



# Sustainability Report

# 2022

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# Message from the Board

Since early 2020, we have been through difficult times due to the numerous restrictions and consequences arising from the COVID-19 pandemic. This serious humanitarian crisis we are experiencing has profoundly impacted the people, businesses, and ecosystem of which we are a part. Although the memory of the lockdown is becoming more distant, the pandemic accelerated a lot of things and took us out of our day-to-day, showing our incredible ability to reinvent ourselves and learn. We have always been concerned, as a Company, with evolving together with society. What we went through showed us the importance of putting the wider interest first, enabling us to think up new ways of acting.

A little over a year ago, we saw most people resume their habitual lives and, quickly, our malls regained increasing footfall from those who recognize our spaces as ideal places for meeting up, leisure, shopping, and happy moments, often as a family. All of this within a new situation that has been transforming purposes and the way we relate to the world, with a profound impact on our daily lives.

*Carlos Jereissati, board member of Iguatemi S.A.*



We observed not only a strong sense of solidarity and collaboration that spread through Brazilian society but also people seeking to reassess their consumption habits, with greater concern for health, well-being, and sustainability. Buying locally, close to home, even while buying more international products here in Brazil, and considering the causes and purpose of brands when buying, are all trends that are no longer things destined to be more relevant to the future, but are now part of the present.

Our team, now led by Cristina Betts, has shown itself to be competent, committed, and united in the quest to meet this new demand, always with excellence and operational efficiency and further strengthening our brand identity,





which is built on close observation of our priority audiences. We care about and take care of relationships with all of them, such as our customers, store holders, staff, suppliers, communities, shareholders, government, the general public, and the environment.

Ensuring human rights, decent work, ethics, and anti-corruption, constantly seeking innovation with an in-depth awareness of our externalities, has always been part of our values and conduct. We never stand still and rather than merely accompanying this journey of evolution, we want to be active agents contributing to this very important movement for change. This is rooted in our essence.

*Looking beyond our own time is essential: **“As we move into the 21<sup>st</sup> century, the key competitive advantage will increasingly be based on human capabilities, culture, and the organization's operating model.”** John Mackey and Raj Sisodia, creators of the Conscious Capitalism movement*

In this, our first annual sustainability report, we invite you to learn more about our practices, commitments, and, above all, our desire to co-create with companies that are committed to excellence in management, in a broad perspective, with collective agendas that are of interest to all, and in the raising of the level of awareness of businesses and our country.

**Carlos Jereissati,**  
*on behalf of the board of directors*



*Cristina Betts, chairperson of Iguatemi S.A..*

# Letter from the Chairperson

*2022 was a year of many  
challenges for our company.*

We implemented an important corporate restructuring for the continuity of the Company's strategy, which required our governance structure to evolve, establishing new statutory committees. We purchased the residual portion of Iguatemi JK, one of the most important developments in our portfolio, ranked among the five most profitable malls per square meter in Brazil. In our daily lives, it was the first year since 2020 without interruptions to our activities due to COVID, and thus, we experienced a continued increase in footfall at our developments. We improved the NPS for store holders and end customers, and the confidence indicator of Iguatemi staff improved, measured by the GPTW, positioning us as one of the best retail companies to work for.

All of this brought us to a balance sheet that is a significant performance improvement, generating consistent results for our store holders, investors, our people, and the communities of which we are a part.



Concerning our performance in ESG, the main challenge was to undertake a broad, in-depth diagnosis to understand the stage we were at. Activities included:

- 1. Diagnostics** of our carbon emissions (greenhouse gas inventory - GHG), reporting the results to the CDP.
- We evaluate our **performance** in line with the SDGs.
- We dedicate ourselves to analyzing our **social indicators**.
- Our Equity Committee evolved into a **Sustainability Committee** that has internal and external experts on material topics.
- In line with the evolution in our governance, the **evolution of our mission** was approved by the People, Culture, and ESG Committee and later on the Board of Directors.



*Surprise and enchant people, providing experiences of unique consumption and entertainment, memorable and conscious.*

Taking a critical and, above all, empathetic view is part of our essence, aiming to sustain excellence in everything we do, taking care of the people who make up our ecosystem. But even so, I was pleasantly surprised by everything we do and the opportunity we have to expand and engage our stakeholders in what we do well. There is also ample room for learning collaboratively and making advances in topics where we are still in the early stages of maturity.

Moreover, our business has diversity at its core, since every day we open the doors of our 16 malls and outlets and 4 office blocks to all the different people who visit us, do business with us, and collaborate so that we can, together, have positive impacts on our ecosystem. We have always believed in our company's social role in supporting the community and evolving living and consumption habits together with Brazilian society.

We have always been aware that we are large consumers of environmental resources and, therefore, for over 10 years our developments have had numerous water and energy management initiatives, such as water and sewage treatment facilities, migration for purchasing energy on the free

market, using automation and replacing equipment with more efficient technologies. We have also instituted family bathrooms accompanying the evolution of our families and society. Over the years, we have carried out countless building projects to benefit our surrounding communities and enhance public spaces, such as squares and even Parque do Povo, a park in São Paulo, which we actively manage.

We have always promoted art and education in Brazil with an in-depth understanding that we only win if everyone wins too. We have important partnerships with the São Paulo Art Biennial, Pinacoteca, SP Arte, among others, who affirm this commitment to support art and culture to be accessible to our population.

Since 2019 we have been signatories to the Woman's Empowerment Principles (WEPs), a UN project, and to the Global Compact, reinforcing the Company's commitment to defending gender equity, ensuring the same rights and opportunities for men and women in the workplace. In 2022, we took another important step by joining the UN Global Compact Brazil Network and becoming strategic partners in the "Elas Lideram 2030" movement, among 57 companies that committed to the targets of 30% of women in senior management by 2025 and 50% by 2030. It is worth mentioning that we ended 2022 with 50% of women in leadership positions, considering management positions and above.





For the future, we understand that given our visibility in the market, we can raise awareness throughout the entire ecosystem of our collective responsibility in scopes 1, 2, and 3 in fashion, gastronomy, sustainable construction, and well-being, among others. In line with our orientation to provide good service, I believe that we can inspire, delight, and collaborate so that other players can assume commitments in the ESG agenda together with us so that our sector can evolve even more in governance and in practices that enable us to have a positive impact on everyone and the planet.

*As I always say, “**We want to be great**”. I believe that there is no good company in a bad country, no good country with bad companies.*

*We always seek to serve our stakeholders well and promote increased awareness of the importance of companies for the sustainability of Brazil.*

**Cristina Betts** - June, 2023



# About this Report

Facade of Iguatemi Campinas



***This is the first sustainability report by Iguatemi S.A. that translates our ESG<sup>1</sup> ambitions and commitments for the years to come, so that we can continue to exist as a business and, at the same time, contribute to the society and the environment.***

Although this report contains the history of Iguatemi S.A. and its relationship with its stakeholders<sup>2</sup> over the years, the main information contained in this document (staff numbers, water consumption, energy, complaints, and cases of corruption, among others) refer to the most recent fiscal year – 2022.

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<sup>1</sup> Environment, Social, and Governance - an approach to assess the extent to which a corporation works towards positive goals, based on the adoption of a set of standards and good practices aimed at defining whether it is socially aware, environmentally sustainable and correctly managed.

<sup>2</sup> Defined as groups or individuals who, in some way, have some level of interest in the projects, activities, and results of a given organization. They are those impacted by the decisions that the company makes, positively or negatively. This group of individuals can be staff, investors, customers, or suppliers, among others.



This report contains information on the following developments by Iguatemi S.A.:

- Shopping Center Iguatemi São Paulo
- Shopping Center JK Iguatemi
- Shopping Pátio Higienópolis
- Market Place Shopping Center + Market Place Tower
- Shopping Center Iguatemi Alphaville
- Shopping Center Iguatemi Brasília
- Shopping Center Iguatemi Campinas + Power center Iguatemi Campinas
- Shopping Center Galleria + Torre Sky Galleria
- Shopping Center Iguatemi Esplanada<sup>1</sup>
- Shopping Center Iguatemi Ribeirão Preto
- Shopping Iguatemi São José do Rio Preto
- Shopping Center Iguatemi São Carlos
- Iguatemi Business Porto Alegre
- Praia de Belas Shopping Center
- Ifashion Outlet Novo Hamburgo
- Ifashion Outlet Santa Catarina
- Varejo (Iguatemi 365 + I-Retail)

This report reflects our commitment to constantly constructing an open dialogue with the various players in our ecosystem, describing our actions seeking to reduce possible negative impacts our business has on the environment and expand the positive impact on society, envisioning opportunities for environmental



Facade of Iguatemi Alphaville

*On the next few pages, we will tell you about some important steps in our journey as a company, detailing more robustly **our processes and internal indicators** that contribute to managing priority ESG topics.*

improvements, generating profit for our shareholders and a fertile work environment for our staff and partners.

Our commitments go beyond the publication of this report; we have been signatories to the UN Global Compact since 2022, contributing to the

<sup>1</sup> Iguatemi Esplanada + Esplanada Shopping



principles and targets of Agenda 2030 and the Sustainable Development Goals (SDGs). More details on the SDGs can be found in the **Brief Introduction to the SDGs section**.

On the next few pages, we will tell you about some important steps in our journey as a company, detailing more robustly our processes and internal indicators that contribute to managing priority ESG topics, defined in our Materiality Matrix, concerning the environmental, social, economic and governance dimensions, which cover our 14 malls and 2 outlets, our e-commerce (Iguatemi 365) and our retail activities throughout Brazil.

Our material topics are divided into three major axes of action, structured under Iguatemi S.A.'s sustainability strategy, and as set out in this report:

**\_AXIS 1:** Diverse, happy, and prosperous people

**\_AXIS 2:** Environmental Management and Sustainable Growth

**\_AXIS 3:** Ethical, fair, and sustainable value chain

This categorization into axes enables related topics to be in tune with each other, reflecting our ESG performance pillars and our internal principles and values. The content of this report is also guided by the transparency and accuracy of the information presented. To clarify doubts or request additional information about the data presented in this report, contact [ri@iguatemi.com.br](mailto:ri@iguatemi.com.br).



*Aerial view of Casa Higienópolis,  
restored patrimony*





Facade of Iguatemi São Paulo

# Iguatemi S.A.

ABOUT IGUATEMI S.A. >

ESSENCE, MISSION,  
AND VALUES >

AWARDS  
AND RECOGNITION >

TIMELINE >



*A summary of our journey, our acquisitions and developments, and what makes us always strive for excellence in all our relationships, with a pioneering spirit and focus on sustainable growth.*



# About Iguatemi S.A.

We are Iguatemi S.A. (Iguatemi) - a company listed on the B3 and controlled by the Jereissati Group. We are one of the largest full-service companies in the shopping mall and leisure and entertainment sector in Brazil. Our activities encompass design, planning, development,

and management of regional shopping malls in Brazil, outlets, and mixed-use real estate complexes with office blocks, in addition to being responsible for the sales of various Brazilian and international items in our marketplace and our stores.

## OUR FIGURES (Dec/2022)



Holdings in  
**14 shopping malls**

**2 premium outlets**

**4 office blocks**



**723 thousand m<sup>2</sup>**  
total gross leasable area (GLA)

**488 thousand m<sup>2</sup>**  
owned GLA



Iguatemi 365:  
**More than 27 thousand online SKUs from 627 brands**



**More than 2,500 staff**



Around  
**438 thousand customers registered**  
in our loyalty program



Around **2,860 active stores** in the complexes

From our online sales through Iguatemi 365, we have coverage throughout Brazil, reaching cities that do not have our physical developments.

We are proud to be a brand recognized throughout Brazil as a symbol of solidity and dynamism, quality and consistency in business, ex-

cellent services and efficient management, sophistication, and partnerships, Brazilian and international, very successful, especially in the world of fashion, gastronomy, art, and culture.

OUR *excellence*  
LIVES IN EACH OF US!





## PRESENCE IN BRAZILIAN STATES

Federal District: Iguatemi Brasília

São Paulo:  
 Iguatemi São Paulo      Galleria  
 JK Iguatemi              Power Center Campinas  
 Market Place              Iguatemi São Carlos  
 Pátio Higienópolis      Iguatemi Ribeirão Preto  
 Iguatemi Alphaville      Iguatemi São José do  
 Iguatemi Esplanada      Rio Preto  
 Iguatemi Campinas

Santa Catarina: I Fashion Outlet Santa Catarina

Rio Grande do Sul: Iguatemi Porto Alegre and Iguatemi Business  
 Praia de Belas  
 I Fashion Outlet Novo Hamburgo

Pioneer in launching the first shopping mall in the country, the Company continues to innovate in the most varied aspects of its business. Simply bearing in mind a couple of facts will prove this statement:

**\_first to launch** the food court concept, the concierge, and unprecedented services such as a personal shopper, valet parking, and booking seats at the cinema;

**\_a pioneer** in the adoption of practices for the rational consumption of energy and other natural resources and incorporating the concept of green buildings<sup>4</sup> into its new projects;

**\_first** in the sector to go public, complying with strict corporate governance rules;

**\_a trendsetter** in the management of shopping malls and services with the excellence that is part of our DNA of providing good service;

**\_sponsor and promoter** of photography, design, technology, music, visual arts, fashion, and education events, among many others, investing in the promotion of our country's culture and citizenship;

**\_first** group of shopping malls to adopt the Women's Empowerment Principles (WEPs);

**\_company considered Top Employer.**

<sup>1</sup> Green Buildings is the concept used to designate a built space based on criteria related to social, environmental, and economic sustainability, considering its entire useful life, that is, from conception, building work, use and operation, renovations and even eventual dismantling or demolition.



The list does not end there; other equally innovative and important initiatives are being planned and implemented daily, reflecting our investment in constant expansion and renewal.

We have ventures in different stages of development and other projects in the ideation

phase. Maintaining the leadership position, we have achieved presupposes we always have new challenges in mind and new targets for excellence to be reached and exceeded.

It is this avant-garde and excellence mentality that gives a fair measure of the value of our brand.

## Essence, mission, and values



*Christmas event at Iguatemi São Paulo*

We deliver on this mission daily, in all our actions and developments, with a vision of a prosperous, sustainable, and innovative future.

Our stakeholders recognize the excellence and solidity of Iguatemi S.A., built over the years. And, like us, they are proud to partner with a pioneering company in their sector, based on the purpose and values that reflect the brand.

### OUR MISSION

*To surprise and delight, providing unique, memorable, and conscious consumption and entertainment experiences.*

### OUR VALUES

- *WOW! Excellence, quality in details, and enchantment.*
- *Passion for different people and our business.*
- *We are obsessed with sustainable results.*
- *We think like an owner, roll up our sleeves, and sweat.*
- *We know where we want to go, we plan and reach our goals.*
- *We dream of the impossible and we get there, always innovating.*
- *We have a positive impact on our ecosystem.*



# Awards and recognition

## 2001

- Abrasce 25 years | 1976–2001
- Retail Summit Award | IPEDV e FGV

## 2002

- Consumer or Trade Marketing | Maxi Merit | International Council of Shopping Centers

## 2004

- Industry business leader | Leaders Forum

## 2006

Master Imobiliário Award | Hors Concours

## 2011

- "Os mais importantes do Varejo" Award | Category: Shopping Center - Developers

## 2013

- "Os mais importantes do Varejo" Award | Category: Consumer Experience - Malls/ Shopping Places
- City of Campinas Award (Entrepreneurship) | ANUBRA

## 2015

- Abrasce Award | Events and Promotions | Shopping Iguatemi Brasília
- Abrasce Award | Events and Promotions | Shopping Higienópolis

## 2016

- Shopping Centers Brazilian Forum | Architecture and Design | Iguatemi Ribeirão Preto
- Award of Inspiration - Harry Winston
- GRI Awards | Person of the Year
- APIMEC-SP Attendance Seal | Gold

## 2017

- Fashion Icon Award | IED

## 2019

- Lide Varejo Award | Excellence in Tenant Mix

## 2020

- GPTW Seal | GPTW Ranking Best in Retail since 2020 | GPTW Women Ranking 2020

## 2021

- WEPs Bronze Award | Large Size Category
- Abrasce Award | Innovative Project Management | Silver
- Abrasce Award | Marketing Events and Christmas Promotions
- Globe Awards | Best Idea or Concept | Gold
- Abrasce Award | Category Innovation with the project to hire refugees
- Popai Brazil Award | Trade Marketing and Marketing Action of the Year
- GPTW Seal | | GPTW Women Ranking



## Awards and recognition *(continues)*

- Municipal Seal of Human Rights and Diversity São Paulo
- Top 5 In “Top of Mind” | Stars in People Management in the Pandemic | IBC

### 2022

- Racial Equality Seal (Municipal Government of São Paulo)
- Paulista Seal of Diversity
- Municipal Seal of Human Rights and Diversity São Paulo



*Joelson Fontes, Priscila Yoshioka and Alexandra Masimo*

- Top Employer (also in 2023)
- Retail Summit Award

- GPTW Seal | GPTW Best in Retail Ranking



*Renata Cury, Barbara Ferreira, Vivian Broge and Mauricio Vieira*

## OTHER AWARDS

- Shopping Centers Brazilian Forum | Highlight in Marketing
- International Design and Development Awards | Renovation or Expansion of Existing Center | Iguatemi Business (Porto Alegre) | International Council of Shopping Centers
- Business of Fashion | 500 finalists
- Globes - Creative Business Transformation
- The biggest businesses in São Paulo | Exame magazine



# Timeline



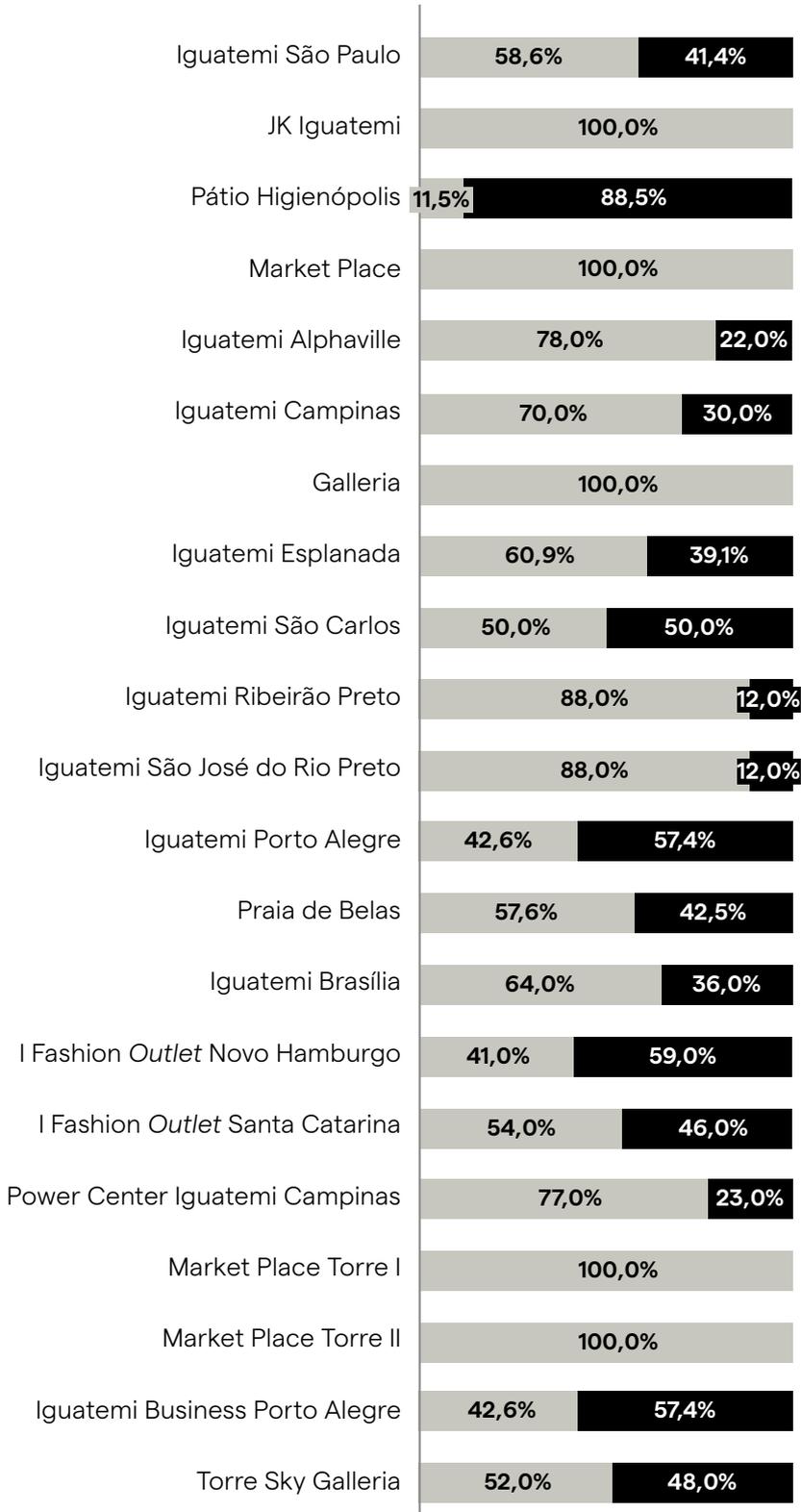
<sup>1</sup> Source: <https://www.etiquetaunica.com.br/>





# OUR HOLDINGS IN DEVELOPMENTS (dec/2022)

■ % Iguatemi ■ % Outros





# Organizational Structure

CORPORATE STRUCTURE >

GOVERNANCE STRUCTURE >



*Facade of Pátio Higienópolis*

*How we structure ourselves to deliver assets with excellence, distinctiveness, competence, and innovation.*



# Corporate structure

Listed on Level 1 of B3, Iguatemi S.A. remains committed to obeying all the parameters of the Novo Mercado, the only exception being the trading of preference shares (PN). The proportion of shares in free circulation in the market, known as free float, remains well beyond the

25% required by Novo Mercado rules, at 73%. In addition to granting five veto matters to minority shareholders and implementing six committees in its structure.

