual Sustainability Report being one of the principal instruments, in addition to our listing on the BM&FBOVESPA Corporate Sustainability Index (ISE). Our industry is very competitive and among the main conflicts with sector competitors that we have identified - and where we seek to protect ourselves - are: competition for available construction land in large cities, the search for national and international investors, relations with financial institutions for funding, competition for the talented people, retaining talent, setting prices, and partnerships with local builders. As in previous years we did not register any legal action for unfair competition, anti-trust or monopolistic practices and their consequences during 2011. **GRI 507**

We established a dialog with some institutions where we addressed the theme of sustainability. For example, Even participates in the Sustainable Works program, or-

ganized by Banco Santander. When financing a project, the bank uses tools to assess the extent of social and environmental impacts of the construction work. Participating companies receive feedback, in the form of a report about the project situation. The aim of 'Sustainable Work' is to induce changes by adjustments to the project, consequently bringing a reduction in negative environmental and social impacts. The construction project that is in accordance with program concepts and criteria receives a recognition placard from the bank. The Even projects Viverde, Vista Mariana and Alameda Santos are in the certification process for this recognition. True, Commercial Berrini and Oscar Freire projects have already been awarded the "Sustainable Work" placard.

In relation to the government, by the very nature of its activity Even interrelates with a series of public agencies in diverse areas and instances. Even does not execute or begin any project without having the necessary licenses and permits, among other documents issued by these agencies.

The relationship with government involves regulations in several different spheres, from the acquisition of properties, regulation and approval of designs through to construction and project completion. Up to the present, we have not been involved in any negotiations related to the definition of public policies. No donations were made to political parties in 2011. However, in 2012, as in other election years, we will provide funds by way of party support.

GRI 505 **GRI 506**

Our relationship with shareholders is supported by a solid corporate governance structure



About this Report

For the fourth consecutive year, we published our Sustainability Report. The report is now also annual covering economical and financial information, based on the Global Reporting Initiative (GRI) guidelines. Seeking continuous improvement in the reporting process, we have expanded the level of detail of information relating to performance and businesses, providing our first Annual Sustainability Report with integrated information. **GRI 2.9**

With this new format our aim is to show the balance between the financial results achieved by the company and the sustainability strategies that guided our performance throughout 2011.

This document presents data, results and information on Even for financial year 2011, covering the operations of Even Construtora e Incorporadora, Even Vendas, Green, as well as affiliates in Rio de Janeiro and Minas Gerais. As in previous reports, we did not show any data on the operations of Melnick Even Incorporações e Construções S.A., our joint venture located in Rio Grande do Sul.

GRI 3.1 **GRI 3.6** **GRI 3.7** **GRI 3.8** **GRI 3.9**

We adopt the G3 version of the GRI, and for the second consecutive year we achieved the requirements for a B+ application level. We presented data on 66 indicators, being 35 essential and 31 additional. **GRI 3.2** **GRI 3.3**

As with year 2010, the report passed through a verification process by an external auditor, BSD Consulting, which ensures consistency in data submitted and transparency of socio-environmental information. **GRI 3.10** **GRI 3.11** **GRI 3.13**

This publication seeks to include the suggestions made by BSD on the 2010 report - for example, we have endeavored to engage customers in the reporting process. We have also considered the evaluations of stakeholders who provided comments on the report at the events held during 2011, as described in previous chapters, and via the engagement panels and in the preparation of the materiality matrix, prepared in November 2011. In order to maintain a dialog with Even on the company's sustainability practices and the content of this report, please contact us by e-mail: sobreorelatorio@even.com.br. **GRI 3.4** **GRI 3.5**

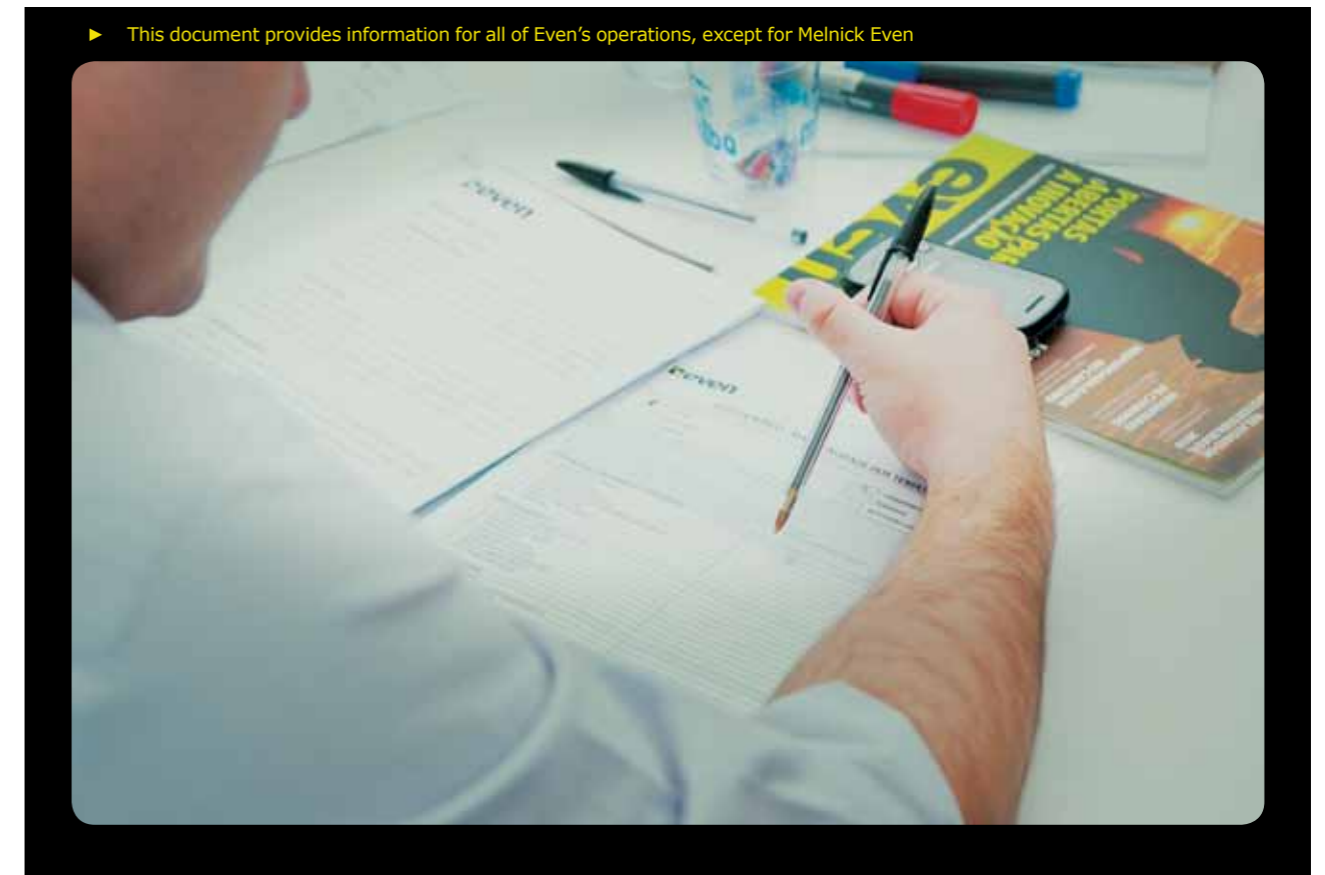
The new format of this report seeks to demonstrate the balance between Even's financial results and sustainability strategies



The 2011 report brings integrated information about performance, business and sustainability

FORMS OF MANAGEMENT			
	Aspects	Aspects	Pages
EC	Financial performance Market Presence	Indirect Economic Impacts	29, 73, 80, 83
EN	Materials Energy Water Biodiversity Emissions, effluents and waste	Products and Services Conformity Transport Generalities	44, 48; 52 to 55
LA	Employment Rel. between Work and Governance Health And Safety In the Workplace	Training and Education Diversity and Equal Opportunities	68 to 69; 71 to 77
HR	Purchase process Non-discrimination Freedom of Association Child Labor	Forced Labor/Slavery Safety Practices Indigenous Rights	34, 80
SO	Community Corruption Public Policy	Unfair Competition Conformity	82, 89
PR	Customer Health and Safety Labeling of Products and Services	Communications and Marketing Customer privacy Compliance	35, 59, 62, 64

We adopt the G3 version of the GRI, and for the second consecutive year we achieved the requirements for a B+ application level.