The company is composed of (data from 2022):

	IGTI3 (Common shares)	IGTI4 (Preference shares)	IGTI11 (UNITs)	
	# ações ON	# ações PN	# Common shares	# Preference Shares
Jereissati Group	531,168,330	0	4,063,170	8,126,340
Free Float	51,301,281	5,241,294	210,959,550	421,919,100
Treasury	16,706	0	103,713	207,426
<b>Total</b>	<b>582,486,317</b>	<b>5,241,294</b>	<b>215,126,433</b>	<b>430,252,866</b>
<b>215,126,433 Units</b>				

	Common shares		Preference shares		Unit Equivalent	
	# Common shares	% Total	# Preference shares	% Total	Theoretical	% Total
Jereissati Group	531,231,500	67.1%	8,126,340	1.9%	79,944,360	26.6%
Free Float	262,260,831	32.9%	427,160,394	98.1%	220,534,573	73.4%
Treasury	120,419	0.0%	207,426	0.0%	106,100	0.0%
<b>Total</b>	<b>797,612,750</b>	<b>100.0%</b>	<b>435,494,160</b>	<b>100.0%</b>	<b>300,585,033</b>	<b>100.0%</b>

Iguatemi S.A. is a publicly traded Corporation, operating since 2021 on the B3 in a unified manner. It is a Jereissati Group company focused on the shopping mall segment in Brazil, incorporated **in 1979 as a limited liability company. In 1983, it was transformed into a corporation.** Its current struc-

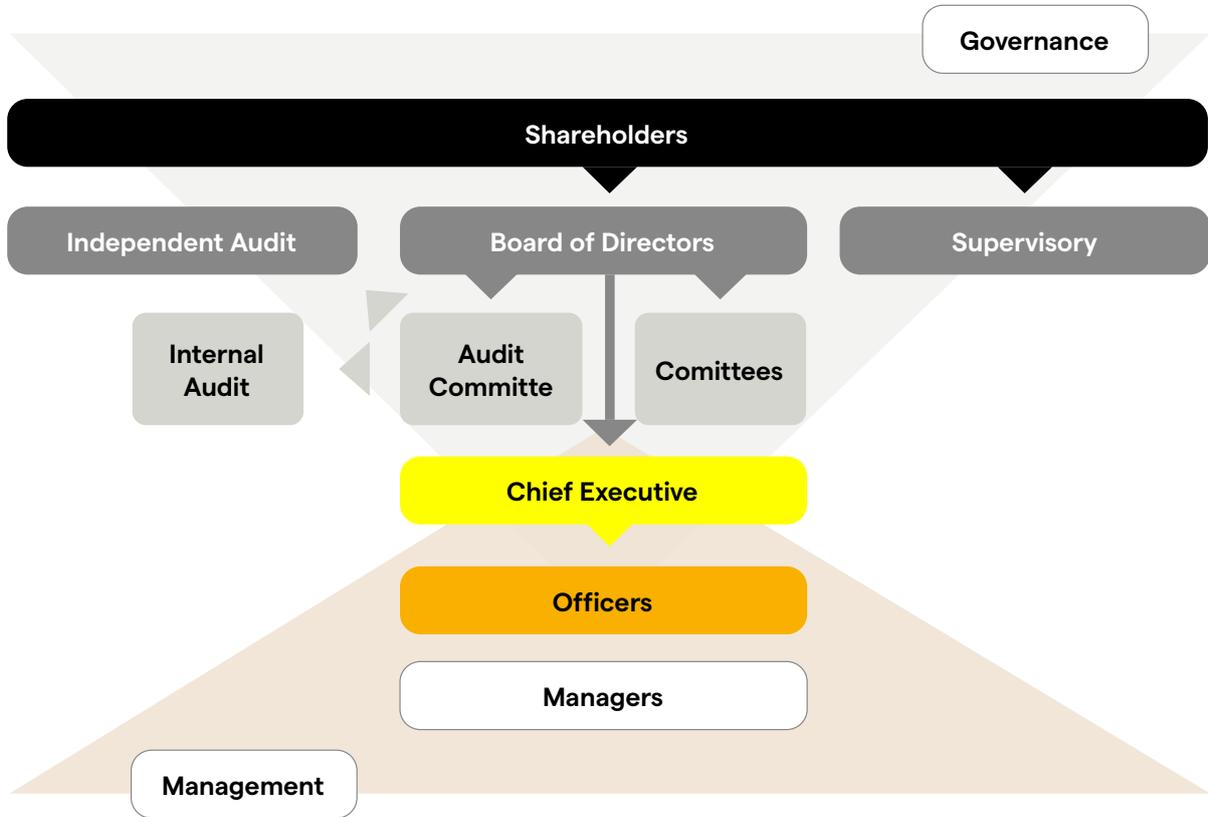
ture, concentrated in Iguatemi S.A., aims to provide greater liquidity for securities traded on the Stock Exchange and, above all, to pave the way for a growth phase while maintaining an appropriate capital structure.

*15 years of Iguatemi S.A.  
at B3 (December 2022)*

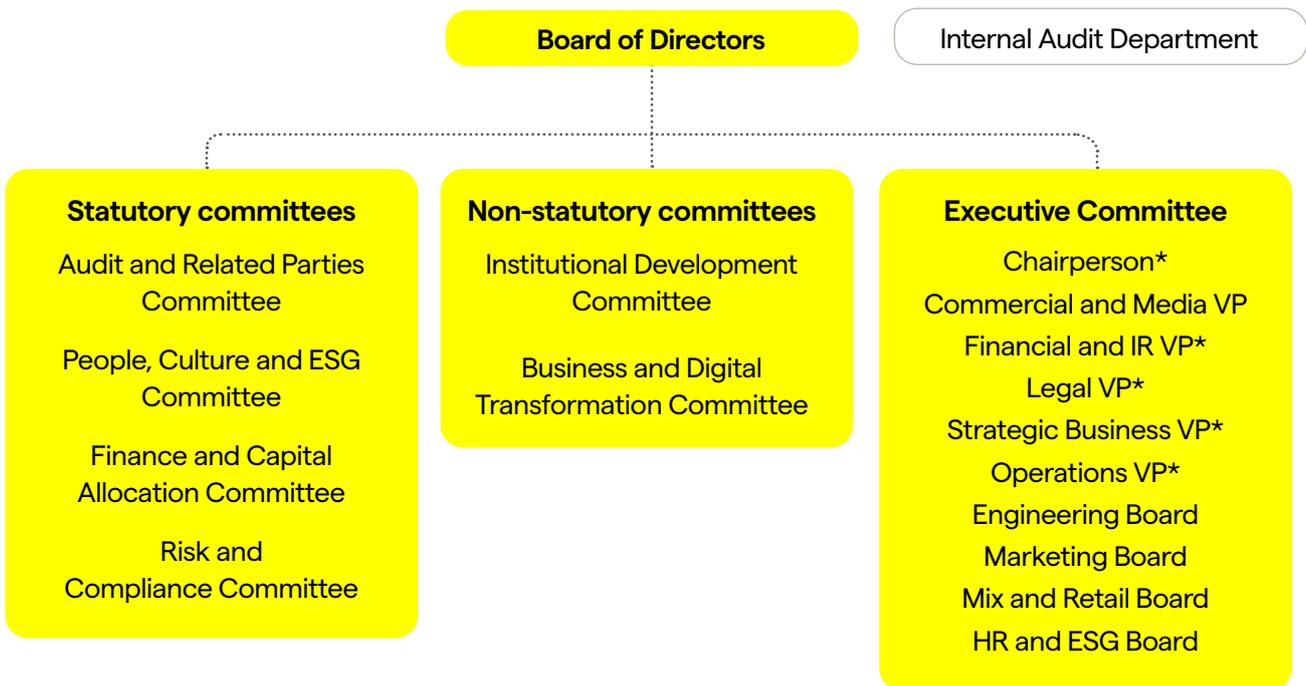


# Governance structure

Below is a representation of the corporate governance structure of Iguatemi S.A.:



## OUR COMMITTEES



\* Statutory members of the Executive Committee



Within our Governance structure, it is important to highlight the presence of independent directors on all our statutory Committees (our Audit and Related Parties Committee is composed exclusively of independent members), in addition to gender diversity. We are concerned with having qualified professionals as directors, with great importance in the market in matters related to finance, people, risk, and technology management and, at the same time, aligned with our values and culture, with an unblemished reputation and committed to our purpose, values, and Code of Ethical Conduct.

The Board of Directors, chaired by Carlos Francisco Ribeiro Jereissati, is made up of eight members, of whom four are independent, forming the company's highest decision-making structure below the Shareholders' Meeting. Through its Statutory Committees, it oversees the due diligence of the organization and its processes, identifying the impact on our entire value chain. Staff and the executive board contribute to the topic, bringing suggestions and proposals for improvement.

We have constantly developed governance – an important item of the ESG agenda – based

on continuous education of the Board of Directors and Officers, bringing the best market practices on the subject, the main laws and regulatory frameworks in effect, and dealing with individual cases of any kind or nature that affect the Company's transparency, reputation and organizational structure. In 2022 we had a month dedicated to ESG for the entire Board, Executive Committee, and Officers. For staff, we had a workshop based on the principles of Conscious Capitalism and for the Executive Committee and members of the Sustainability Committee and ESG Squad, we had a Governance workshop, with a market case study in partnership with ISE Business School (IESE).

The rules set forth in the Board of Directors' Bylaws establish the general orientation of the Company's business and regulate strategic issues, aiming, among others: to promote and observe the corporate purpose of the Company and its subsidiaries; look after the interests of the shareholders, without losing sight of the other stakeholders; assurance of Company's longevity, within a sustainability perspective, incorporating economic, social, environmental and good corporate governance considerations in defining business and operations.



Care for the surroundings at JK Iguatemi

Each year, we present our Governance Report, prepared based on the IBGC (Brazilian Institute of Corporate Governance) Brazilian Corporate Governance Code, adopting the "Practice-or-Explain" approach, always aiming to strengthen our governance mechanisms.



The Board of Directors deliberates on all relevant and strategic policies and in 2022 approved the Company's Sustainability Policy. Moreover, nine more policies and rules strengthen the Company's governance, in addition to the Code of Ethical Conduct:



Click on each item to learn more.

We instituted the Supervisory Board, installed at the General Meeting held in 2022, an independent supervisory body, operating non-permanently, with the duties and powers conferred by law. Due

to its non-permanent function, the Company's Supervisory Board may be installed by the Shareholders' Meeting at the request of the shareholders, in the cases provided for by law.

## SUPERVISORY BOARD

*It has **three full members** and is responsible for overseeing the actions taken by the administrators and for giving an opinion on the Company's accounts, strictly under the terms of the Corporations Law. In April 2022, the Company's most recent Supervisory Board was installed, with the election of three members and respective alternates. The Supervisory Board has its own Bylaws, approved by the Board of Directors, and is a non-permanent body. Its main duties are to study and report processes, issuing formal opinions, when necessary; take part in discussions*

*and votes; report errors or fraud to management bodies and recommend useful measures; inspect, by any of its members, the activities of the administrators and check compliance with their legal and statutory obligations; give an opinion on the proposals of the management bodies, to be submitted to the Shareholders' Meeting, regarding changes in capital, issuance of bonds or subscription warrants, investment plans or capital budgets, distribution of dividends, conversion, merger, consolidation, or spin-off, amongst others.*



## STATUTORY COMMITTEES

With the precise aim of strengthening and guaranteeing corporate governance, four statutory committees were created at Iguatemi S.A. to advise the Board of Directors: Audit and Related Parties; Finance and Capital Allocation; People, Culture and ESG; and Risk and Compliance.

The **Audit and Related Parties Committee**, as an advisory body to the Board of Directors, evaluates and makes recommendations under the provisions of the Policy for Transactions with Related Parties and Conflict of Interest situations, to ensure that conflicts of interest are prevented and mitigated, with rules related to the topic, following the procedures defined therein. It is also responsible for monitoring and evaluating internal controls and the quality of the financial statements. Any potential conflict of interest can be reported to the Company's ethics channels by any member. To consult about a possible situation of conflict of interest or to report the existence of real, potential, or apparent conflicts, the ethics channel must be used, at [www.canaldeetica.com.br/iguatemi](http://www.canaldeetica.com.br/iguatemi), by email [iguatemi@canaldeetica.com.br](mailto:iguatemi@canaldeetica.com.br) or by phone 0800 450 2220, Monday to Friday, from 9 am to 5 pm. PO Box: Barueri/SP - CP: 521 - CEP: 06320 - 971. Reported conflicts are analyzed by the Company's Ethics Committee.

The functions and responsibilities of the **Finance and Capital Allocation Committee** include supervising the Company's financial department; monitoring the implementation of a control system that establishes safety conditions for the management model adopted by the Company; monitoring the capital structure and making suggestions for changes; managing cash; analyzing investment, divestment and financing proposals and assisting the Company's Board of Directors and Executive Board in analyzing the potential effects of the economic situation on the Company's financial position, as well as

in discussing scenarios and trends, in assessing opportunities and risks and in deciding on strategies to be adopted within the scope of its policy and financial planning.

The focus of the **People, Culture, and ESG Committee** is to guide the strategic planning of personnel management, considering the business objectives and the cultural, digital, and ESG transformation requirements. Among others, monitoring the company's succession plans, salary competitiveness, developing and improving human resources and social and environmental responsibility policies and processes, recommending job policies and general compensation criteria, proposing performance evaluation systems and training programs, and developing and monitoring the preparation and periodic updating of the Company's sustainability report, as well as advising the Board of Directors on the development and implementation of the ESG strategy. An outstanding delivery in 2022 was the strategic focus of HR with five performance pillars. Another relevant aspect was the inclusion of ESG-related topics on the Committee's agenda, with an important contribution to reviewing the Company's mission and values, as well as the strategy and governance for the ESG journey in the coming years.

In relation to the various functions of the **Risk and Compliance Committee**, the following stand out: proposing to the Board of Directors the definition of the risk matrix and commitment limits, as well as financial, market

(...)



and operational risk protection measures; monitoring the mapping carried out by the Company's management of all types of relevant risks, classifying them according to their impact degrees, their likelihood of occurrence, their origin and their sensitivity to preventive or mitigating actions; recommending actions to disseminate risk sensitivity culture internally; evaluating the results of compliance activities and ensuring their effectiveness; promoting a culture of integrity in the Company, based on ethical values and the code of conduct,

providing clear and practical rules; training the Company's managers and teams to always conduct business ethically, ensuring that a culture of compliance is the basis of the Company's strategy, targets and objectives; and inspecting, requiring and ensuring compliance with legislation, the code of ethics and conduct and other Company policies, as well as following up and monitoring the reporting channel.

All statutory committees have independent members, directors, or otherwise.

People, Culture, and ESG Committee

Risk and Compliance Committee

Finance and Capital Allocation Committee

Audit and Related Parties Committee

Click on the name of each committee to see the bylaws. 

## NON-STATUTORY COMMITTEES

Additionally, two non-statutory advisory committees for the Board of Directors were set up.

The **Institutional Development Committee** aims to protect the Iguatemi S.A. brand and formulate the value proposition for customers, consumers, and shareholders, recommending guidelines for its institutional image. It actively participates in brand identity proposals, as well as architectural designs for all operations and urban planning proposals. Moreover, it approves mix changes, marketing actions, and investments for maintenance and improvement of the facilities at our developments.

The objective of the **Business and Digital Transformation Committee** is to understand market trends, challenges, risks, and opportunities, as well as understand the company's competitive context and consumer trends in the short, medium, and long term, guiding the competitive strategy and positioning marketing of Iguatemi S.A. regarding the use and implementation of new technologies.



## A LITTLE ABOUT OUR BOARD OF DIRECTORS

### **ADRIANA CAETANO | Audit Committee**

Advisor to the Technical Board of Ibracon, with the following main activities: review and discussion of issued publications (technical communications, circulars, guidelines, update bulletins, articles), analysis of proposed changes to technical accounting, auditing and ethics pronouncements undergoing public hearing through local and international regulatory bodies, coordination of Auditing Standards Committee and National Technical Standards Committee activities and 15 working groups in specific sectors addressing industry business issues, risks and controls, accounting and auditing impacts. Member of the Audit Committee of Track&Field (Current) and the Association for Assistance to Disabled Children (AACD). Accounting and operations manager for funds managed by Banco Bradesco. Responsible for reviewing the daily operations of offshore funds with involvement in the process of classification, valuation, and accounting of financial operations, mainly derivative instruments, and for preparing financial statements following IFRS.

### **ANA KARINA BORTONI DIAS | Board of Directors Independent member | Personnel Committee**

With a career spanning 25 years, Ana Karina Bortoni Dias serves on boards of directors and as Senior Advisor. Bachelor's Degree in Chemical Sciences, with a Master's degree in the same area from the University of Brasília. She worked at McKinsey & Company for 18 years, nine of which as a partner. During this period, she led projects focused on a range of topics, including digital transformations, governance, strategy, and performance management. She worked at Banco Bmg for 4 years, initially as Chairperson of the Board and then as CEO. Currently an independent board Director at Iguatemi and Chairperson of the Board of 2W Ecobank. Advisory Director at Grupo Silvio Santos and Chairperson of the Board at Biolab Sanus Farmacêutica.

### **BERNARDO PARNES | Board of Directors | Risk Committee**

Founding partner of Investment One Partners, he has over 35 years of experience leading renowned Brazilian and international financial institutions. He was CEO for Latin America at Deutsche Bank and Chief Country Officer for Brazil (2008-2016), structured and was CEO of Banco Bradesco BBI S/A (2006-2008), managed JSI Investimentos Ltda., Joseph Safra family office (2004-2006), was Chairperson of Merrill Lynch in Brazil (1990-2004), having started his career in the financial market at Citibank (1983-1990). He is currently a Member of the Board and Board of Directors of Hospital Albert Einstein, Member of the Board of MASP, and Coordinator of the Risk Committee of the Board of Directors of Santander Brasil.



**CARLOS FRANCISCO RIBEIRO JEREISSATI | Board of Directors**

Holds a degree in Economics from Mackenzie University, 1968, in São Paulo. Chairperson of the Board of Directors. He was the Company's Chief Executive Officer between 1969 and 2011, having been its main executive. He is the Chairperson of the Board of Directors of Iguatemi Empresa de Shopping Center S.A. He was a member of the Board of Directors of BM&FBOVESPA and Telemar Participações SA, Vice-Chairperson of the Board of Directors of Cia. Vidraçaria Santa Maria (Saint Gobain Group), member of the Board of Directors of Americel S.A., Chairperson of the Deliberative Council of ABRASCE, and member of the Advisory Council of the Union of Companies for the Purchase, Sale, Lease, and Administration of Residential and Commercial Properties of São Paulo - SECOVI.

**CARLOS JEREISSATI | Board of Directors | Risk Committee, Finance Committee, Personnel Committee**

He has a degree in business administration from Fundação Getúlio Vargas (FGV-EAESP 94), Carlos Jereissati Filho has been working at Iguatemi Empresa de Shopping Centers since 1997. In 2005, he assumed the presidency of the Company, being mainly responsible for deciding and implementing the Company's strategy, among other activities. Over the last ten years, he has led the IPO process and inaugurated eight new developments. Additionally, Jereissati was Chairperson of ABRASCE - Brazilian Association of Shopping Centers - between 2002 and 2004. He is a member of the ICSC - International Council of Shopping Centers, of the ULI - Urban Land Institute, a member of the board of directors of the Union of Companies for the Purchase, Sale, Lease, and Administration of Residential and Commercial Properties of São Paulo - SECOVI, member of the board of OSCIP Parceiros da Educação, Together for Sustainable Development and institutions such as São Paulo Biennial Foundation, Pinacoteca do Estado de São Paulo and MASP - Museum of Art of São Paulo Assis Chateaubriand.

**ESTELA MARIS VIEIRA DE SOUZA | Audit Committee**

Coordinator of the Company's Audit Committee. Until 2018, she was a partner at PwC Brasil and a leader in the Technology, Information, Communication, Entertainment, and Media sector. Currently, she is a member of the boards, audit committees, or supervisory boards of Lojas Renner, Track & Field, Localiza Hertz, and ABGF - Brazilian Association of Guarantor Funds and Guarantee Management. In the academic sphere, she studied Business Administration and Accounting Sciences at the Pontifical Catholic University of Rio Grande do Sul, with an MBA from USP and a strictu sensu master's degree in Accounting and Controllership from USP. Moreover, Estela Vieira is considered an independent director in compliance with the criteria set forth in the Novo Mercado Regulations.



**FRANCISCO SERGIO PEIXOTO PONTES | Board of Directors Independent member | Audit Committee, Finance Committee**

Currently, he is an officer of SPONTES Assessoria Econômica, through which he provides consultancy to several companies. He has worked in important companies and financial institutions throughout his career. He began his professional life at Petrobrás Química S.A. where he was responsible for analyzing acquisition opportunities. Later, at Shell do Brasil, he headed the department responsible for investment studies in the oil sector. At Banco Bozano Simonsen de Investimentos, he was responsible for the equity and product analysis team in the Asset Management department. At Banco Boavista, he held the position of Executive Officer, responsible for managing fixed-income funds, variable income, managed portfolios, and M&A transactions. He was a member of the Board of Directors of CELMA, a company that produces parts and provides services for the aeronautical industry, which was later acquired by General Electric.

**JORGE MOYSES DIB FILHO | Supervisory Board**

Member of the Supervisory Board. He has a degree in Business Administration from Fundação Getúlio Vargas. He began his career at the Group in 1992 and is currently the Audit Officer at Iguatemi Empresa de Shopping Centers S.A. He worked at Du Pont do Brasil S.A. from 1969 to 1973, he was Controller for Latin America and Spain at Astra Pharmaceutical (Swedish group) from 1973 to 1984, Assistant Control Officer at Eluma S.A. (1984 to 1986), and Finance and Control Officer at DF Vasconcellos S.A. from 1986 to 1992. Since 1992 he has held the following positions in the Jereissati Group: Finance and Control Officer of Grande Moinho Cearense, Corporate Controller of Iguatemi Empresa de Shopping Centers S.A.

**LEONARDO LEIRINHA SOUZA CAMPOS | Supervisory Board**

Member of the Company's Supervisory Board. Has a degree in Business Administration and Accounting, with an MBA from COPPEAD/UFRJ. He has more than 25 years of experience in corporate finance, private equity, auditing, and investor and regulatory relations. He is an Officer of Grupo Listo, having started his career at PwC and later worked in the financial segment (BTG Pactual and Credit Suisse Brasil) and the real economy (pharmaceutical retail and energy).



**NESTOR GUIMARÃES NETO | Supervisory Board**

Member of the Company. Has a degree in Economics from the Faculty of Political and Economic Sciences of RJ (1974), he was an Officer of BNDESPAR for 4 years, working in the areas of Operation, Consulting, Auditing, and Finance, served for 12 years as Administrative and Finance Officer at Darrow Laboratórios S.A. He also worked at Grupo Saúde ABC, Hospital Proclínicas Ltda. Furthermore, he also worked as a Senior Auditor at Price Waterhouse for 5 years, among other companies. He founded NF Assessoria Econômica Ltda., preparing projects, economic and financial studies for countless medium and large companies. He is currently a member of the Board of Directors at Fosfértil S.A., Impressora Paranaense, Porcelanas Schimidt, among others.

**PEDRO JEREISSATI | Board of Directors | Risk Committee, Finance Committee, Personnel Committee**

Has a degree in Business Administration from Fundação Armando Álvares Penteado (FAAP), specialized in Business Administration (MBA) from the Kellogg School of Management at Northwestern University, in Chicago, United States, Pedro Jereissati is Chairperson of the Jereissati Group and Jereissati Participações SA He began his professional career in 1995, in the operations department of Iguatemi Empresa de Shopping Centers S.A. Since then, he has held various positions in the Jereissati Group: Vice President responsible for Mergers and Acquisitions, CFO and Investor Relations Officer at Iguatemi Empresa de Shopping Centers, and currently, he is also a member of the Boards of Directors of Iguatemi, Jereissati Participações and Chairperson of the Board of Directors of Infracommerce SA In addition, he was a partner at Banco BTG Pactual between 2014 and 2016.

**PEDRO SANTOS RIPPER | Board of Directors – Independent member**

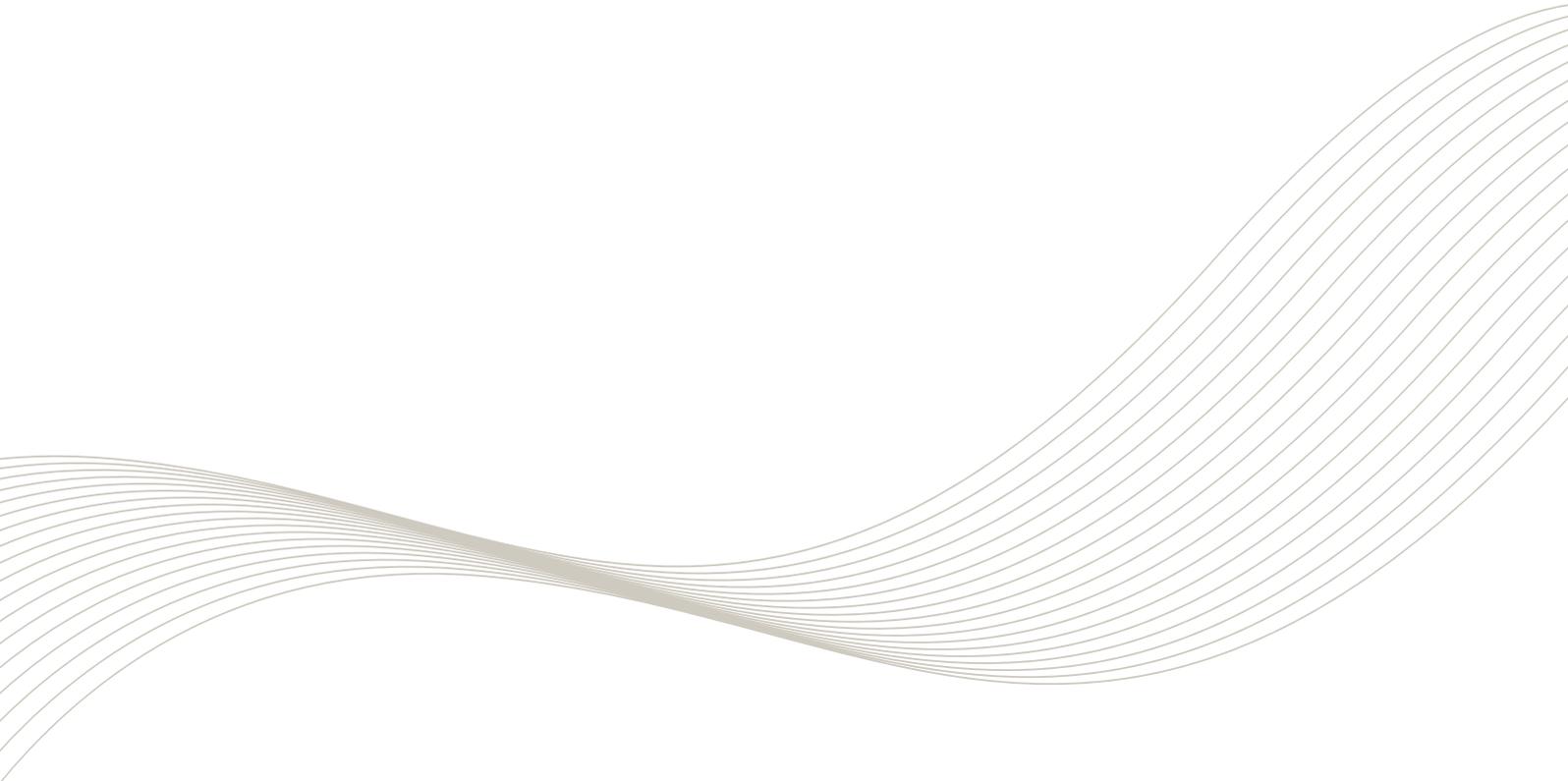
Has a degree in Computer Engineering from PUC do Rio, 1996, and Master’s in Software Engineering jointly from PUC do Rio and MIT (Media Lab) in the USA, 1998. He also completed the Advanced Management Program at Harvard Business School in the USA in 2007. He was the Officer of management and strategy consulting in technology and telecom by DiamondCluster in Barcelona, the Executive Officer of the Promon Tecnologia group, and Chairperson of the Operation of Cisco Systems in Brazil. He was also vice president of Oi S.A., where he led several departments such as strategy, new business, technology, innovation, and M&A. In the last 5 years, he changed the focus of his career to set up and invest in technology companies. Today he is Chairperson and partner of Bemobi, a Brazilian company that has gone global, operating in 40 countries in the distribution of mobile apps. He is also a partner and Chairperson of the board at Mobicare. Moreover, he has been an Independent Director of Positivo Informática S.A. (B3: POSI3) since 2004 and BR Distribuidora since 2019 (BVMF: BRDT3).



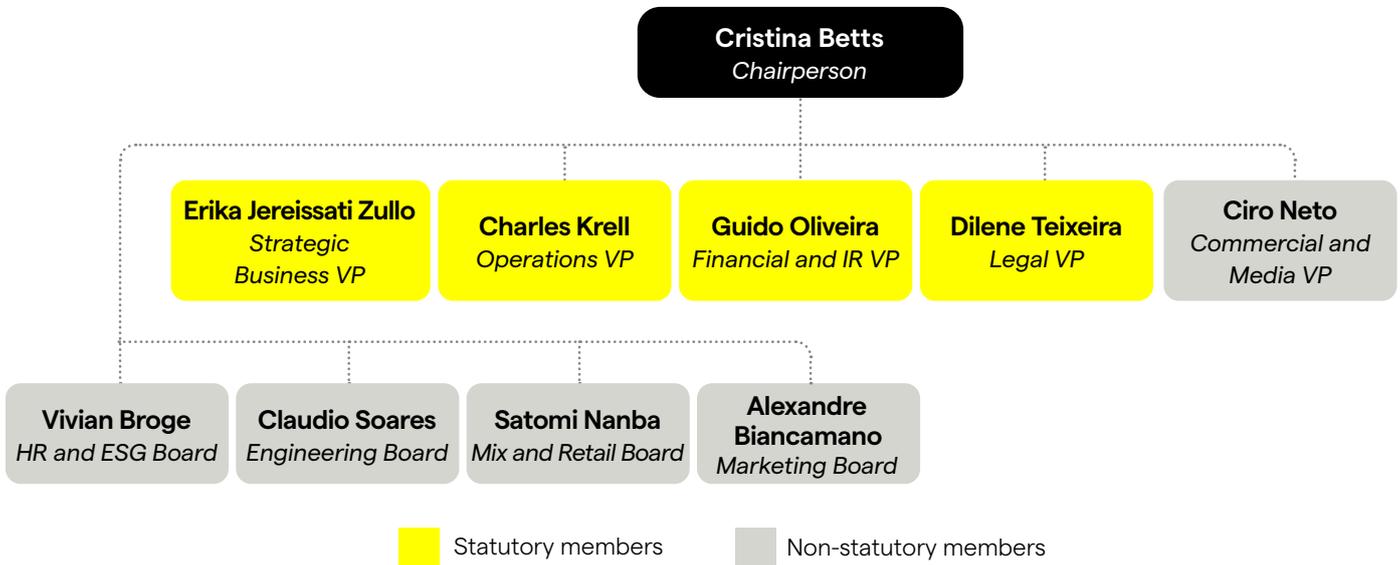


**WAGNER DE SOUSA NASCIMENTO | Board of Directors – Independent member**

Employee of Banco do Brasil since 2002, where he works in the business and service management department. Coordinated the Corporate Committee of BB Employees from 2014 to 2019 by the National Confederation of Workers in the Financial Sector, acting in the negotiation process of the national collective bargaining agreements of Banco do Brasil and in the Fenaban Collective Labor Agreement. Coordinated BB's International Trade Union Network for Uni-Global Union Americas Finance from 2017 to 2020, operating in Brazil, Argentina and Paraguay. At PREVI, he was an alternate Advisory Board member from 2006-2010 and a full member from 2010-2014. He was a member of the Board of Directors from 2016 to 2020. He is currently the Security Officer at PREVI.



## EXECUTIVE COMMITTEE



Members of the ten boards (statutory and non-statutory) participate, with Cristina Anne Betts as Chairperson since 2021, and four other positions held by women. Its main duties are related to the Company's strategic decisions.

Appointment of members, both for the Executive Board and for the Boards, observes the provisions of the Articles of Incorporation, the Bylaws in effect for the Board of Directors and the Committees, and, as the case may be, the Company's Code of Ethical Conduct and

current legislation, to reflect and consolidate the existing structures to protect the interests of the Company and its shareholders. The positions of Chairperson of the Board of Directors and Chief Executive Officer or principal executive may not be accumulated by the same person.

We always aim to complement skills and diversity in performing functions, seeking a team of professionals with multiple skills that can meet all the strategic demands of the business.



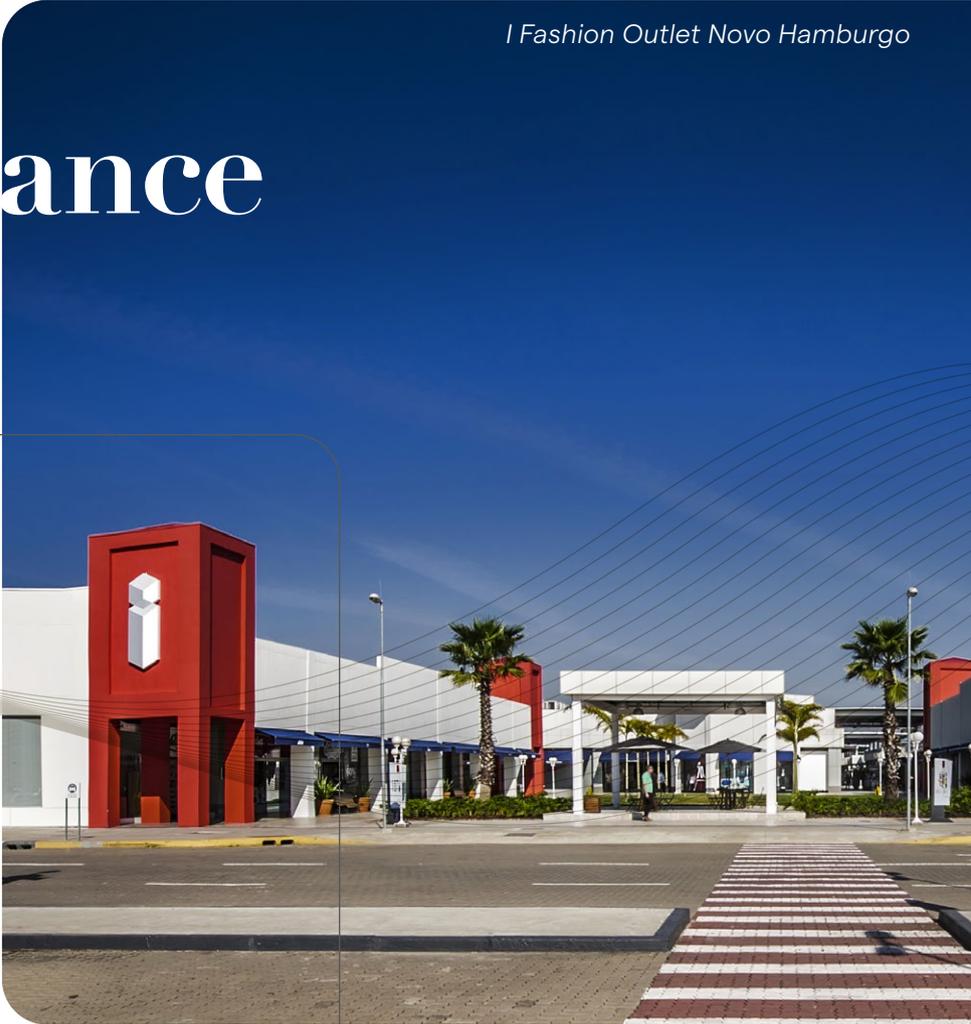
Casa Jereissati





*I Fashion Outlet Novo Hamburgo*

# Compliance



OUR FIGURES >

*Promote a healthy and reputable corporate culture. We believe this to be essential for the development of our activities.*



Our Compliance management reports to the Legal Board and to the Governance, Risk, and Compliance (GRC) Board, which, in turn, reports to the Legal /GRC VP.