		C	C+	B	B+	A	A+
Report Content	G3 Profile	Please answer these items: 1.1; 2.1 to 2.10; 3.1 to 3.8, 3.10 to 3.12; 4.1 to 4.4, 4.14 to 4.15	With external verification	Please answer to all the criteria listed for Level C plus: 1.2; 3.9, 3.13; 4.5 to 4.13, 4.16 to 4.17	With External Verification	Same as required for Level B	With external verification
	Form of G3 Management	Not Required		Disclosure on Management methods for each Indicator Category		Management methods disclosed for each Indicator Category	
	G3 Performance Indicators & Sector Supplement G3 Performance Indicators	Reply to a minimum of 10 Performance Indicators, including at least one of each of the following performance areas: social, economic and environmental		Reply to a minimum of 20 Performance Indicators, including at least one of each of the following performance areas: economic, environmental, human rights, labor, society, product responsibility		Respond to each key G3 Indicator and the Sector Supplement* with due regard to the Principle of Materiality in one of the following ways: (a) responding to the indicator or (b) explaining the reason for its omission	

► Sustainability Committee with the presence of Even's directors in São Paulo (SP)



Preparation of the materiality matrix

Every year, Even invites its stakeholders to participate in the process of setting the issues most relevant to the company, and to discuss guidelines for the contents of the report.

Our dialog and engagement process with our stakeholders that occurred throughout 2011. We began with our collaborators (headquarters, affiliate offices and Porto Alegre - Melnick Even) with the Sus-

Our process of dialog and engagement of stakeholders occurred during the entire year of 2011 and was fundamental for the definition of the topics most relevant to the company

tainability Report 2010 Campaign, seeking to reach all levels of collaborators. By hiring a comedian, we mobilized our engineers and other collaborators around the theme of sustainability in an easily-accessed manner with a stand-up comedy.

We also held a roundtable with Directors and an Executive to exchange experiences on how to further sustainability in a strategic manner. In addition, we hosted a technical presentation by the Directors of FBDS (Brazilian Foundation for Sustainable Development) for our collaborators, providing instruction on the concept and how to use the sustainability report as a management tool and instrument for engaging all areas of the company and directly related stakeholders. FBDS has the aim of disseminating environment and sustainability best practices, influencing stakeholders and contributing to the formulation of public policies.

We believe that with these initiatives we enrich our daily dialog, addressing questions of sustainability through our routine practices.

We conducted the Even's 1st Meeting on Climate Change, with the aim of dissemi-

nating our emissions reduction project with our major suppliers. In addition, we conducted visits to our suppliers to find the factors with the greatest impact on emissions and to understand their sustainability practices, in order to encourage suppliers that still do not monitor their carbon chain to conduct their own inventory.

We also held a further event for our service providers in order to disseminate sustainability, with a view to encouraging them to adopt sustainable practices within their companies, so that they can better understand the work we do with collaborators at our construction sites. This also encourages their own internal development.

The public's choice for the Materiality Test in 2011 included three specific criteria: professional relationship, relevance to the themes and the number of representatives in each public. Thirty people participated in the Multistakeholder Panel held on November 30, 2011 at one of our construction sites, including customers, suppliers, representatives from the community, collaborators and financial institutions.

Shareholders were also invited, however there was no effective participation. Despite attempts to involve more customers, once again we recorded participation from only one representative, which leads us to conclude that engagement actions with this public should be our main focus for 2012. In particular, this should be improved with a new format for this document, which includes the annual report.

Undertaken in dynamic panel pattern, in partnership with an outsourced consultant, we presented 69 themes for the analysis by our stakeholders. Sixteen of these are pre-

sented within this report, being considered of high importance both for Even and for stakeholders, and influencing our materiality matrix.

The process of preparing the materiality matrix seeks to integrate evolution in Even sustainability management and is part of the effort to include different perspectives. In this publication we present the Even position in relation to each of these aspects, according to criteria which include impacts and opportunities related to the construction sector and the relationship with the company's strategic commitments.

GRI 4.14 **GRI 4.15** **GRI 4.16** **GRI 4.17**

PRIORITY THEMES	Pages
Research and development	38
Environmental policy	36 to 49
Use of materials and recycling	50 to 55
Control of emissions, effluents and waste	44 to 49
Environmental investments and expenditures	36 to 49
Health and safety	74 to 76
Training and development	70 to 73
Relationship with outsourced parties	68 and 77
Impact in the communities	82 to 87
Combating corruption	34 to 35
Code of conduct	34 to 35
Health and safety of customers in the use of products	64 to 65
Product Information (access and quality of information)	61 to 65
Quality of products	53, 54 and 64
Perceived value of the product	64 to 65
Customer service (pre and post sale)	64 to 65



Ranking of importance by stakeholders			
	2011	2010	2009
Customers	1st	1st	1st
Collaborators	2nd	2nd	3rd
Community	3rd	3rd	2nd
Suppliers	4th	4th	4th
Shareholders	5th	5th	5th
Competitors	7th	6th	6th
Financial Institutions	6th	7th	N/A
Government	9th	8th	9th

GRI Index

The index provides information and reference pages in which answers are found to GRI indicators (G3) consolidated in this 2011 annual and sustainability report.

GRI 3.12

Item	Subject	Complete	Partial	Page
1	STRATEGY AND ANALYSIS			
1.1	Declaration by the President	X		10
1.2	Key risks and opportunities	X		10 / 39 / 41
2	ORGANIZATIONAL PROFILE			
2.1	Name of the Organization	X		18
2.2	Products and services, including brands	X		19
2.3	Organizational Structure	X		18 / 19
2.4	Location of the organization's headquarters	X		19
2.5	Countries and regions where the organization operates	X		19
2.6	Type and legal nature of the property	X		19
2.7	Markets Served	X		19
2.8	Size of the Organization	X		21
2.9	Changes during the reporting period	X		91
2.10	Awards received in the reporting period	X		21
3	REPORT PARAMETERS			
3.1	Reporting period	X		92
3.2	Date of the previous report	X		92
3.3	Report publication cycle	X		92
3.4	Contact data in case of questions relating to the report or its contents	X		92
3.5	Definition of report content (themes, priorities, stakeholders)	X		92
3.6	Report limits	X		92
3.7	Specific limitations to the scope or limits of the Report	X		92
3.8	Basis for preparing the report with reference to other facilities that can significantly affect comparability between periods and/or organizations	X		92
3.9	Techniques for measurement of data and basis for calculations	X		92
3.10	Reformulation of information provided in earlier reports	X		92
3.11	Significant changes compared to previous years (scope and/or measurements)	X		92
3.12	Table identifying the location of information in the Report	X		101
3.13	Policy and current practices with regard to seeking external verification of the Report	X		92
4	GOVERNANCE, COMMITMENTS AND ENGAGEMENT			
4.1	Governance structure of the organization	X		31
4.2	Presidency of the governance group	X		30

Item	Subject	Complete	Partial	Page
4.3	Independent or non-executive members (percentage of the Directors/Definition of "independent" and "non-executive")	X		30
4.4	Mechanisms for shareholders to make recommendations to the highest level of governance	X		74
4.5	Relationship between remuneration and the performance of the organization	X		38
4.6	Processes in place for the highest governance body	X		32
4.7	Qualifications of the members of the highest governance body	X		30
4.8	Mission Statements and Values, internal codes of conduct and principles	X		19 / 34
4.9	Responsibility for implementation of economic, environmental and social policies	X		30
4.10	Process for self-assessment of performance by the highest governance body	X		32
4.11	Explanation of whether and how the organization applies the precautionary principle	X		44
4.12	Principles and/or other initiatives developed externally	X		9 / 53
4.13	Participation in Associations	X		33
4.14	List of groups of stakeholders engaged by the organization	X		98
4.15	Basis for identification and selection of stakeholders with whom to engage	X		98
4.16	Approach to stakeholders' engagement	X		98
4.17	Concerns raised through stakeholder engagement	X		98
5	FORMS OF MANAGEMENT AND PERFORMANCE INDICATORS			
EC1	Economic value generated and distributed	X		29
EC2	Financial implications and other risks and opportunities for the organization due to climate change	-	-	-
EC3	Coverage of the obligations of the pension plan offered by the company	X		73
EC4	Significant financial assistance received from the government	-	-	-
EC5	Variation in the proportion of the lowest wage compared to the local minimum wage	X		73
EC6	Policies and the ratio of expenditure with local suppliers in the main operational units		X	80
EC7	Procedures for local hiring and proportion of senior management members recruited from the local community at important operating units	X		73
EC8	Development and impact of infrastructure investments and services provided, primarily for the benefit of the public	X		83
EC9	Identification and description of significant indirect economic impacts, including the extent of such impacts	-	-	-
ENVIRONMENTAL PERFORMANCE INDICATORS				
MATERIALS				
EN1	Materials used by weight and volume.	X		52
EN2	Percentage of materials used coming from recycling.	X		52
EN3	Direct energy consumption broken down by primary source	X		53 / 55
EN4	Indirect energy consumption broken down by primary source	X		53 / 55