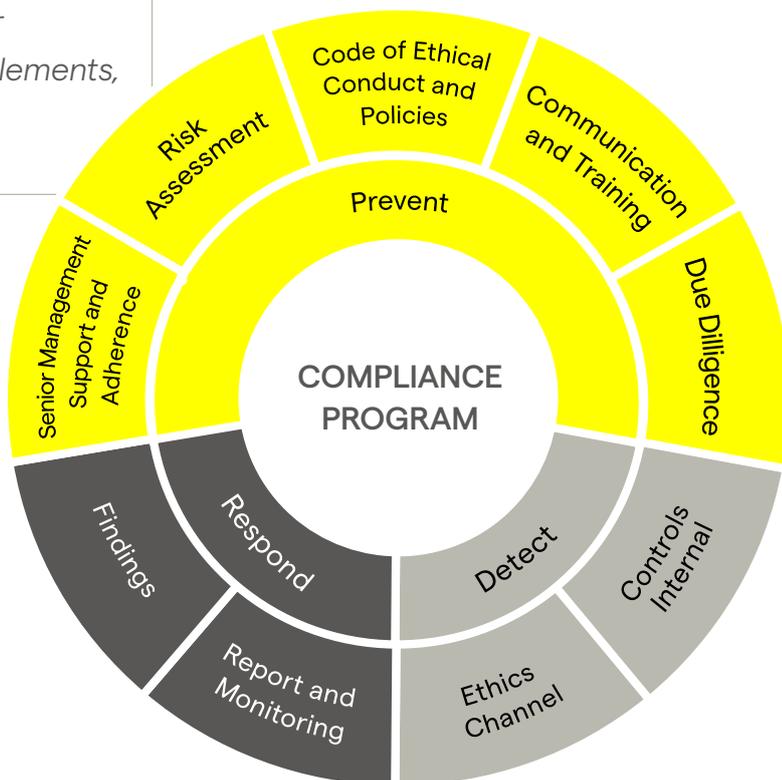
The **Compliance Program** establishes Iguatemi S.A.'s adherence to legal processes and is an essential part of managing activities or conduct that expose the Company to risks at different levels, such as corruption, fraud, conflicts of interest, and any other acts and conduct that may be considered illegal by law or that violate the Group's Code of Ethical Conduct, Policy and Standards. This is based on a Compliance Risk Matrix, which analyzes significant risks related to unethical conduct.

We have disseminated the content of our current Code of Ethical Conduct to all levels of the organization through training and communications. We act forcefully to disseminate a culture of integrity, including training on specific policies and holding Integrity Week. We also have a Government Relationship Policy, Anti-Corruption Policy, Compliance Program, and Third-Party Due Diligence Policy, in addition to extensive internal regulations applicable to our processes and operations.

For reporting ethical violations, we have a secure channel, accessible internally and externally, confidential and impartial known as Linha Ética<sup>1</sup> (Ethics Line<sup>1</sup>).

To this end, our Compliance department operates systemically on three major fronts: **Prevent, Detect, and Respond**, which unfold into nine guiding pillars of our operations, along with their elements, instruments, and processes.

<sup>1</sup> <https://www.linhaetica.com.br/etica/iguatemi>



# Our figures

Compliance Program training in **compliance laws and best practices**:

**100%** of our **(active) personnel** received **training** on the **Compliance Program** regarding compliance laws and best practices

**100%** of **staff** were **informed** about the **anti-corruption procedures and policies adopted** by the organization

**100%** of the cases reported to the **ethics channel** were **investigated** and had action plans **implemented**

COMPLAINT CHANNEL DATA*	
<b>Number of reported cases</b>	<b>87</b>
Valid	29%
Partially valid	15%
Not valid	26%
Other (out of scope, not applicable, etc.)	30%

\* From January to December/2022

MOST RECURRENT VALID CASES	
Misconduct	48%
Bullying	16%
Sexual harassment	12%
Conflict of Interests	4%
Others	20%

We disclose information about our ethics channel to our partners and suppliers; our contracts contain anti-corruption clauses mentioning our Anti-corruption Policy and the Code of Ethical Conduct. Transactions with Related Parties must be formalized in writing, in addition to being conducted and approved under the terms of the Transactions with Related Parties Policy and Conflict of Interest regulations, observing criteria dealing with a fair and transparent relationship between the parties.

We have a plan to manage the organization's adherence to the main compliance laws and

best practices, which we use to measure our strengths and opportunities for improvement. The effectiveness of our initiatives, as well as the level of maturity of our Compliance Program, are measured by the engagement of the departments in matters related to the topics, dissemination of the culture of compliance, and adherence to legislation, best practices, and compliance activities incorporated by the organization.

In 2022, there were no incidents related to fraud or corruption, either by staff or partners and suppliers, considering that any reported cases were not valid.



# Relationship with store holders



GREAT PARTNERSHIP >

NEW SALES  
EXPERIENCES >

*We work in partnership with one of our main stakeholders in the development and success of our store holders' businesses, valuing the longevity of relationships and the quality of services offered.*



## Great partnership

Increasingly, consumers are looking for a mix of stores and services in one place, which makes our malls places for entertainment and wellbeing, in addition to being shopping centers. At Iguatemi S.A. we strive for high-quality leisure, experience, and wellbeing for everyone who passes through our developments, aiming to attract more and more people to our spaces, whether physical or online. With this in mind, we carry out constant research to understand the expectations and latent needs of our audience and anticipate trends.

From the beginning, attracting store holders, we focus on a transparent relationship based on empathy, reciprocity, and collective prosperity. Our store holders, from the moment they receive the contract, are also committed to our compliance issues and sign our Code of Ethical Conduct. We aim to establish a great relationship with tenants and lessees, we focus on optimizing the experience and, naturally, delighting our stakeholders, being a reference for good service and quality in our sector.

*In our daily relationship, we value **attention to and welcoming of store holders**, and to do this, we have an open channel for exchange, partnership, and joint creation.*

In this partnership relationship, we always seek to understand the needs of the store holder. During the pandemic, for example, we took a collective view and made several concessions to provide them with the necessary support, such as flexibility in contracts, discounts, and paying debt in installments.

Thus, we always offer a robust physical structure, with continuous updates to our buildings, with a focus on conservation, modernization, security, and care for the consumer experience.

Aiming at the well-being of our store holders and partners, we have high-quality infrastructure for our store holders and their suppliers.



*Iguatemi Talks Fashion Event*





We train our permanent and temporary store holders (such as kiosks) through fire brigade training, first aid, safety, and also sharing knowledge and techniques for excellent service.

This partnership is recognized by our store holders, some of whom have been with us for over thirty

years, with renewal cycles every five years and stores that were designed in collaboration with us.



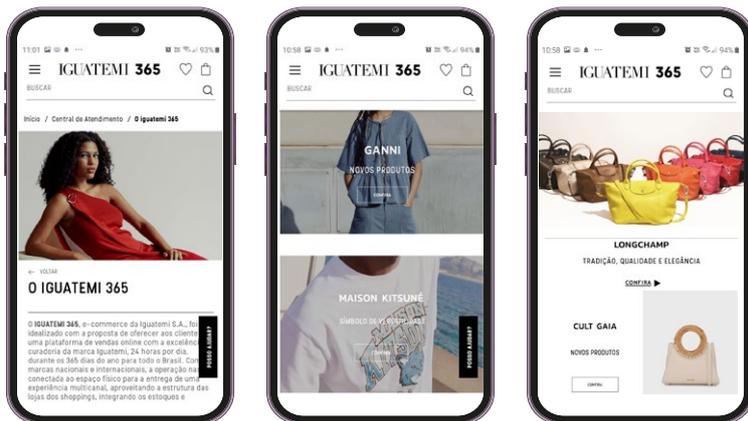
Nowadays, we have an **average occupancy rate** of **93.20%**

## New sales experiences

With the launch of **Iguatemi 365**, in October 2019, we expanded the consumer journey, increasing the sales experience and reaching a larger audience.

With Iguatemi 365 we provide an Iguatemi experience 24 hours a day, 365 days a year, connecting the physical world with the online one.

*Iguatemi 365 covers sales to cities not covered by our shopping centers and represents **51% of our total sales.***



*Iguatemi 365 website (www.iguatemi365.com)*

## IGUATEMI 365

We deliver to **more than 3,300 cities** in all regions of **Brazil**

(Data from 2022)





Lounge One at JK Iguatemi

# Customer relations Iguatemi One



LOYALTY AND  
INTEGRATION >

IGUATEMI COLLECTIONS >

*With a better experience for  
our customers always in mind,  
Iguatemi One consolidates our  
valuable relationship with this  
audience, benefiting everyone.*



# Loyalty and integration

**Iguatemi One**, our loyalty program, promotes loyalty and integration of our customers' journey, both physically and digitally. The program offers much more than significant benefits. It provides a personalized and careful look at everyone who participates in it and our daily lives as Iguatemi S.A.

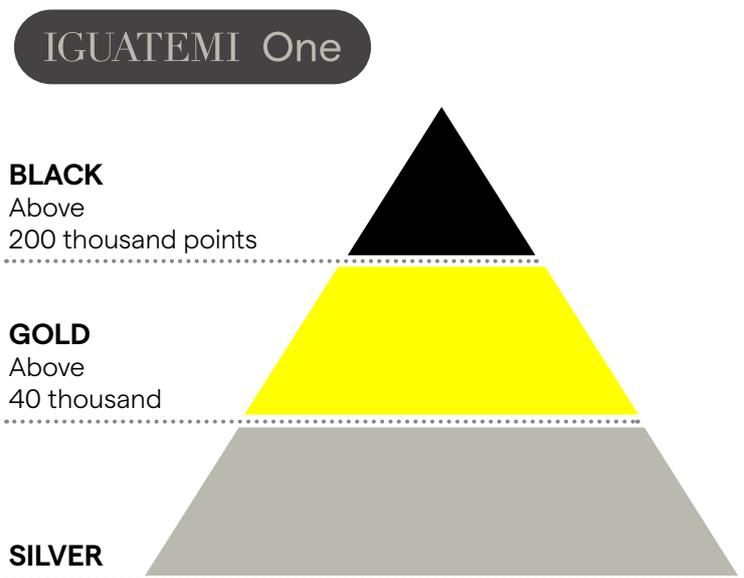
The program was born many years ago in physical form at the Iguatemi São Paulo and JK Iguatemi malls. A little over three years ago, we launched it in all of the network's malls and reformulated participation through a new app, in line with the company's omnichannel and digital transformation strategy. The program acts as a direct connection with the end customer, giving brands even more visibility and enabling them to be more assertive in their strategies.

We have approximately 438,000 registered customers, who enjoy benefits such as:

- free parking for some categories;
- gastronomic benefits and cultural benefits through partnerships with SP-Arte, Teatro Santander, Pinacoteca, Cultura Artística, among others.

Our store holders register benefits for free and in this process, they can access new customers with profiles that adhere to their positioning, using the app as a means of communication, whether through email marketing, Push<sup>1</sup> or SMS.

When making and registering purchases at our malls, customers can participate in the program categories. Each gives access to a series of exclusive benefits without the need to redeem points.



<sup>1</sup>"Push technology", "server push" or just "push" describes an Internet-based style of communication where the request for a given transaction is initiated by the publisher or central server.





# Iguatemi Collections

**IGUATEMI COLLECTIONS**  
JUNTE PINS E TROQUE POR PRODUTOS EXCLUSIVOS.



**Nachtmann**  
FINE BAVARIAN CRYSTAL  
Design alemão

A cada **R\$ 100** em compras  **RECEBA 1 PIN** para Copos e Taças Nachtmann Masterpiece

 Produtos fabricados com sistema de gestão ambiental certificado.

OU



**MANDARINA DUCK**  
Design italiano

A cada **R\$ 1.000** em compras  **RECEBA 1 SUPER PIN** para itens da linha de viagem Mandarina Duck

**ECODUCK** Produzido com material reciclado.

Exclusivo para clientes **IGUATEMI One**

The second half of 2022 was one of innovation for Iguatemi One. The program launched a collectible promotional campaign for the first time in shopping malls. For 3 months, Iguatemi Collections offers consumers the experience of registering their receipts, accumulating pins, and exchanging them for very exclusive gifts.

Through this mechanism, Iguatemi S.A. gets to know even more about the habits of its customers, in addition to encouraging them to concentrate their purchases in the network's malls. It also encourages increased spend on the customer's invoice to reach the minimum value for a pin. In addition, the collectible campaign not only increases the customer base but, above all, activates recurring customers, bringing even more loyalty to the base, and bringing the developments closer to their end customers.



Facade of JK Iguatemi in São Paulo

# Constructing the Materiality Matrix

OUR CONTEXT OF  
SUSTAINABILITY >

PROCESS OF DEFINING  
MATERIAL TOPICS >

IGUATEMI S.A. AND THE SDGs >



*We consider that our development and our sustainability as an organization permeate our constant social responsibility and commitment to the environment, as well as our governance practices.*



## Our context of sustainability

*Iguatemi S.A. has constantly endeavored to reduce the environmental impacts of its operations and leave a positive social legacy, in addition to always seeking excellence in its services and daily operations, with the most diverse audiences.*

In this context, nothing is more in line with the growth process than establishing robust ESG management, creating opportunities for innovation, learning, and business, and also highlighting the strength of our brand as a protagonist in generating positive impacts for our stakeholders and Brazil.

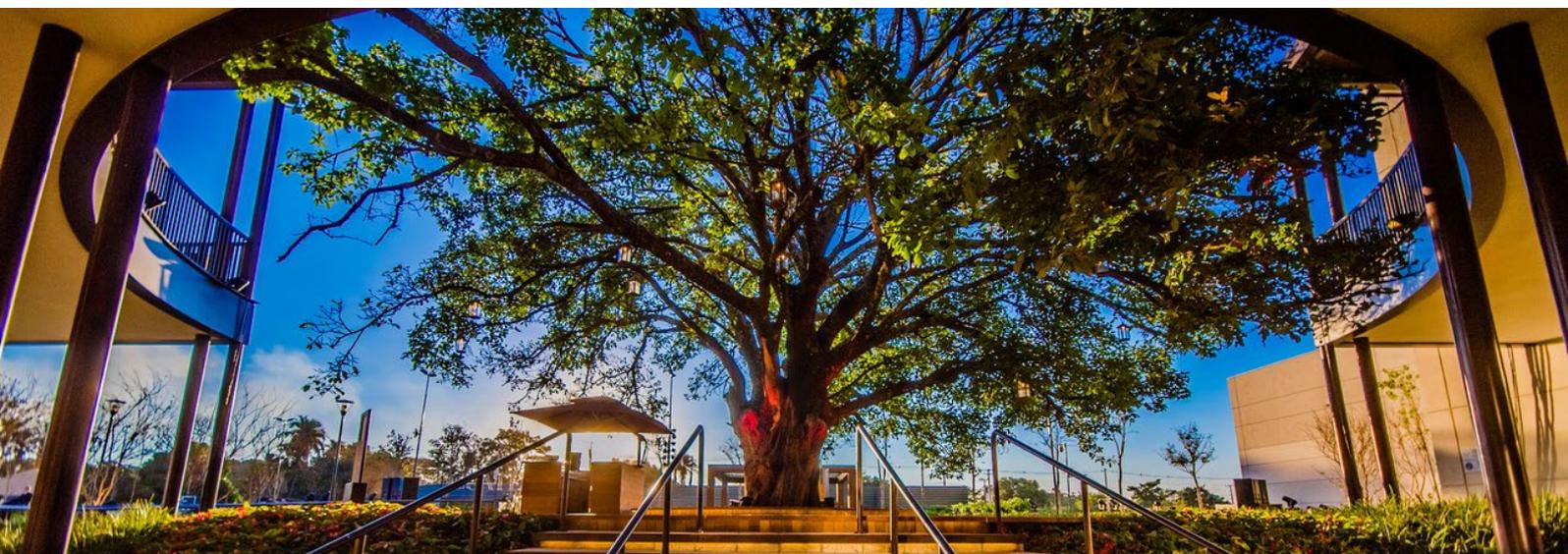
The sustainability policy approved by the Board of Directors determines that the boards are responsible for ensuring the application of the policy and ensuring compliance with its principles in all their decisions, supporting the

implementation of initiatives related to the ESG agenda, and encouraging the training of leaders in these guidelines.

Given the importance of the topic for Iguatemi S.A., at the end of 2022 the Equity Committee, which has existed since 2017, evolved into a Sustainability Committee. The Commission oversees the management of the sustainability agenda with frequent training for all staff and the development of projects aligned with our material topics and overall ambitions for sustainable development. This Commission is made up of members from the former Equity Committee, understanding that diversity, equity, and inclusion are part of management for sustainability.

The Commission is composed of ten members, four Permanent Members, four Full Members, two Independent Members, and three Alternate Members, with a two-year term.

*Figueira tree at Iguatemi São José do Rio Preto*



## SUSTAINABILITY POLICY

The Iguatemi S.A. Sustainability Policy aims to bring transparency to the Company's commitment to increasing the level of awareness in our ecosystem and consequent sustainable development, establishing guidelines for the inclusion of social, environmental, climate, human rights, governance,

and anti-corruption aspects, which are included in the ESG practices of its businesses. Moreover, the Policy seeks to serve the mission and vision of sustainability as guidelines for the organizational culture, following the guiding principles of the Global Compact in Brazil.

### Key points

**Valuing diversity and inclusion in the representativeness of personnel in the organizational culture.**

*Iguatemi S.A. rejects all forms of discrimination and is committed to ensuring and promoting diversity, inclusion, and equal opportunities.*

**Healthy and humanized environments.**

*Iguatemi S.A. is committed to programs and activities with its leaders and personnel so they can contribute to a more humanized and healthy work environment.*

**Constant search for eco-efficiency.**

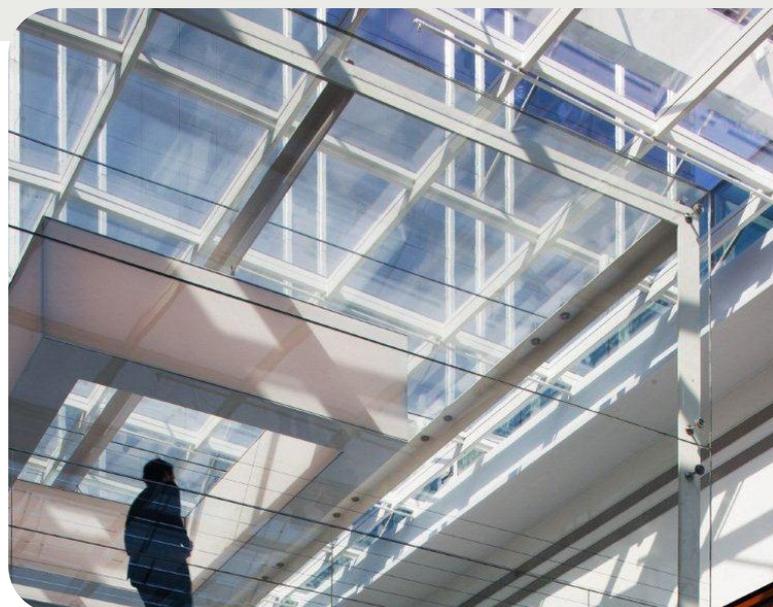
*The environmental management system must be implemented in an integrated manner in all planning and management departments and processes.*

**Commitments and transparency.**

*Iguatemi S.A. is committed to transparency and accountability, in line with internationally recognized commitments, such as the Global Compact, WEPs Principles, and Brazil GHG Protocol.*

Skylight at JK Iguatemi

In our **ESG Journey**, we understood that the precepts of Conscious Capitalism (a global movement created to raise awareness among leaders of business practices based on generating value for all parties) constituted the basis for our development of sustainable practices in conducting business, aiming to simultaneously create different values, namely financial, intellectual, physical, ecological, social, cultural, emotional for all stakeholders.