Item	Subject	Complete	Partial	Page
ENERGY				
EN5	Energy saved due to improved conservation and efficiency	-	-	-
EN6	Initiatives to provide products and services with low energy consumption, or use energy generated by renewable resources, and the reduction in energy requirements as a result of these initiatives	X		54
EN7	Initiatives to reduce indirect energy consumption and the reductions achieved	-	-	-
WATER				
EN8	Total water withdrawal by source	X		55
EN9	Water sources significantly affected by withdrawal of water	X		52
EN10	Percentage and total volume of water recycled and reused	-	-	-
BIODIVERSITY				
EN11	Location and extent of land owned, leased or managed, in or adjacent to protected areas or areas of high biodiversity value outside protected areas	-	-	-
EN12	Description of significant impacts of activities, products and services in protected areas and in areas of high biodiversity value outside protected areas	-	-	-
EN13	Protected or restored habitats	-	-	-
EN14	Strategies, current actions and future plans for managing impacts on biodiversit	-	-	-
EN15	Number of species on the IUCN Red List and national conservation lists with habitats in areas affected by operations, by level of risk of extinction	-	-	-
EMISSIONS, EFFLUENTS AND WASTE				
EN16	Total direct and indirect greenhouse gas emissions, by weight	X		48
EN17	Other relevant indirect greenhouse gas emissions, by weight	X		48
EN18	Initiatives to reduce greenhouse gas emissions and the reductions obtained	X		44 / 48
EN19	Emissions of substances that destroy the ozone layer, by weight	-	-	-
EN20	Nox, SOx and other significant atmospheric emissions by type and by weight	-	-	-
EN21	Total water discharge by quality and destination	-	-	-
EN22	Total weight of residues, by type and by disposal method	X		52
EN23	Total number and volume of significant spills	-	-	-
EN24	Weight of waste products transported, imported, exported or treated that are deemed to be hazardous under the Basel Convention - Annexes I, II, III and VIII, and percentage of residues shipped internationally	-	-	-
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by discharges of water and runoff under the responsibility of the reporting organization	-	-	-

Item	Subject	Complete	Partial	Page
PRODUCTS AND SERVICES				
EN26	Initiatives to mitigate the environmental impacts of products and services and extent of impact mitigation	X		54
EN27	Percentage of products and their packaging recovered in relation to total sales, by product category	-	-	-
CONFORMITY				
EN28	Monetary value of significant fines and total number of non-monetary sanctions resulting from non-compliance with environmental laws and regulations	-	-	-
TRANSPORT				
EN29	Significant environmental impacts of transporting products and other goods and materials used in the organization's operations, including worker transportation	-	-	-
GENERAL				
EN30	Total investments and expenditures in environmental protection, by type	-	-	-
SOCIAL PERFORMANCE INDICATORS				
APPROACH TO LABOR PRACTICES AND DECENT WORK CONDITIONS				
EMPLOYMENT				
LA1	Total workforce by employment type, employment contract and region	X		68
LA2	Total numbers and rate of collaborator turnover by age range, gender and region		X	69
LA3	Minimum benefits guaranteed to full-time collaborators that are not offered to temporary or part-time collaborators, broken down by major operations	X		73
LABOR/GOVERNANCE RELATIONS				
LA4	Percentage of collaborators covered by collective bargaining agreements	X		74
LA5	Minimum advance notice regarding operational changes, including whether this procedure is specified in collective bargaining agreements	X		74
HEALTH AND SAFETY IN THE WORKPLACE				
LA6	Percentage of collaborators represented in formal health and safety committees that include managers and workers and that assist in monitoring and advising on health and safety and occupational health programs	X		74
LA7	Rates of injury, occupational diseases, lost days, absenteeism, and work-related deaths, by region	X		75
LA8	Education, training, counseling, risk prevention and control programs that are ongoing to assist collaborators, their families or community members in relation to serious illnesses	X		76
LA9	Topics relating to health and safety are covered in formal agreements with trade unions	X		76
TRAINING AND EDUCATION				
LA10	Average hours of training per year per collaborator broken down by functional category	X		71

Item	Subject	Complete	Partial	Page
LA11	Programs for skills management and continuous education that support the continued employability of functionaries and end-of-career support	-	-	-
LA12	Percentage of collaborators receiving regular performance analysis and career development	X		72
DIVERSITY AND EQUAL OPPORTUNITIES				
LA13	Composition of groups responsible for governance and breakdown of collaborators by category according to gender, age, and other diversity indicators	X		69
LA14	Ratio of basic salary between men and women, by functional category	X		77
APPROACH TO HUMAN RIGHTS				
PRACTICES IN INVESTMENTS AND PURCHASING PROCESSES				
HR1	Percentage and total number of significant investment contracts that include human rights clauses or that underwent human rights evaluation	-	-	-
HR2	Percentage of significant suppliers and sub-contractors that have undergone evaluation on human rights, and the measures taken		X	80
HR3	Total collaborator training hours on policies and procedures concerning human rights aspects relevant to operations, including the percentage of collaborators trained	X		34
NON-DISCRIMINATION				
HR4	Total number of cases of discrimination and actions taken	X		34
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining could be at significant risk, and measures taken to support that rights	-	-	-
CHILD LABOR				
HR6	Operations identified where there is a significant risk of child labor and measures are taken to contribute to the abolition of child labor	-	-	-
FORCED OR SLAVE-LIKE LABOR				
HR7	Operations identified where there is a significant risk of forced or slave-like labor and measures are taken to contribute to the abolition of forced or slave-like labor	-	-	-
SECURITY PRACTICES				
HR8	The percentage of security personnel passing through training in company policies and procedures concerning aspects of human rights	-	-	-
INDIGENOUS RIGHTS				
HR9	Total number of cases of violation of rights of indigenous peoples and actions taken	-	-	-
APPROACH TO SOCIETY				
COMMUNITY				
SO1	Nature, scope and effectiveness of any programs and practices to assess and manage the impact of operations on communities, including entry, operation and exit		x	82

Item	Subject	Complete	Partial	Page
CORRUPTION				
S02	Percentage and total number of business units submitted to analysis of risks related to corruption	-	-	-
S03	Percentage of collaborators trained in anti-corruption policies and procedures within the organization	-	-	-
S04	Actions taken in response to cases of corruption	-	-	-
PUBLIC POLICY				
S05	Position relating to public policy and participation in public policy development and lobbying	X		89
S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions, by country	X		89
UNFAIR COMPETITION				
S07	Total number of lawsuits for unfair competition, anti-trust and monopoly practices and their results	X		89
CONFORMITY				
S08	Monetary value of significant fines and total number of non-monetary sanctions resulting from non-compliance with laws and regulations	-	-	-
APPROACH TO RESPONSIBILITY FOR THE PRODUCT				
CUSTOMER HEALTH AND SAFETY				
PR1	Phases of the life cycle of products and services that impact on health and safety that are assessed for improvement, and percentage of products and services subject to these procedures	-	-	-
PR2	Total number of cases of non-compliance with regulations and voluntary codes related to the impact caused by products and services on health and safety during their life cycle, by type of result	-	-	-
LABELING OF PRODUCTS AND SERVICES				
PR3	Type of information about products and services required by labeling procedures and the percentage of products and services subject to such requirements	-	-	-
PR4	Total number of cases of non-compliance with regulations and voluntary codes related to product and service information and labeling, by type of result	-	-	-
PR5	Practices related to customer satisfaction, including the results of customer satisfaction surveys	X		59
MARKETING COMMUNICATIONS				
PR6	Programs for adherence to laws, standards and voluntary codes related to communication and marketing, including publicity, promotion and sponsorship	X		62
PR7	Total number of cases of non-compliance with regulations and voluntary codes relating to marketing communications, including advertising, promotion and sponsorship by type of result	X		62
CONFORMITY				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and loss of customer data	X		64
COMPLIANCE				
PR9	Monetary value of fines (significant) for non-compliance with laws and regulations concerning the provision and use of products and services	X		35