We believe that business is not restricted to generating profit, income, and jobs, but also values of social wellbeing and rationalization of environmental resources. And that solving social and environmental problems will only be possible with the active participation of the business world, helping, at the same time, companies to create healthy, long-lasting, and resilient businesses. We follow the four basic principles guiding a company in practicing Conscious Capitalism: higher purpose, stakeholder-oriented, conscious leadership, and culture.

Based on these guidelines, we structured our mission with ESG in 2022. To this end, we conducted surveys with some of our stakeholders: staff, communities, and suppliers and we worked on the topic with our leaders, using online content and hybrid workshops.

As another important step on this journey, we built our Materiality Matrix in 2022, relying on a range of internal and external contributions and we took an in-depth look at the expectations, demands, and impacts of the organization's operations concerning each stakeholder mapped, thus managing to identify our main points of focus in relevant dimensions for our sustainable growth in the coming years. We are committed to making our strategies and actions increasingly relevant in a transparent manner and with management systems that contribute significantly to guiding Iguatemi S.A. in active interaction with stakeholders. As well as developing a comprehensive understanding of the needs and concerns of these groups and our impact. Thus, we want to ensure the sustainability of our businesses in line with building a positive legacy in the world.

## Process of defining material topics

The premise for constructing the Iguatemi S.A. Materiality Matrix was internal surveys of the organization, based on document analysis, developments established by the team dedicated to the project, and interviews with key people on specific topics.

In addition to internal surveys, other external sources served as sources for defining the material topics for Iguatemi S.A. and the consequent construction of its Materiality Matrix.



*Thus, the following topics were considered:*

- Existing organizational initiatives
- Organizational purpose and values
- Priority Stakeholders
- Competitive context
- Perceived reputation
- Media analysis
- Survey of the applicable legislation
- Setting benchmarks
- Main industry and social trends
- Perceived risks and opportunities



To identify our impacts, we analyzed important points raised by a public platform that indicates the contribution of organizations to the fulfillment of the SDGs. We cross-checked this result with the expectations of priority stakeholders, to identify and analyze our main impacts – direct and indirect, foreseen and unforeseen. Examples of these impacts are generating direct and indirect jobs, water and energy consumption, and movement of raw materials for construction developments, among others.

Through qualitative interviews, the interests and expectations of groups involved in the organization's success were surveyed. Laws, regulations, international agreements, and voluntary agreements of strategic importance for the organization and our stakeholders were also surveyed. Added to these factors is an analysis of trends and challenges for the industry, associating these results with our internal values,

our various initiatives, and understanding how the Company can contribute to sustainable development.

Based on the guidelines of Conscious Capitalism, we conduct research to understand our orientation towards the main stakeholders, seeking to understand how we directly and indirectly impact their wellbeing, aiming to develop simultaneous benefits. Within this process, the company's staff, customers, suppliers, store holders, shareholders, and the community's perception were surveyed. Later, we had the support of a consultancy specializing in ESG practices for this construction.

The impacts surveyed were prioritized by a multidisciplinary team that developed the Materiality Matrix, based on perceived expectations, how actions contributed to the SDGs, and the organization's contribution to its ecosystem.



*Maintenance of the green area at Iguatemi Ribeirão Preto*



## CHART WITH MATERIAL TOPICS

The materiality matrix is a valuable tool for strategic ESG management. Its main result is to improve organizational performance, while creating social, economic, and environmental value for itself and its stakeholders, enabling organizational impacts to be monitored.

The potential benefits of such management lie in generating efficiency in terms of costs and other operational efficiencies, better-established governance on the topics, monitoring risks and reputation, and, not least, constructing contributions to social, economic, and environmental value, generating innovation and new opportunities, establishing a positive

relationship with key stakeholders. This construction includes surveying risks and opportunities arising from sustainability topics that affect ESG domains with an impact on organizational performance and/or stakeholders in the short, medium, and/or long term.

*Thus, the Iguatemi S.A. Materiality Matrix consists of the 12 topics of our ESG practices, organized into **three main axes** that will be developed in this report.*

### Environmental

- Climate change
- Sustainable construction
- Waste management
- Conscious consumption and production



**ENVIRONMENTAL  
MANAGEMENT AND  
SUSTAINABLE GROWTH**

### Social

- Entertainment and wellbeing
- Fair work
- Innovation
- Diversity and inclusion
- Communities and philanthropic projects



**DIVERSE, HAPPY  
AND PROSPEROUS  
PEOPLE**

### Governance

- Ethical behavior
- Supply chain management
- Sustainable investment



**ETHICAL, FAIR,  
AND SUSTAINABLE  
VALUE CHAIN**



# Material topics of Iguatemi S.A. and the SDGs

Our view of the ESG strategies includes contributing to the **Sustainable Development Goals (SDGs)**, a global agenda adopted during the United Nations Sustainable Development Summit in September 2015, consisting of 17 goals and 169 targets to be achieved by 2030. This agenda includes global actions in the areas of eradicating poverty, food security, agriculture, health, education, gender equality, reducing inequalities, energy, water and sanitation, sustainable patterns of production and consumption, climate change, sustainable cities, protection and sustainable use of oceans and terrestrial ecosystems, inclusive economic growth, infrastructure, industrialization, among others.

Working towards implementing the Global Goals is to foster the construction of a fairer, more inclusive, and sustainable planet in the future. The SDGs are a tool for achieving these goals. Iguatemi S.A. believes that it contributes

to this sustainable construction, from the moment its actions also impact the ecosystem in which it operates.

*Since 2022 we have been signatories to the **Global Compact**<sup>1</sup> and strategic partners of the **Elas Lideram 2030**<sup>2</sup> action platform.*



**Pacto Global**  
Rede Brasil



The Iguatemi S.A. Materiality Matrix presents topics that are, in some way, related to the SDGs, contributing to the achievement of the defined global targets.

Some SDGs have a greater weight in the contribution of Iguatemi S.A., for three reasons:

1. they are linked to material topics that are more relevant to the business and stakeholders;
2. they are repeated in the Materiality Matrix, as they correspond to more than one material topic;
3. greater chance of Iguatemi S.A. contributing to the specific SDG.

*External area of Iguatemi Brasília*



<sup>1</sup> [www.pactoglobal.org.br/](http://www.pactoglobal.org.br/)

<sup>2</sup> [www.pactoglobal.org.br/movimento/elaslideram2030/](http://www.pactoglobal.org.br/movimento/elaslideram2030/)





	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
ENTERTAINMENT AND WELLBEING																	
FAIR WORK																	
CLIMATE CHANGE																	
INNOVATION																	
ETHICAL BEHAVIOR																	
SUSTAINABLE CONSTRUCTION																	
SUSTAINABLE INVESTMENT																	
WASTE MANAGEMENT																	
CONSCIOUS CONSUMPTION AND PRODUCTION																	
DIVERSITY AND INCLUSION																	
SUPPLIER MANAGEMENT																	
COMMUNITIES AND PHILANTHROPICAL PRODUCTS																	





Facade of Iguatemi Porto Alegre

# Axis 1 Environmental management and sustainable growth



CLIMATE CHANGE >

SUSTAINABLE BUILDINGS >

WASTE MANAGEMENT >

CONSCIOUS CONSUMPTION  
AND PRODUCTION >

*By listing material topics related to our environmental impact, we are affirming our commitment to preserving the environment and promoting sustainability.*



Next, we address topics ranging from our constructions, through issues related to the use of natural resources, our contribution to conscious consumption and production, to our waste management.

Thus, Iguatemi S.A. affirms its commitment to preserving the environment and promoting sustainability, reflecting on the urgent issue of climate change. In addition to our sustainability policy and the Sustainability Committee (described in the item Our context of sustainability), in particular, we monitor our environmental impacts and our consumption

of physical resources, through our Operations department, developing actions that promote rational use of natural resources and reduce waste generated throughout the production chain. The Company's premise is to invest in purchasing certified materials, resulting in better use of resources.

In 2016, we began installing sockets for electric cars and offered them as a benefit for our customers. We seek to allocate these outlets in easily accessible covered spaces at the entrance to our malls, encouraging the adoption of this technology aimed at lower environmental impact.

## Climate change

The issue of climate change must be a key topic in any organization, as it is one of the major socio-environmental concerns of our times. The "Race to Zero Emissions"<sup>1</sup> of Greenhouse Gases (GHG)<sup>2</sup> is a path with no going back and all players, governmental and private, must do their part. In 2022, Iguatemi S.A. undertook its first carbon measurement, based on which it established actions and reduction targets, in addition to planning possible future mitigations.

*Paulo Henrique Lippi, gardener*



<sup>1</sup> A global campaign to gather support from companies, investors, and public managers to achieve net zero greenhouse gas emissions by the mid-century).

<sup>2</sup> Greenhouse Gases (GHG) are: Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous Oxide (N<sub>2</sub>O), Sulfur Hexafluoride (SF<sub>6</sub>), and two families of gases, Hydrofluorocarbon (HFC) and Perfluorocarbon (PFC). They are gaseous substances naturally present in the atmosphere and absorb part of the infrared radiation emitted by the Sun and reflected off the Earth's surface, making it difficult for the radiated heat to escape. This natural phenomenon, known as the Greenhouse Effect, prevents heat loss and keeps the planet Earth warm, making life possible. However, due to human activities, the concentration of these gases in the atmosphere is increasing, leading to an increase in average global temperature, with a range of environmental and social consequences.

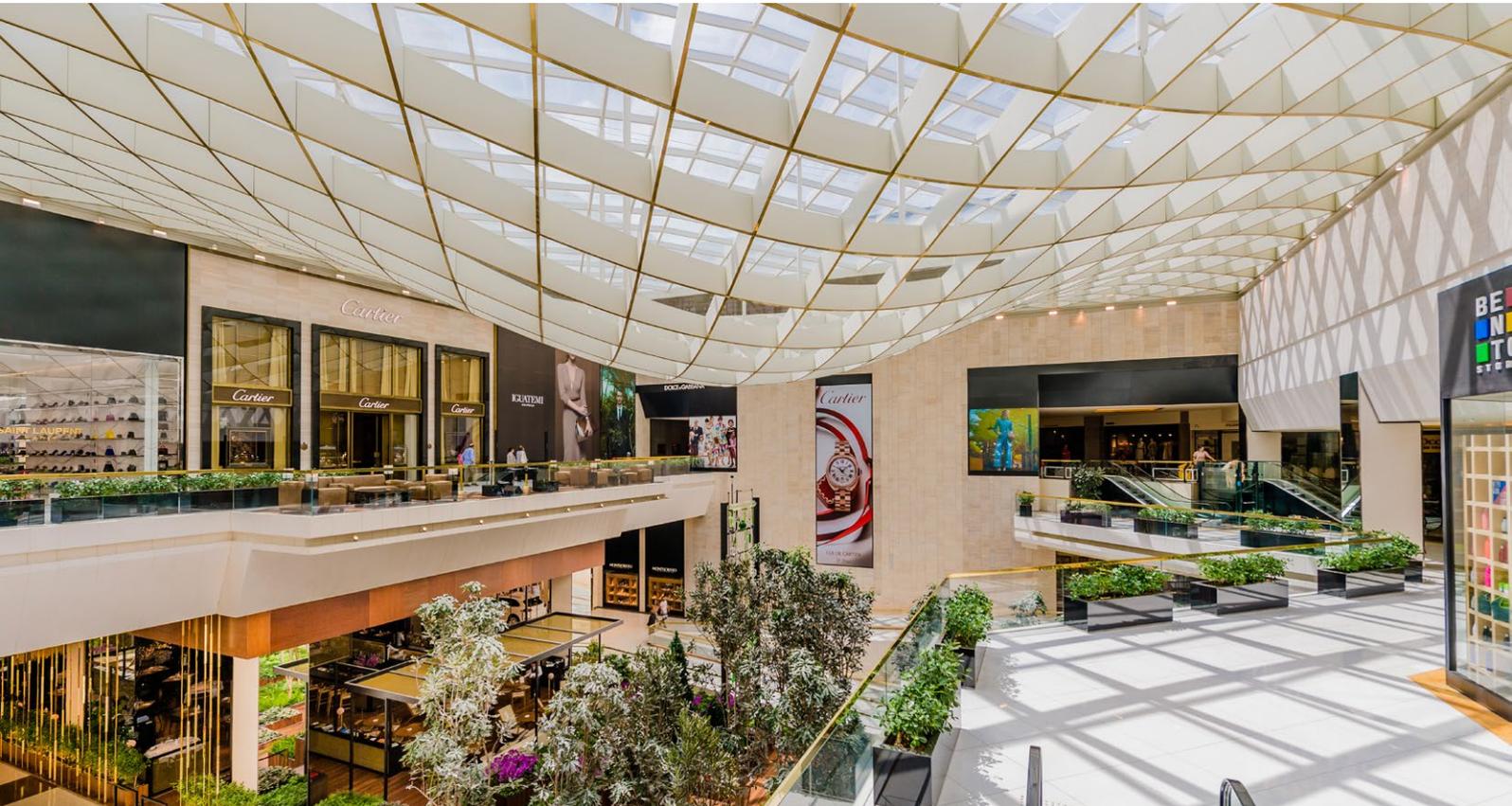


We seek to make sustainable use of water resources, be aware of the use of energy sources, and reduce atmospheric emissions to balance carbon emissions in operations, in addition to acting in compliance with environmental laws and regulations.

Over the last few years, we have focused on actions that reduce our environmental impact and, consequently, contribute to mitigating climate change: contracting energy from renewable sources, from small hydroelectric plants, replacing conventional lamps with LED lamps, installing Sewage Treatment Stations,

using rainwater, double sorting of solid waste, raising our reuse rate above 80%, among other initiatives.

Iguatemi S.A.'s first inventory of greenhouse gases (GHG) was carried out in 2022 (results for the year 2021), including all gases in the calculation ( $\text{CO}_2$ ,  $\text{CH}_4$ ,  $\text{N}_2\text{O}$ , HFCs, PFCs,  $\text{SF}_6$ ,  $\text{NF}_3$ ) and following the Specifications of the Brazilian GHG Protocol Program: Accounting, Quantification, and Publication of Corporate Inventories of Greenhouse Gas Emissions. All physical developments, malls, and towers were considered.



*Skylight at Iguatemi São Paulo*



## TOTAL EMISSIONS BY THE COMPANY IN SCOPE I, II AND III<sup>1</sup> (2021 data)

<p>Total direct GHG emissions (Scope 1) in metric tons of CO<sub>2</sub></p> <p><b>1,273.580 tCO<sub>2</sub>e</b></p>	<p>Total indirect (Scope 2) GHG emissions from energy acquisition in metric tons of CO<sub>2</sub> equivalent calculated based on location</p> <p><b>15,014.047 tCO<sub>2</sub>e</b></p>	<p>Other indirect GHG emissions (Scope 3) (Upstream<sup>1</sup>Transport and Distribution)</p> <p><b>2,675.652 tCO<sub>2</sub>e</b></p>
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**TOTAL EMISSIONS: 18,963.279 tCO<sub>2</sub>e**

Once we had our first Greenhouse Gases inventory, the data served as a basis for actions to reduce emissions:

### SCOPE I

Reduce fugitive emissions from maintenance of CO<sub>2</sub> fire extinguishers by deciding to hire companies that do not discard the contents of the containers and praise this process, replacing the refrigerant gases in our equipment with the guarantee of disposal and neutralization of polluting gases.

### SCOPE II

Expand energy contracted from renewable sources, based on contracts signed directly with small hydroelectric plants.

### SCOPE III

Reduce the percentage volume of waste destined for landfill. Our target is to increase the reuse of waste from developments. We currently reuse 80% (2022); the target set is 90% in 2023.

In 2022 we participated in the ISE B3 index for the first time. Although we did not meet one criterion for entering the portfolio, this process enabled us to learn a lot and create a plan for evolution and improvement.

Also in 2022, we became part of the ICO<sub>2</sub> B3 portfolio, which proposes to broaden discussion on the low-carbon economy and recognize companies that are committed and transparent in their emissions and actions to reduce their carbon footprint.

<sup>1</sup>Emissions from the consumption of fuels used by contracted freight, such as transport of purchased goods and transport of solid waste generated in operations, were accounted for.

- Solid waste: emissions from the treatment of waste sent to landfill and composting were accounted for.
- Employee displacement: emissions from staff commuting on public transport and own cars were accounted for

- Corporate air travel: emissions arising from staff travel by aircraft were accounted for.
- Indirect combustion: emissions from the consumption of fuel used in vehicles and equipment of service providers were accounted for.



## WATER RESOURCE MANAGEMENT

Water is one of our most important inputs. At Iguatemi S.A., the consumption base is drinking water, supplied by local utilities companies and artesian wells.

We use water resources at our facilities to generate cold water, supply it to lessees, make it available in bathrooms and toilets, irrigate landscaping, and clean assets. Our base for this resource is the local supply utilities companies, from the Cantareira, Tietê, and Guarapiranga basins in São Paulo, the Santa Maria reservoir in Brasília, and Porto Alegre from Lago do Guaíba. Our developments also use water from wells for drinking purposes.

After use, the destination of the water is based on the facilities of the local utility companies.

### WATER USE BY IGUATEMI S.A.

**57%**

from local utility companies

**27%**

from wells and ETAs

**16%**

resulting from reuse

### OUR COMMITMENT TO WATER RESOURCES

**Reduce water collection and consumption, with the following actions:**

- Increased water collection with new wells;
- Feasibility analysis for expanding water and sewage treatment facilities;
- Inclusion of use of reused water at other points;
- Installation of energy-saving equipment;
- Feasibility analysis for installing water and sewage treatment.

Our developments also use rainwater for irrigation, washing down, and supplying gray water for the bathroom (toilets), as well as the installation of 6 Sewage Treatment Stations (ETEs) - Iguatemi Alphaville, Ifashion Outlet Novo Hamburgo, Iguatemi Campinas, Iguatemi Esplanada - South Wing, Galleria, Iguatemi São Carlos. These ETEs generated water for reuse and use of rainwater.



Juraci de Jesus Araújo, driver



All water produced in our ETEs is used for toilets, cooling towers, landscaping, or washing down. Thus, we managed to reduce the need to use drinking water in activities not linked to human consumption. In our units, we install aerators and proximity sensors on taps to reduce the flow of water and proximity sensors on urinals and basins with reduced flush flows. All of these actions confirm our commitment to reducing our environmental impact.

*The reduced water consumption over the last four years is **equivalent to the monthly consumption** of a city with around **78,344 inhabitants**.*

Regarding the treatment of liquid effluents, installing Effluent Treatment Stations in our developments enabled total management of

water until its disposal, even with the disposal in the utilities companies' collection networks. The only operation we have in which disposal is directly in a natural bed, our outlet in Novo Hamburgo, produces a periodic and regular report monitoring the disposal of effluents.

Standards for facilities operating in locations without disposal requirements were determined by the Standard Methods for the Examination of Water and Wastewater, 23<sup>rd</sup> Edition-2017 methodology.

**Total water consumption** of all areas in megaliters in 2022: **1,542 MI**

For 2023, we will have an online management system to anticipate action in case of leaks or misuse of water resources.



Effluent Treatment Station (ETE) at Iguatemi Campinas



## ENERGY CONSUMPTION

Iguatemi S.A. guarantees that 100% of the contracted energy comes from renewable sources, mostly from small hydroelectric plants. One front on which we have worked hard over the last few years is reducing energy consumption based on efficiency projects. The most recent project was replacing approximately 60,000 conventional light bulbs with LEDs, which generated 70% savings in the lighting load.

We work gradually in our developments modernizing automatic climate control systems, as well as replacing obsolete equipment (chillers, pumps, towers, and fancoils). To optimize eco-efficiency, there is daily monitoring through integrated software for reading meters with respective actions for improvements focused on reducing energy consumption.

As a way of qualifying our energy consumption and providing greater opportunities for clean generation in the Brazilian energy matrix, we have plans for our developments, such as installing solar panels for local consumption in our shopping malls, which have horizontal architecture, using existing roofs and slabs, without the need to use the utility company's network (a plan starting in 2023, to be completed in 2026).

### OUR COMMITMENT TO REDUCING ENERGY CONSUMPTION IS EXPRESSED IN THE ACTIONS:

- Continued purchase of renewable energy;
- Awareness of our value chain for reducing energy consumption;
- Replacing light bulbs and equipment with new, more efficient technologies;
- Automating systems to improve mall efficiency;
- Developing sustainable projects;
- Generating energy in the operation of elevators and escalators;
- Automating electrical and air conditioning systems;
- Replacement with more efficient air conditioning equipment;
- Installing photovoltaic energy in horizontal developments.

All developments have individualized measurements among store holders, occupants of the towers, and air-conditioning systems. Each month, consolidated information gives us the readings necessary for reducing energy use.

**Total consumption of energy** consumed in 2022  
**749,445 GJ**

<sup>1</sup> Consumption measured throughout 2019, which was the last year of normal consumption before the pandemic.



# Sustainable buildings

Sustainable buildings are buildings defined by the application of a complete process seeking to restore and maintain the balance between the natural and built environment, reducing negative impacts and impacting the environment positively. These precepts are considered during the construction stages and permeate all phases of construction. Starting with the planning stage, an establishment is designed that allows thermal and acoustic comfort, rational use of technologies, reuse and optimization of water, and use of energy, among others.

At the initial stage of each project, we look for the best choices of raw materials, the rational use of materials, managing and saving water, energy efficiency, and much more. At the final stage, there is the concern with the waste generated.

For Iguatemi S.A., real estate developments such as shopping malls and corporate towers are among its major assets, and it is committed to its constructions by looking at the sustainability of the business over the years and the contribution of results to shareholders, the company, and the environment. In the area of real estate development, our main guidelines seek maximum sustainability in buildings. The developments that make up our complexes follow our concern in ensuring that the operation has the lowest possible environmental impact, adopting initiatives such as energy efficiency and reducing water consumption.

All the most recent mall constructions by Iguatemi S.A. have a substantial increase in the use of natural lighting.

Attentive to new demands regarding the sustainability and quality of workspaces, Sky Galleria, the most recent development delivered by the Company, was designed following a series of guidelines that guided the design and construction process, including selecting materials with lower impact, responsible management of resources and conscious disposal of waste.

*Sky Galleria in Campinas*



At **Sky Galleria**, all internal lighting was designed in accordance with international energy efficiency rules that limit the installed power throughout the building for each type of environment, with an installation management system and maintenance and operation procedures. During its construction, a Waste Management Plan was established that made it possible to recycle more than 75% of the solid waste generated by the building work, thus contributing to reducing the demand for virgin raw materials and the impact on the environment caused by landfills and dumps. The wood incorporated into the building (doors, door frames, flooring, etc.) came from reforestation, certified with the FSC – Forest Stewardship Council Seal. After being used, they underwent processing and were reused in the building work. Those that could not be reused were sent to recycling cooperatives.

As a result, the **Sky Tower**, located next to the Galleria mall in Campinas, achieved the prestigious LEED Gold seal, which we also hold for our other Shopping Market Place development, issued by the international body U.S Green Building Council, certifying that the development meets the strict list of environmental attributes issued by the organization, such as water and energy efficiency, sustainable materials and resources and quality of indoor environments. Specifically concerning the Sky Galleria, the development has:

- bicycle parking with changing rooms;
- strategic location, in a region with a high supply of bus lines;

- the building work incorporated pollution prevention procedures in the activity and construction, with a Soil Sedimentation and Erosion Control Plan;
- low water consumption porcelain and metals installed;
- lighting project for greater energy efficiency, regulating potency and attributes of the lighting installed in each area of the building;
- electric motors (pump system, exhaust, elevators) with high energy performance;
- use of certified wood;
- natural lighting – the facade windows have a transparency coefficient that provides greater light transfer to the interior of the building, reducing the need for artificial light.

It is also our concern to have a well-qualified and dense environment around our developments, enabling the sustainability of our businesses and guaranteeing a positive infrastructure for the cities in which our shopping centers, outlets, and office blocks are located. A recurring practice, seen as a reference in the market, is the adoption and maintenance of public squares and flowerbeds close to malls, such as Praça Itália next to Praia de Belas Shopping Center, in Porto Alegre.

Moreover, it is our responsibility to guarantee the regularity of projects under the laws in effect, meeting the characteristics and needs of each location, and attentive to issues such as mobility, infrastructure improvement, and urban



*Boulevard  
at Iguatemi  
São Paulo*

qualification to meet the needs of the community and local administration. Our developments, for the most part, are preceded by studies to understand our impact on the neighborhood and we work with public authority counterparts to mitigate and offset the construction/expansion of our complexes. With this, we have already contributed to constructing parks, streets, and bike paths, among others.



**Some examples of the Company's commitment to the environment at JK Iguatemi, conceived and designed to be a sustainable mall:**

- high-efficiency glass on the facade takes advantage of natural light and reduces air-conditioning consumption;
- the eco-roof reduces the thermal load of the development and promotes the absorption of rainwater, which, in turn, is used for irrigation and in toilets;
- the adoption of intelligent technologies in elevators, escalators, faucets, and toilet bowls using sensors to avoid wasting water and energy;
- the paper used in the toilets is biodegradable.

Standing out because of approval by the regulatory bodies (having all the licenses, building work permits, and registration of the subdivision), is the Casa Figueira neighborhood, which aims to urbanize the surroundings of Shopping Iguatemi Campinas. This project has an estimated population of 50,000 inhabitants distributed in an area of one million square meters. Furthermore, the space created to publicize the development will be permanent, with its use reverting to the surrounding community in the future.

The entire project was conceived to meet the criteria of the AQUA Bairros certification, from conceptualization to design, building work, and operation. We serve 8 pillars of sustainability, namely: mobility, water management, energy efficiency, waste management, social and economic planning, fauna and flora management, and use of technologies for well-being (smart neighborhood).



## Waste management

Following the precepts of the circular economy, which is based on the reduction, reuse, recovery, and recycling of materials and energy, in addition to developing new economically viable and ecologically efficient products and services, having waste management as a material topic helps to ensure that waste generated by Iguatemi S.A. and the stakeholders who transact within the Company's spaces goes to the correct final destination, preferably returning to some production process. Replacing the end-of-life concept of the linear economy with new circular flows of reuse, restoration, and renovation, in an integrated process, demonstrates the commitment of Iguatemi S.A. to addressing important environmental issues while contributing to the environment, and life in cities and communities.

It is part of our commitment to seek to reduce the generation of solid waste, in partnership with our suppliers and store holders, in addition to seeking to reuse the waste that is generated. As this is an important front, Iguatemi S.A. has programs for the management and selective collection of waste, to increase the recycling of waste generated by the malls and ensure the correct disposal of waste.

*In 2022, 20,950,057 tons of waste were generated. Of this total, **80% was destined for reuse.***

Activities related to waste disposal have a great impact on the environment and the company as a whole. Among the activities with the greatest impacts, the disposal of organic products from wet stores, such as food establishments, and clean waste from dry stores stand out. These impacts are related to both waste generated within operations/stores and waste from common areas, such as the food court and restrooms.



*Aparecido Donizete Dias, cleaning*





Internal garden at Iguatemi São Paulo

To avoid generating waste, we carry out training aimed at generators and teams responsible for waste disposal, aiming to raise awareness of the importance of reducing waste, as well as correct separation of recyclable and non-recyclable materials.

Moreover, to reduce the impact of waste, after it is generated, two sorting processes are applied for

solid waste. These screenings ensure maximum separation of recyclable and non-recyclable materials for later disposal. Recyclable materials are destined for proper disposal sites or reuse in specific factories, depending on the material. Non-recyclable materials are sent to proper disposal sites, ensuring correct disposal, certified by law. This practice currently puts us at over 80% reuse of all waste generated. Our long-term target is 95% and, for the year 2023, we will aim to reach 90% of our waste reused.

Thus, we can see that the measures adopted to reduce the impacts generated by waste are extremely important and must be increasingly improved. Awareness of those who generate waste and of the teams responsible for disposal, combined with actions such as sorting and correct disposal of materials, are essential to ensure the environmental sustainability and social responsibility of activities related to waste disposal.

*In six years, Iguatemi S.A. Contributed to preserving natural resources by sending **more than 18,000 tons of waste for recycling.***



# Conscious consumption and production

Production and consumption are major drivers of the economy and, when done with a focus on socio-environmental responsibility, make a great contribution to sustainable development. Producing more responsibly involves new ways of thinking about products and services, innovating solutions with less environmental impact and greater social value. In this scenario, Iguatemi S.A. positions itself as a company engaged in this perspective, seeking not only to acquire sustainable products and services institutionally but also to offer these alternatives to its customers and consumers. Promoting conscious consumption and production has become an important scope for the Company.

Considering the sector in which we operate, it is natural that our focus is also on contributing to more conscious production and consumption, whether by providing more sustainable options to our customers, based on curating and developing our store holders, or in our

consumption process, taking into account the environment, human and animal health and fair labor relations when choosing our business partners.

We study research available on the market to understand what sustainability means to consumers and transform our value chain based on their demands for the topic. Thus, we have been working intending to follow consumer thinking, increasing our participation to promote sustainable initiatives and expanding the perceived value of trends, including the vision of sustainability in consumption.

According to an internal survey carried out with our store holders, 9% of the brands at Iguatemi S.A. work with an ESG initiative. Considering the growing importance that has been given to these topics, it is essential for us to support brands and increase the number of store holders who adopt sustainable and responsible practices.



*Facade of Iguatemi São Carlos*



“ The ability to replicate nature without harming it is one of the most fascinating achievements of modern technology. Among the exact copies that can be created in the laboratory is the most brilliant of precious stones, the diamond. That's when **Naïve** was born, a new jewelry brand by Taísa Hirsch and Alexandre Lazzini, with a focus on environmental and social responsibility.

In Brazil, Naïve is the first jewelry store to exclusively use laboratory diamonds and reused gold in its creations.

The sustainable practices it adopts include using only colored gemstones of Brazilian origin, coming from suppliers that practice responsible extraction, and reusing gold as opposed to freshly extracted metal. At Naïve, gold from the first extraction is not used – after all, the gold already extracted today is enough to supply the demand of the jewelry industry for decades. Rather than encouraging the exploitation of a non-renewable good, the brand uses only recycled gold, from Yby bank, blockchain tracked, from the disposal of electronic equipment and the reuse of jewelry, undergoing a purification process to form the alloys which will be the raw material of the pieces.

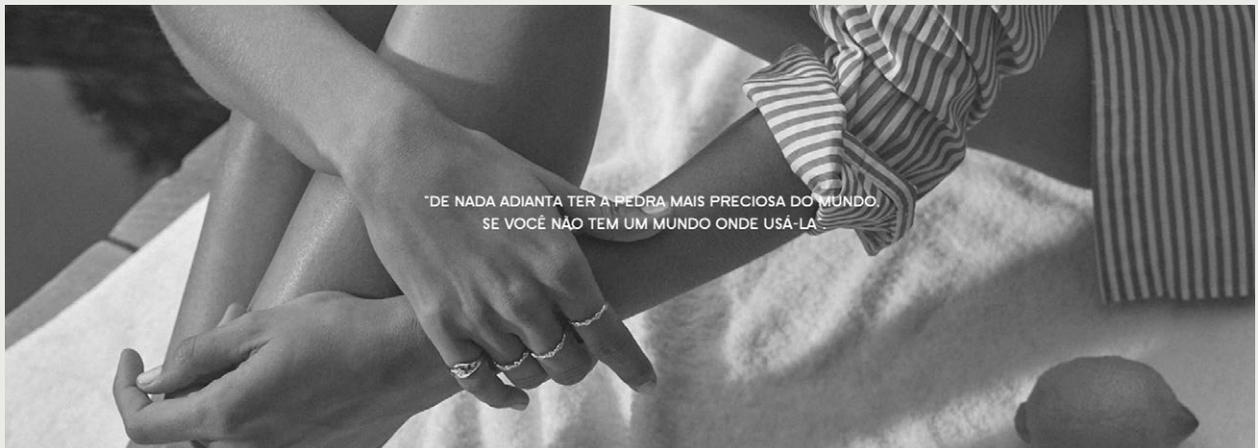
The brand's concern with the impact of jewelry also extends to gemstones: three Brazilian suppliers were handpicked for responsible logging practices including reforestation, water treatment, recycling and waste management, and supporting communities around the mines by providing formalized, safe working conditions.

The brand also has a zero-carbon policy.

Holistic sustainability: focuses not only on environmental but also on social and economic aspects.

Thinking about these ideals beyond the environmental field, Naïve's first collection includes designs that celebrate minorities, such as the pendant reading “Forever LGBTQIA+” and the necklace with the symbol of Venus, associated with feminism and worked around a raised fist. The first collection was launched at the inauguration of Naïve's first physical store, at the Shopping Iguatemi mall, in São Paulo, designed to translate Brazilianness, in an environment that uses natural and biodegradable materials.

**Naïve**



Be an amazing fashion brand or be a social business that changes the world? We chose both.

**Utopiar** was born with the mission of producing beautiful, high-quality clothes that are good. To this end, we create and produce women's tailoring in timeless designs and colors of which the main fiber is linen and which are embroidered or hand-printed by women, re-signifying stories of domestic violence.

We were born with the purpose of supporting these women in rebuilding their lives through training, work, generating income, and recovering self-esteem.

We receive groups of women to participate in our embroidery courses, 100% subsidized by us. In the end, those women interested in participating in our production start to learn new techniques and be paid for their production, regardless of whether the piece sells (the stock risk is all Utopiar's). This impact methodology has proven to be really effective in supporting our beneficiaries and is the basis of our theory of change.

Lo and behold, we arrived on September 22, 2022, a date that, without warning, changed the history of Utopiar and all the women around us. It was on that day we received an invitation from Iguatemi São Paulo to occupy a 50-meter store. Our little big team did the impossible and we opened our doors on November 1, 2022.

Being chosen by a mall known for the impeccable curation it offers its customers has made people see Utopiar differently. As is to be expected, our customer base and revenues have grown exponentially, but the transformation goes much further. We have gained the opportunity to continue and grow our whole impact.

But don't forget that in addition to being an amazing fashion brand, we're also a social business that changes the world. And the partnership with Iguatemi is also accelerating and scaling up the positive impact we generate.

By increasing our production to meet the new demand generated by the store, we also increase our social impact, generating more income for more women in situations of domestic violence.

Iguatemi's institutional and practical support fosters a network movement that, together with our customers, has the power to transform lives and families. In addition to supporting vulnerable women, we are showing the world that desirable fashion and retail, which is also doing good, is possible. At the risk of becoming "utopian," we are designing here a partnership capable of inspiring new agents of change that will continue to build a world with ever more beauty and harmony. So we hope.

**Utopiar**





*Manoel Brito dos Santos, gardener*

# Axis 2

## Diverse, happy, and prosperous people



OUR GOALS >

STAFF >

FAIR WORK >

QUALIFICATION AND TRAINING >

DIVERSITY AND INCLUSION >

COMMUNITIES AND  
PHILANTHROPIC PROJECTS >

ENTERTAINMENT AND WELLBEING >

INNOVATION >

*Having prosperous people in our operations who help us build a fairer and happier future is what drives us in our mission.*



Diverse, happy, and prosperous people. One of Iguatemi S.A.'s main commitments is to ensure we deliver our mission through diverse, collaborative professionals who embody our values and are in constant evolution with our culture, generating innovation, results, and positive impact for the entire ecosystem of which we are a part.

*Carolina Couso Najm, marketing professional*



## Our goals

1. To encourage an environment and culture that foster people's development, ensuring a great experience for staff and a succession pipeline that adheres to the growth of the business.
2. To ensure excellence in executing the basic fundamentals of human resources aligned with market best practices, having an Employee Value Proposition (EVP)<sup>1</sup> and leadership development that boost our talent attraction and engagement.
3. Fostering humanization, health, and well-being in the business context.
4. Evolve our governance to support the continuity of the business in terms of people, culture, and ESG.

Furthermore, we believe in our ability to contribute to a socially just and inclusive world.

This axis covers important material topics for our sustainable development, including the adoption of Global Compact principles associated with guaranteeing human rights and decent work, both for our staff and for our value chain,

diversity, equity, and inclusion initiatives as a way of contributing to society.

This contribution is expressed both in the provision of entertainment and well-being for our customers, as well as for communities, based on philanthropic projects developed in partnerships.

<sup>1</sup> A mix of rewards and benefits that a company can offer its staff, who make the company unique in the market and enable it to attract and retain the best talent



# Staff

Staff according to Business Units (December/2022)	I-RETAIL	I365	HOLDING	SPC (São Paulo Capital and Brasília)	SPI (São Paulo interior)	SOUTH	GRAND TOTAL
Women	66	87	237	351	285	96	1,122
Men	38	56	156	619	411	137	1,417
Grand Total	104	143	393	970	696	233	2,539

In 2022, we hired 794 staff members. Of these, **49% are women and 51% are men**, representing our commitment to diversity and gender equality. We terminated the employment of 435 people throughout the year, representing 19% turnover<sup>1</sup>.


**49%**  
 women  
  
**51%**  
 men

Our recognitions and awards reflect our focus on having staff who are **engaged and satisfied** with their work.