Warranty Statement

BSD Consulting held, for the second consecutive time, an independent verification of the preparation process of Even's Annual and sustainability report, developed according to the GRI G3 guidelines (Global Reporting Initiative). The verification process is intended to provide Even's stakeholders with an independent opinion on: the quality of the report; the engagement processes with stakeholders; adherence to the AA1000AS standard (2008) principles; and the company's sustainability management.

Independence

We work independently and ensure that no member of BSD maintains consultancy contracts or other commercial links with Even. BSD Consulting is licensed by AccountAbility as warranty provider (AA1000 Licensed Assurance Provider), under register 33-000.

Our Competence

BSD Consulting is a company specializing in sustainability. The work was conducted by a team of experienced professionals and skilled in external verification processes.

Even's and BSD's responsibilities

Preparation of the Annual and Sustainability Report, as well as the definition of its content is Even's responsibility. The assessment of the report and checking of the

implementation level of the GRI G3 guidelines were BSD's work task.

Scope and Limitations

The scope of our work includes information in the printed version of Even's 2011 annual and sustainability Report for the period covered thereby. The process of independent verification was conducted according to the AA1000AS standard (2008) (Account Ability 1000 Assurance 2008 Standard), Type 1, providing a moderate level of assurance. The process includes the adhesion evaluation of Even's accountability process on three principles: Inclusion, Materiality and Responsiveness.

Methodology

The AA1000 process verification approach consisted of:

- Evaluation of the content of the 2011 Annual and Sustainability Report;
- Understanding of the information generation process for the Report, considering the engagement process and the definition of materiality;
- Public information Research about the industry and the company (press, legal bases and sites) to identify relevant issues of the external point of view;
- Interviews with executives, managers and staff of key areas to evaluate relevant issues, the context of sustainability management and information available in the Report;

- Visit to one of Even's construction sites in progress, True Chácara Klabin project, in São Paulo;
- When relevant, confirmation of information on sustainability performance with the company's governing body;
- Based on sample tests, confirmation of information in the report with supporting documentation, internal management reports and official correspondence.

Main Conclusions - AA1000AS Principles

According to the evaluation of BSD Consulting, the areas directly related to business, Construction, Development and Sales, should seek greater alignment with the sustainability management. The consolidation of this internal alignment is essential for Even's sustainability to show consistency in the long run and have the proper coverage in its value chain. The continuity of the engagement processes with their priority stakeholders and assessment of materiality should be maintained and can be improved in the coming years. The conclusions are as follows in relation to the three AA1000AS principles.

Main conclusions regarding the Adherence to the AA1000AS 2008 principles

1. Inclusion – covers the participation of stakeholders in the development of a transparent and strategic sustainability management process.

The process of engagement with stakeholders showed evolution compared to the previous year. An inquiry panel to the stakeholders was done, however, it still necessary to reinforce the strategy of engagement with groups of customers and shareholders, which Even deems as strategic stakeholders. Other forms of the inquiries can be evaluated, aiming at dialog with these stakeholders.

Engagement processes were carried out with vendors such as themed events and get-togethers. An important development is to define a clear strategy for sustainability in Even's value chain. The definition of relevant themes, goals and long-term objectives facilitate the understanding and measurement of this strategy.

The management of sustainability aspects strengthened in regional units of Minas Gerais, Rio de Janeiro and Rio Grande do Sul, which created their own sustainability committees. These committees operate seamlessly with the sustainability Committee of the headquarters in São Paulo.

2. Materiality (or Relevance) – necessary subjects so that stakeholders can take conclusions about the organization's economic, social and environmental performance.