*Renata Bonifacio and Vivian Broge*



Great Place to Work, Great Place to Work - Retail, Most Admired HRs in Brazil, Abrasce Award 2021, Top Employers, WEPs Award, Human Rights and Diversity Seal, Paulista Seal of Diversity and Seal of Racial Equality

<sup>1</sup> The flow of employees entering and leaving a company. This index is calculated based on the ratio between dismissals and the admission of new staff.



## INNOVATION IN HR

To be attentive to people's needs, which are changeable and adaptable, there is an innovation process in Iguatemi S.A.'s strategy, and for all actions, we seek to automate and integrate HR systems to improve our operational excellence.

We encourage the digital inclusion of all our personnel by providing a channel (app) to clarify the main doubts regarding HR, bringing agility and 24-hour service to all business units.

With this project, we have achieved another level of operational excellence, as we standardized and automated responses and routed conversations. In just 3 months of implementation (October to December) in 2022, **we answered 21,242 questions/messages from our personnel in real-time.**

Through AI, the bot answers our personnel's questions and we can optimize the HR team's time, generating greater productivity and focus on strategic action.

Another key point of our app is that we used to print out all payslips and income reports from our operational staff, which are now available through the bot, bringing even more agility and sustainability to our business.

*Automation and integration of HR systems to improve operational excellence.*

We evolved in managing process indicators and centralized communications, in addition to offering new training courses, such as:

- **UAU (Wow)** customer service (training in Iguatemi customer service)
- **Casa Iguatemi** (dissemination of our culture and topics of interest to our most senior operations leadership)
- **Senior management development journey** (officers and executive committee)
- **Humanizar Project** (support for parents with children in early childhood to, through conversation circles, explore the challenges and pains of people today, and thus collectively imagine futures in which each feels responsible in searching for solutions to the challenges of our time).

*Rodrigo da Silva Henrique Toledo,  
property security*



# Fair work

## LABOR RELATIONS, HEALTH AND SAFETY, COMPENSATION POLICY

Considering that Iguatemi S.A. has approximately **2,600 direct staff and a considerable variety of suppliers, partners, and store holders making up its value chain**, one of its major concerns is to promote inclusive and sustainable economic growth, based on fair work.

This concept translates into opportunities offered by Iguatemi S.A. so that each staff member

can carry out meaningful and productive work, remunerated in such a way as to allow them (and their family) to lead a dignified life, both materially socially, and culturally, taking into account their specificities when exercising their functions. It is also in our interest to have suppliers in our value chain that have fair practices and promote decent work among their personnel. Thus disseminating – and collaborating with – an ecosystem that works to generate decent employment, entrepreneurship, creativity, and innovation.

This commitment to fair work is reflected in the way we hire our direct staff: **96.3% are on an individual employment contract (CLT)**, and the remainder is made up of **apprentices** (based on the **apprenticeship** contract for a fixed period) and interns (through the internship commitment instrument).

We have a robust value chain, hiring around 2,000 people who are not direct staff, made up of outsourced and temporary workers who contribute each day to achieving our results and customer service with good service.



Aldenidi Barbosa do Carmo, cleaning



## COMPENSATION AND BENEFITS POLICY

Our compensation policy establishes guidelines for the correct application of compensation practices, aiming to attract, retain, and recognize all our personnel who, due to their technical and management skills and their different profiles, are key factor for the success of Iguatemi S.A. The policy also aims to standardize and provide transparency to the procedures inherent to Compensation Management, covering all the Company's staff and includes considerations pertinent to labor laws, the external market, internal structure, and the specific context of each region, respecting the conventions and collective bargaining agreements in effect.

The compensation model establishes a specific strategy and considers market values and practices based on the Korn Ferry (HayGroup) methodology. The compensation set includes the base salary and additional payments required by law (such as unhealthy and dangerous work premiums) and is determined under local

regulations, namely, Collective Labor Agreement (CCT) or Collective Bargaining Agreement (ACT) and annual market surveys with companies that mirror the competitive panel, selected according to strategic similarities.

The salary set remunerates the function performed and assigned responsibilities, considering the experience and skills required, as well as the quality of the contribution made in terms of achieving results. Variable compensation (Commission, Short-Term Incentive – ICP, and Long-Term Incentive – ILP) aims to motivate our personnel to achieve business objectives, creating a direct link between incentives and the quantitative and qualitative objectives set for the company and individually.

The short-term incentive plan – known as PIB (Iguatemi Bonus Program) – is part of the variable compensation and follows the guidelines of the PLR Law - 10,101/2000 (Profit Sharing). The



*Janaina Mariana Crepaldi Ribeiro, marketing professional*





purpose of the long-term incentive plan is to allow Restricted Shares or Units to be granted to Eligible Staff [COMEX Members | Non-COMEX Officers | General Management (Iguatemi 365 | I-Retail | Shopping) and Mall Management (Outlets) | leadership included in the previous program (SOP-201230), provided they remain allocated in

the Holding structure] selected in the HR Forum, ratified by the People, Culture and ESG Committee and also approved by the Board of Directors.

For 2023, we approved an evolution in our company targets panel that now includes ESG, namely:

TARGET	WEIGHT
EBITDA IGTI	30%
IGTI Net Revenue	25%
IGTI Net Debt	20%
New Business Agenda	15%
ESG	10%

The targets that make up ESG are:

- E** Increase the percentage of waste reused (total amount of reused waste over the total produced)
- S** Reduce turnover and implement a living wage methodology with an action plan decided on
- G** Increase adherence to ISE B3 on issues associated with Corporate Governance

The People, Culture and ESG Committee also decides on the opportunity and convenience of whether or not to implement said Programs in each year of validity, respecting any guidelines that may be established and the number of Restricted Shares or Units to which each participant is entitled.

Total reward (or total compensation) is integrated and must be in synergy with the strategy and the management model, at the same time that it is aligned with the requirements imposed by the external environment, meeting the expectations of the executives, recognizing and rewarding behavior consistent with the interests of shareholders and the valuation of the company.

The compensation amounts of the Board of Directors and Executive Board are approved by shareholders at the Meeting.

*In 2022, we analyzed our compensation according to gender, in partnership with an external consultant, and **there are no significant differences at any of our job levels.***

It is worth mentioning that 100% of our personnel are covered by collective bargaining agreements, except for apprentices, for whom readjustment is under the minimum wage and interns, where agreements do not apply.





At Iguatemi S.A. we value our personnel and believe that their recognition goes beyond their monthly compensation, encompassing a benefits **package with a humanized look, providing well-being, motivation, security, and conditions for career planning and for performing their activities well.**

## OUR MAIN BENEFITS

HEALTH	FINANCE	MEALS
Medical care	Life insurance	Meal Voucher / Supermarket Voucher
Dental care	Funeral Allowance	Basic food basket
Pharmacy agreement	Travel Insurance	Canteen and break room
Checkups and preventive exams	Additional: complementary illness assistance	Gift Pass - gift card
Fertilization program in partnership with Fleury	Expense allowance for the family of our deceased personnel	
Vaccination	Discounts in shops and restaurants	
	Iguatemi Loan	
	Paycheck deductible loan	
	Private retirement plan	

MOBILITY	FAMILY	CARE AND WELLBEING
Transportation voucher	Child care allowance	Saúde Iguatemi
Parking	Monthiversary	Gympass
Car policy	Recognition of length of service	Emotional Health Program - Wellz
Mileage reimbursement	Extended Paternity leave	4 seasons program
Fuel allowance	Maternity Leave	Stress management program
	Toy check	Wellbeing and Saúde Iguatemi Program Agents
	Quero ir junto Liberality: leave	SESC Partnership
		Culture Incentive

Our benefits are offered to all full-time and part-time staff who are eligible for them. Temporary workers have most of the benefits offered by contracted agencies.





## Qualification and training

We are committed to **corporate education and the continuous development** of our personnel, offering training tailored to the needs of our entire team. As well as being concerned with attracting people who adhere to our organizational culture and strategic objectives.

We prioritize and invest in training on important topics for our staff, aiming to benefit the company, develop our sector and the labor market, and contribute to the professional and personal evolution of us all.

Monthly hours of training taken by our personnel, grouped according to position:

POSITION	MONTHLY HOURS OF TRAINING/ QUALIFICATION
Apprentice	4.32
Intern	4.60
Operational	2.14
Professional	3.52
Coordinator/Expert	3.78
Manager	4.89
Officer	3.40
Vice-Chairperson / CEO	4.40

## CICLO DE GENTE

To assist in personnel development and contribute to a long-term relationship, we have the Ciclo de Gente program, which aims to assess the performance, skills, and behavior of each person, with the output being the PDI<sup>1</sup> (valid for all people admitted before August 30 in the same assessment year) which is the tool for managing the individual career plan in the Company. The program includes self-assessment and manager performance assessment, a calibration forum using learning agility and 9Box feedback, and an Individual Development Plan.



In 2022,  
**2,367** people  
participated in  
the **Ciclo de Gente**  
program

As a way of sharing knowledge and exchanges about life and an executive career between our COMEX and our talents, since 2022 we have held a career lunch, offering our personnel a wow experience, with all the good service that is our hallmark.

### **Developing our personnel**

Our programs consider competencies mapped according to position and function. These are qualifications to improve strategic and systemic vision, and problem solving, among others, contributing to generating concrete results in our organization. Examples of the applicability of knowledge in projects are the ideas accelerated by the Executive Committee coming from the problem-solving program, such

<sup>1</sup> Valid for all people admitted before August 30 in the same assessment year).





as: the collaborative project that culminated in the development of the Mútuo Iguatemi benefit, developments in the ONE loyalty program, use of heat mapping technology to increase productivity and revenue.

100% of our personnel are active in the Iguatemi academy, our digital platform, where we provide content focused on ethical and integrity issues (such as: code of ethics and conduct,

bullying and sexual harassment, and conflict of interests), personnel management, non-violent communication, innovation, information security, diversity and inclusion trail, functional trails, ESG trail, our business training, Excel, immersion in controllership, crisis management, 5S methodology, negotiation and influence, Nr's, among others. Our Team Doings methodology aims to strengthen self-awareness and build trust between teams for collective action.

# Academia IGUATEMI

### RECOMMENDED + COMPLETED COURSES

UAU Customer Service Training	1,873 completed
Integrity Week	1,034 completed
Design Thinking	767 completed

### MANDATORY + COMPLETED COURSES

Compliance	2,127 completed
Information Security	1,005 completed
Code of Ethical Conduct	956 completed

Face-toface training
  Hybrid training
  Online training

Still talking about training, we believe that the topic of digital transformation is imperative for business sustainability and employability. Thus, we have ongoing programs and training at our Iguatemi Academy and we hold practical workshops on agile methods, to create an environment for professional updating and a continuous discussion forum that favors the exchange of experiences and best practices.

### Leadership development

Aiming to increase the readiness of our people and ensure a succession pipeline, we offer training for

leadership levels. With an emphasis on the **Lidera, Future Skills, Innovation, Iguatemi Culture, and Senior Management Journey programs.**

The Lidera Iguatemi program focuses on the development of personnel who are in their first leadership position. We offer eight modules with internal multipliers, covering content such as: Personnel development, Talent Engagement, How to Shape the Future of people and business, How to Deliver Sustainable Results, Assertive Communication, and Diversity Management. **Since its inception in 2019, we have trained 377 leaders, and 74 people completed training in 2022.**





**Future Skills** prepares our personnel to deal with solving complex problems, digital mindset, and innovation. By the end of 2022, **286 people had been trained in this knowledge path.**

With a focus on disseminating our culture, and values and looking at ethics and aesthetics, we offer the training called “Casa Iguatemi” to the senior leadership of operations; in 2022 there were **two modules completed by 24 people and this program will continue throughout 2023.**

For our senior management, we held two continuous development days through modules dedicated to building trust, self-awareness, strategic vision, positive impact, and the evolution of the organizational culture. **In 2022, 33 people were impacted by this training.**

Finally, for those about to retire or terminate their

employment contract, we offer career transition assistance programs, aimed at facilitating continued employability and managing the next stage of professional life.

Constantly seeking to understand the main needs of our personnel and their vision of the Company, we also carry out an annual engagement survey, with a methodology recognized by the market and consequent action plan for improvements, broken down into the organizational plan and each development.

Over the past five years, we have evolved in climate management and governance, increasing our trust index **by 26 pp and completing 89% of the proposed action plans for 2022.** We won seventh place as the best retail company to work for, in a sector ranking of extensive prominence and credibility.

## Diversity and inclusion

Iguatemi S.A. believes that diversity, equity, and inclusion are essential for building a fair and prosperous company, extending perspectives and creating a broader and more plural repertoire that enables us to respond better to the issues of our time, creating innovative solutions and generating positive impact for the entire ecosystem of which we are a part. A diverse and inclusive team allows us to analyze situations from new angles, bringing increasingly sustainable solutions to current and future needs. Therefore, we are in the process of evolving the subjects that make up the topic.

### SOME FIGURES

Our staff is made up of:

**44%**  
women

**56%**  
men

Around **55%**  
hold operational  
positions

**33%** with higher  
education and above

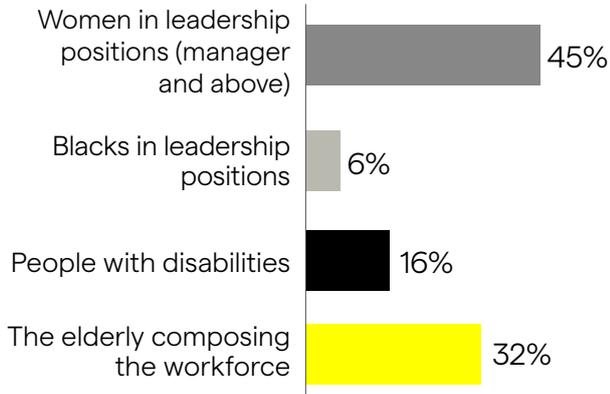
**44%** self-  
declared as black  
or brown

**1%** self-declared as  
indigenous





Currently, **7.76% (or 197 people)** of our staff are included in the mapped interest groups, and our diversity and inclusion efforts have been evolving with the following focuses:



We are still working to develop other interest groups like LGBTQIA+, and other social markers such as religion and immigrants. Our objectives include evolving with this data, based on self-affirmation, and working for the fair inclusion of the various social representations.

To promote more inclusive selection processes, we work with managers to better understand their needs and guide them on hiring diverse people. In

addition, we hired specialist consultants in each of our priority pillars, such as: Specialisterne for neurodiversity, Mature JOBS for age diversity, Turma do Jiló for hiring people with disabilities and black and brown people. Concerning women in leadership positions, we conduct processes both internally and externally, to promote or hire this priority group.

Speaking specifically about gender, we achieved gender parity for women holding leadership positions, as we have **50% of women (89 staff members) occupying such positions (manager and above)**. This number meant an increase of more than **27% in women holding leadership positions in 2022**. This is an important achievement to be mentioned, as we directed our efforts towards achieving this position.

Our compensation policy makes it clear that all the rules are applicable to everyone, without distinction of any nature; We work with the salary scale in the defined positions, regardless of who occupies them.

*Vivian Broge,  
Cristina Betts  
and Dilene  
Teixeira, leaders  
at Iguatemi S.A.*





We also implemented the Projeto Humanizar program for people who recently returned from Paternity Leave (LP) and the Projeto Equilíbrio for those who recently returned from maternity leave. The program is a path of transformation that takes mothers and fathers out of the state of “balancing act,” so common in parenting reality, to be more balanced people, providing support for them to reconcile careers with parenting, to recognize themselves and understand that they can face the challenges of being a mother or parents and professionals in an integrated way.

Through an exclusive methodology, anchored

in three pillars: Self-Awareness, Vulnerability, and Maturity, touching on topics such as Personality, Values, Limitations, Empathy, Compassion, Purposes, Identity, Control, and Leadership, the result is people strengthened on this path, who realize that it is possible to assume a prominent position in life, at work and in the family.

We can also point out that our Executive Committee (COMEX), with 10 members, has five women. Moreover, 70% are professionals aged over 50 years old. The majority of our Executive Board are women.

I have been part of the Iguatemi team for 18 years. I started as a Lawyer and I will never forget that during my integration, an Officer who had been in the group for years spoke to me for 10 minutes and said: “You’ll be with us for a long time.” I could never imagine it would be so long. Despite my pre-disposition to long relationships, the fact is that it was impossible to go against the prediction. At Iguatemi I found fertile ground for my growth and usefulness. Thus, I evolved and was recognized at the same time that my personal life was moving forward. I got married and had a daughter and son while working here and I always felt supported in balancing personal and professional life, however challenging such an equation may be. I literally grew up, taking on the positions of Coordinator, Manager and for a year and a half I have been working as a Legal

and GRC (Governance, Risk, and Compliance) Officer, and all this feeling well respected and encouraged to challenge myself and actively contribute to the Company’s growth.

Iguatemi is a company that values the human aspect and, therefore, the differences between people. Deep down, it’s hard for us to explain something we experience and feel, but I believe that objectively I can say that Iguatemi’s concern to have a diverse group of staff is validated by concrete actions that bring about such diversity. Our business makes it possible for different people and differences to be embraced so that people, in general, and, at the same time, as individuals, are served and welcomed at our developments, whether as staff, customers, or store holders.

(...)



At Iguatemi, we have created a completely atypical scenario if we compare our data on women in leadership with those of the market in general. Here we have almost 50% of women in leadership positions and for that reason, sometimes, I am surprised to recognize that there are still so many barriers faced by professional women in the path of career evolution. I see complementarity as essential in running a company. There are constant situations in which I have an expanded vision from the perspective of other people and this enriches my performance as a leader. Different points of view, regardless of gender, help us to find more sustainable and long-term paths for the teams and the business.

Honestly, looking back, I see that what helped me the most was the fact that I was not privileged, or neglected, in my daily professional practice because I was a woman. In fact, I didn't give in to any third-party attempts to get me into these places. So, in fact, I have not limited or expanded myself simply because I am a woman.

“ I always felt empowered in having the opportunity to work at Iguatemi. Great pride in saying that I worked here, that I had inspiring peers, and that I had strong female references who always inspired me to go above and beyond, but more than that, I've always had great pride in learning and evolving both as a person and professional in a company that values the role of female leadership so much. I started here almost 12 years ago... I was a girl full of

At the center has always been the professional performance into which I impregnated my way and my ideas. More than 25 years ago, when I applied for my first internship position, the Manager of the Legal Department of a large hygiene and cleaning industry when interviewing me, said: 'Don't smile a lot. Otherwise, you'll be remembered as the intern who laughs'. As much as I was astonished by the advice, I failed to grasp the truth of that man, until then my business card in the corporate world. I preferred to continue smiling when I was happy and with enough courage to be myself.

I think this is an essential aspect of this journey. Beyond establishing processes and demonstrating figures, a company must, in practice, have a real openness for women and men to be whole and authentic in their professional activities. In this regard, I found the ideal stage at Iguatemi.”

**Flávia Dini**

*Legal and GRC Officer*

dreams and my mission was to participate in the inauguration of JK. That BEAUTIFUL, exciting project, and those who have participated and experienced a Pre Op, know that we never forget having had the privilege of having experienced such milestones. I became a mother here at Iguatemi.

I've learned so much in these 12 years. I was constantly challenged to pursue new dreams, to

(...)



plan and build my career in this place I've always called home. I was head of JK's marketing for almost 6 years, then took over the chair of events and corporate marketing and had the opportunity to organize memorable events that marked my life and my heart. Before I could dream of a new chapter, I won the challenge of taking on the Iguatemi Mídia executive board.