- The main sustainability themes were selected after consultation with the panel of internal and external stakeholders. Each of the themes were addressed in the report and, where applicable, associated to their respective performance indicator.
- As in previous year, the report content

maintained the description of critical issues and challenges such as: need for customer relationship enhancement with focus on sustainability; management of neighborhood considering the social and environmental impacts of the works; preparation and verification of the inventory of greenhouse gas emissions; and sectorial context about delays in projects.

- To the extent that Even's performance expands to other regions of the country (Minas Gerais, Rio de Janeiro and Rio Grande do Sul) and caters to a diverse profile of clients, the approach to assessment of materiality should consider the magnitude of their impact according to the local context.

3. Responsiveness – discusses the actions taken by the Organization as a result of specific demands of stakeholders.

- The Human resources area is undergoing an overhaul, seeking to improve the management of collaborators, and influencing the quality of programs intended for the internal public. The area should focus on 2012 to ensure the attainment of the qualifying programs of its own collaborators and outsourced staff.
- The strategic planning area evaluates the performance of the projects established in all of Even's areas. We recommend the area to create indicators to measure goal compliances of all projects related to the pillars defined by Even, of innovation and sustainability, considering all of the company's areas.

- In 2011, Even's participation in joint venture with the Melnick, in Rio Grande do Sul, went to 80%, however the management processes are not integrated between Melnick and Even. If Even decides to maintain the management under Melnick's responsibility in this joint venture, we recommend making this strategy clear.
- The report clearly presents the status of goal achievements in the previous year and goals for the next year.

GRI-G3 Application Level

Following the GRI-G3 guidelines, BSD confirms that the 2011 annual and sustainability report for Even S.A. is classed as a Level B + Application. The report offers answers to items related to the company profile and provides a description of the management processes as well as approaches to sustainability. The relevant information is provided to all categories of performance indicators: economic, environmental, human rights, labor practices, company and product liability.

SÃO PAULO, JUNE 1ST 2012.

BSD CONSULTING – BRAZIL

AGUARDAMOS
DOCUMENTO TRADUZIDO
PARA SUBSTITUIÇÃO



Declaração Exame do Nível de Aplicação pela GRI

A GRI neste ato declara que **Even Construtora e Incorporadora S.A.** apresentou seu relatório "Relatório Anual e de Sustentabilidade 2011" para o setor de Serviços de Relatório da GRI, que concluiu que o relatório atende aos requisitos de Nível de Aplicação B+.

Os Níveis de Aplicação da GRI comunicam quanto do conteúdo das Diretrizes G3 foi aplicado no relatório de sustentabilidade enviado. O Exame confirma que o conjunto e número de itens de divulgação exigidos para aquele Nível de Aplicação foram cobertos pelo relatório e que o Sumário de Conteúdo da GRI é uma representação válida das informações exigidas, conforme descritas nas Diretrizes G3 das GRI.

Os Níveis de Aplicação não fornecem um parecer sobre o desempenho de sustentabilidade da organização relatora nem sobre a qualidade das informações contidas no relatório.

Amsterdã, 05 de junho de 2012

Nelmara Arbex
Vice-Presidente
Global Reporting Initiative



O "+" foi acrescentado a este Nível de Aplicação porque Even Construtora e Incorporadora S.A. submeteu (parte de) seu relatório a verificação externa. A GRI aceita a soberania da própria organização na escolha da organização responsável pela verificação externa e na decisão do escopo da verificação.

A Global Reporting Initiative (GRI) é uma organização baseada em redes pioneira no desenvolvimento da estrutura para elaboração de relatórios de sustentabilidade mais usada no mundo e está comprometida com sua melhoria contínua e aplicação em todo o mundo. As Diretrizes G3 da GRI estabeleceram os princípios e indicadores que as organizações podem usar para medir e relatar seu desempenho econômico, ambiental e social. www.globalreporting.org

Isenção de Responsabilidade: No caso do relato de sustentabilidade incluir links externos para materiais audiovisuais, entre outros, esta declaração irá referir-se apenas ao material submetido à GRI no momento do Exame em 21 de maio de 2012. A GRI exclui expressamente a aplicação desta declaração a alterações posteriores aos referidos materiais.

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