Iguatemi plants these seeds in people. It leverages our strengths, follows our development clo-

sely, and enables us to dream big in designing our story here. It looks different for each of us.

Challenges and new chapters abound and I couldn't be more grateful to continue here, at home, making new stories, more and more opportunities to develop my career, and more than that, constant personal evolution."

**Renata Zitune**

*Iguatemi Mídia Officer*

*José Cícero Constantino, gardener*



**Concerning the elderly forming part of the workforce**, 2.5% of our workforce is currently composed of people aged over 60 years of age. Reflecting our efforts, in 2022 we hired five elderly people, contributing to the diversity

of our staff. Our strategy is to have at least one elderly staff member for each of our units. To contribute to this strategy, we have a program focused on deconstructing age prejudices associated with technology.



## Partnership with Let's Code Academy

Understanding the challenges of the technology market, and aiming to update and contribute to the technical training of our staff, we offer, in partnership with Let's Code Academy - a reference as a programming school - a product focused on training DEVs., with 15 students.

The selection process for the course prioritized the experience of those enrolled, aimed at staff aged over 50. The program was offered in

class modules, totaling 400 hours of workload (synchronous and asynchronous interactions).

As a result of this program, we hired four people from the DEVs 50+ Training class as Developers at Iguatemi 365 and corporate IT. Another 11 people completed the training with 98% attendance in the classroom, showing the accuracy of the selection and the engagement of the class.

When I was selected for the Iguatemi 50+ program, I celebrated a lot. It was the opportunity I was looking for to update myself and return to IT development, my training area, which I had been away from for a long time. It was more like a fresh start than a comeback, which we know is very difficult for anyone over 50.

Then came the hiring at Iguatemi S.A. It was already beyond my expectations considering all the selection stages passed. When I started, I felt a certain fear and a little anxiety about how I would be received by the team and how my integration would be. And once again, I was surprised with more than I could have expected.

A year later, everything I had noticed at the beginning had been confirmed: an incredible work environment - the best I've ever encountered, in almost 40 years of experience; a company that

practices the values it declares; active and attentive HR, the likes of which I had not seen before.

All this makes me feel very happy at work. But, the best was yet to come these last twelve months: diversity here really is seen as an opportunity for the company and not as a marketing action, as some acquaintances suggested. I feel fully integrated into the group and my previous experience is taken into account. There is really very good exchange between my colleagues and myself. An exchange in which both sides win.

Thank you, Iguatemi, for offering me this opportunity to go so far beyond my most optimistic plans! I hope that our partnership lasts a long time and continues to bring great results for everyone!"

**João Paulo P. Camargo**

*WEB Developer, Iguatemi 365*





Considering **the inclusion of people with disabilities**, our strategy for 2022 was focused on reaching and maintaining the current target in all units, with a career plan focused on retaining and

developing people with disabilities, in addition to monitoring the internal use of this public so that their needs are met.

// We are a social impact business whose mission is to create a world in which people have equal opportunities in the job market. Having customers like Iguatemi further justifies our purpose.

The partnership with Iguatemi began in September 2018, with the inclusion of two professionals. Over these more than four years of partnership, Iguatemi's relationship with Specialisterne has always been based on ethical practices, focused on trust and transparency, seeking to offer the best structure for the inclusion and development of autistic professionals.

Iguatemi's contact with our specialist professionals is close and constant, which helps us to build a successful and long-term relationship. Iguatemi always transmits information about the development process of its staff and is willing to generate the suggested accessibility resources enabling this development to transpire as well as possible.

Through including autistic professionals, it is possible to train more professionals who will also be included, which maintains the sustainability of our project for training and inclusion of autistic professionals."

**Marcelo Vitoriano**  
*Specialisterne*

Even though 44% of the staff self-declared as black (black or brown), **blacks in leadership positions** still make up only 8%.

thematic meetings, promoting discussion on issues of historical and cultural appropriation. This pilot program was developed by the then Equity Committee (which was dismissed and incorporated into the Sustainability Committee) in partnership with Turma do Jiló and has **25 mentors and 19 mentees, with meetings until May 2023.**

We also have an ethnic-racial mentoring program, which is part of **Acelera Iguatemi** and aims to boost our black and brown talents in developing their careers. It is conducted through

Our diversity and inclusion actions are recognized by the market and we have received the **Seal of Human Rights and Diversity, Seal of Racial Equality, Paulista Seal of Diversity, GPTW Woman.**



## Empowering refugees

The initiatives of Iguatemi S.A., committed to diversity in all its intersectionality and above all to the inclusion of everyone, include participation, since 2020, in the Empowering Refugees program, developed by the UN and which involves the United Nations High Commissioner for Refugees (UNHCR), the UN Global Compact Brazil Network and UN Women.

Empowering Refugees is focused on the employability of refugee women, asylum seekers, and migrants seeking to rebuild their lives in Brazil. Other refugees who have family members with disabilities and are the only family income earners, representatives of the generational pillars (50+), and LGBTQIA+, coming mainly from Venezuela, also participate in this program.

The initiative was structured as a way to train refugees living in shelters in the city of Boa Vista, Roraima, so that, based on this professionalization, they could be formally employed in the Brazilian labor market. One of the main results of this initiative was the hiring of 45 refugees, including refugee women with and without disabilities, chronic illnesses, and/or with special needs.

After being hired, the female staff participate in training and skills building in a range of topics, as a way of supporting their new start to life in our country. Content is offered such as financial management, citizenship, labor legislation, social equipment in Brazil, and a mentoring program for refugee women in partnership with Renner stores.

### INITIATIVE AWARDS



- Winner of the **2021 Abrasce Award** – Diversity and Inclusion: Empowering Refugees at Iguatemi.



- **Paulista Seal of Diversity**, certification from the Government of São Paulo, granted to public, private, and civil organizations that adopt practices to promote and value diversity in terms of gender, race, sexual orientation, immigrants or refugees, the elderly, disabled, people with HIV/AIDS, among other groups.



- **Municipal Seal of Human Rights and Diversity** (4<sup>th</sup> and 5<sup>th</sup> editions)



My story in Brazil begins in a shelter in Roraima, where I lived sharing a small space with other people. It was there that I first heard about the course offered by the Iguatemi mall. At first, I resisted the idea because of the distance and concern for my son, who would be alone in Venezuela. But when I found out that the course included the possibility of bringing my son to São Paulo, I was motivated to seek out a better future for us.

Despite being a little apprehensive with my first experience in São Paulo, I soon adapted to the job thanks to the customer relations course, from the Empowering Refugees Program. Working with customers was an area I already had experience with in Venezuela. I've always tried to prepare myself for opportunities and,

thanks to this, I managed to get a good job at Iguatemi. It wasn't easy, I had to study a lot, but the Project taught me that my abilities have no limits and made me believe in myself even more.

Today, I am happy and fulfilled with the results I have achieved. My son is here with me, studying and preparing for the future, and I have a job that allows me to give him a better future. Although I miss my family and my country, I want my son to grow up here, studying and working to have a good life. My story is one of resilience and strength, and I will continue to move forward in search of new opportunities to grow more."

**Carmen Maribel Bermudez Sanchez.**  
*Baby Change Attendant*

## Communities and philanthropic projects

Philanthropy is an important pillar of the Iguatemi brand, which is why our aim is to expand citizenship and education, in addition to improving the quality of life in the cities in which Iguatemi S.A. operates, in an integrated manner, financing civil society organization strategic

projects in the three performance areas shown in the chart below. In these areas, we support institutions through financial and product donations or actions aimed at engaging staff, customers, and society as a whole to contribute to the collective.

AREAS OF OPERATION		
EDUCATION	CITIES	CITIZENSHIP
Teaching quality	Infrastructure improvements	Donations
		Engagement
Training professionals	Support for cultural institutions and projects	Visibility
		Cultural Projects
		Support for various causes



## EDUCATION

Aiming at the school community, at kindergarten and elementary levels (students, teachers, employees, and parents), we aim to invest in improving public education, focusing on a fairer society made up of people with greater capacity for social participation and trained to operate in the labor market. We focus on schools close to our developments.

We do this by investing in infrastructure, equipment, or materials, working together with civil society organizations to improve pedagogical and recreational activities or management of public schools.

Since 2007, we have invested approximately BRL

10.8 million in actions for education, impacting more than 3,600 students in various public schools. We work with the Parceiros da Educação Institution which, through partnerships with schools and state and municipal departments, aims to:

- promote greater involvement of society in improving Brazilian education;
- provide quality comprehensive training to students;
- value public school educators;
- contribute to public educational policies;
- provide resources for investment in infrastructure for partner public schools close to units in our network.

### ***Some of the main projects funded by Iguatemi S.A.***

<b>2007 to 2016</b>	Escola Estadual Luis Arrôbas	Support for actions carried out at the school, aiming to contribute to improving student learning and the quality of public schools in the state of São Paulo	School for students in the early years of elementary education. Support directed to four pillars: Pedagogical, Management, Community, and Infrastructure
<b>2011 to 2013</b>	Escola Estadual Architiclinio dos Santos	Support for actions carried out at the school, aiming to contribute to improving student learning and the quality of public schools in the state of São Paulo	Secondary school. Support directed to four pillars: Pedagogical, Management, Community, and Infrastructure
<b>2011 to 2018</b>	Escola Estadual Nidelse Martins de Almeida	Support for actions carried out at the school, aiming to contribute to improving student learning and the quality of public schools in the state of São Paulo	School for students in the early years of elementary education. Support directed to four pillars: Pedagogical, Management, Community, and Infrastructure



<b>2015 to 2020</b>	Escola Estadual Milton Rodrigues	Support for actions carried out at the school, aiming to contribute to improving student learning and the quality of public schools in the state of São Paulo	Secondary school. Support directed to four pillars: Pedagogical, Management, Community, and Infrastructure
<b>2017 to 2022</b>	Escola Estadual República do Paraguai	Support for actions carried out at the school, aiming to contribute to improving student learning and the quality of public schools in the state of São Paulo	School that serves students in the Early and Final years of Elementary Education. Support directed to four pillars: Pedagogical, Management, Community, and Infrastructure

## CITIES

Our main objective is to contribute to a better quality of life in cities in which Iguatemi operates, through investment in infrastructure, landscaping, and urban improvements.

Our actions include:

- maintenance of public areas (in partnership with a public body or otherwise);

- support for civil society organizations that organize social and political participation actions, that control policies and public agents, studies, proposals, and urban planning projects, etc.;
- support for cultural facilities and events that help cities become more culturally attractive and fertile places.

### **Parque do Povo**

On the city front, one action worth highlighting is the maintenance of Parque do Povo, by an association of which the JK Iguatemi mall is a member. The purpose of the initiative is to defend and conserve historical and cultural heritage, preserve the environment, and integrate and socialize the people. Located in Vila Olímpia, the park has several spaces to receive both adults seeking to enjoy their leisure time and do



Parque do Povo in São Paulo



physical activity, as well as families with children, looking for a welcoming, safe space in the open, to play and have fun, in the capital of São Paulo.

### **Casa Higienópolis**

After nearly a decade of meticulous restoration and modernization, Casa Higienópolis, formerly known as Palacete Nhonhô Magalhães, opened to host events in June 2022.

Casa Higienópolis, which belongs to Pátio Higienópolis mall and is located in the complex which includes the mall itself and Paço das Artes (opened in January 2020), hosts cultural, corporate, and private events and activities in its historic and fully restored space, and brings back all the refinement and charm of the 19th-century mansions.

Its architecture was inspired by French palaces, incorporating different artistic and architectural movements, such as neoclassical, Moorish, Manueline, Art Deco, Art Nouveau, and Modernism.

Since 2020, Paço das Artes, a cultural institution dedicated to promoting and disseminating contemporary art, has been located at Casa Higienópolis. Since 2018, around 500 square meters have been assigned as part of an agreement between the Secretariat of Culture and Pátio Higienópolis mall. Paço's mission is to promote artistic production and offer exhibitions, educational programs, and events related to art and culture. The opening exhibition, **Limiares** (Thresholds), was created especially for the space by artist Regina Silveira.

**Our investment in improvements generated another playground, with an area of 200m<sup>2</sup> and eight new pieces of play equipment.**

*Pátio Higienópolis mall presents the city with the reopening of a house that is part of its heritage and which portrays an important path in the history of the neighborhood of Higienópolis and the city of São Paulo.*



*Casa Higienópolis in São Paulo*



## Art and Culture

Iguatemi S.A.'s mission is to surprise and delight people, providing unique, memorable, and conscious consumption and entertainment experiences.

It is a stage for many emotions, where its customers create new memories of special moments. We provide events and initiatives that add a great deal of knowledge, and art and culture are two important pillars of the Iguatemi Experience.

For more than 15 years, Iguatemi S.A. has supported and sponsored a variety of cultural projects, such as SP-Arte, an international art festival based in São Paulo that brings together galleries, artists, and collectors. Within the environment of the fair, Iguatemi S.A. provides an arena for rest, reflection, and coexistence integrated with the Parque do Ibirapuera park, thus bringing the perception of exceeding the frontier of physical space. The intimate lounge, designed

by José Marton, is not only multifunctional but brings the concept of an amphitheater, one of the architectural symbols of public space, which refers to bleachers, squares, parks, and, above all, urban mobility, where visitors can socialize and exchange experiences about art, culture, and design, in addition to taking breaks for reading. Also, following the brand's commitment to its ESG agenda, all materials used in the Arena are correctly disposed of at the end of the event.

Moreover, we have already donated more than 70 artworks to important institutions, such as Pinacoteca de São Paulo, and São Paulo Museum of Modern Art, among others.

We also sponsor the São Paulo Art Biennial, in addition to countless exhibitions at the Pinacoteca de São Paulo, Pivô, and Masp and seasons of international concerts by Cultura Artística, among other institutions.

*Lecture by Fernanda Feitosa at Arena Iguatemi, SP-Arte and exhibition by Adriana Varejão at Pinacoteca de São Paulo*





## Theater

Entertainment in our malls includes countless cinema screens and three theaters. Teatro Santander, located in the JK Iguatemi complex, in São Paulo, stands out for enchanting musicals and excellence in events.

*Santander Theater*



decades, the São Paulo Jewish Museum (MUJ) opened its doors intending to cultivate the various expressions, histories, memories, traditions, and values of Jewish culture, in dialogue with the Brazilian context, with the present and with the aspirations of its different audiences.

## Casa Zalszupin

Aiming at constant support for art and culture, in 2022 Iguatemi S.A. sponsored the exhibition *Orgânico Sintético: Zalszupin 100 anos*, which took place simultaneously at the Museu da Casa Brasileira, at Casa Zalszupin and also at an exhibition space at the Iguatemi São Paulo mall, celebrating the centenary of the birth of one of the biggest names in Brazilian design: Jorge Zalszupin.

## São Paulo Jewish Museum (MUJ)

As a way of contributing to art, Iguatemi S.A. was one of the sponsors in the construction of the São Paulo Jewish Museum, including the library named after Carlos Francisco Ribeiro Jereissati. The result of a civil society initiative nursed for almost two

## Donation program

A great promoter of art and culture, for many years Iguatemi S.A. has reinforced its role as a promoter by donating artworks to the Pinacoteca de São Paulo, intending to support and keep the museum's permanent collection up-to-date.

## CITIZENSHIP

In the citizenship pillar, our main aim is to mobilize customers and staff at the developments around social causes, promoting their awareness, contribution, and engagement. Below are our main projects.



*Blue Day at Iguatemi Esplanada*



### Blue Day: autism awareness campaign

Since 2016, Iguatemi S.A. has promoted an autism awareness campaign throughout the month of April. Instituted by the UN, April 2 is focused on encouraging debate around the topic and bringing discussions about the importance of

early diagnosis and treatment of the symptoms of people with autism spectrum disorder (ASD) to the social agenda. The developments take part in the Blue Day campaign in different ways: illuminating the malls' main facades, disseminating information throughout the content platform, through chats and lectures, and promoting customer awareness and engagement.

### Warm Clothing Campaign São Paulo Red Cross

Iguatemi S.A. has been supporting the Warm Clothing Campaign in partnership with the São Paulo Red Cross for over six years, by installing collection points to collect donations of clothing,

blankets, personal hygiene, and cleaning items. Intending to engage even more, the Festa Junina (June Festival) at Iguatemi São Paulo mall donates part of box office proceeds to purchase blankets. **In 2022 over 1,300 items were donated and there were over 470 kg of donations.** Find out more collection figures:



### Pink October, breast cancer awareness month, and Parked, Donated

In the international awareness month on the importance of prevention and early diagnosis of breast cancer, Iguatemi S.A. carries out a range of actions, intending to draw society's attention to the importance of the Pink October campaign.

The Company's malls have their facades lit up pink, in addition to flowers in the same shade in their landscaping, as a way of symbolizing and alerting people about the risks of late identification of the disease. Furthermore, the



malls carry out a social impact action, Parked, and Donated. For one day in the month of October, the net revenue from the parking lots of the participating developments is reverted to institutions dedicated to the cause. **Since 2012, Iguatemi S.A. has donated approximately BRL 2.3 million**, of which approximately BRL 1 million has gone to Américas Amigas, an institution that supports women in situations of social vulnerability by providing mammography exams.

*Pink October at Iguatemi São Paulo*



## **16 Days of Activism against Gender-Based Violence**

Since 2020, between November 21 and December 10, we have joined the UN Women international campaign of the 16 Days of Activism against Gender-Based Violence, which aims to raise awareness of the population about the seriousness of the issue of violence against women. During this period, we illuminated

the façade of one of our malls orange, giving visibility to this important cause. We also held livestreams for our literacy people on different types of violence and how we can act, how to identify abuse in girls' childhood and we had a workshop with our leaders given by the Instituto Maria da Penha on domestic violence.

## **Volunteer program**

In the first edition, in 2019, the Volunteer Program had 50 volunteer staff members, supporting two different institutions and causes: the São Paulo Red Cross and Instituto Âncora. Volunteers organized donations between teams at Iguatemi S.A. and spent the day dedicating themselves to the cause they chose to support.

In 2020, the action was digitalized and the volunteers turned to raising donations from

the Company's staff through a crowdfunding platform. The fundraising campaign aimed to raise **BRL 8,000 in donations**.

In 2021, face-to-face volunteer initiatives remained suspended, given the context of the pandemic, but the Company continued to raise funds throughout the year for the Red Cross: clothes, food and hygiene and cleaning items. In 2021, fundraising initiatives – both from staff and the general public – **totaled 1.5 tons**.



### COVID-19 pandemic

During the COVID-19 pandemic, Iguatemi donated **BRL 9.3 million** to support institutions and municipal governments and encouraged the **Together We Are Stronger** campaign to help society suffering the impacts of the Coronavirus. The main items donated were::



**40,000**  
rapid test kits

**Thousands of**  
necessities items

Basic baskets, supermarket vouchers, hygiene and cleaning items, water, and blankets



**200,000**  
face masks

Develop parking lots as **a site for COVID-19 testing and vaccination**



**16 tons of clothes, warm clothing, blankets, personal hygiene and cleaning items** to the São Paulo Red Cross

*“Society is more important than the individual.”*  
**Carlos Jereissati**, member of the Board of Iguatemi S.A.

### Artesol: Artesanato Solidário (Solidarity through Handicrafts)

Iguatemi S.A. supports the cause of **handicrafts as a cultural heritage**. Rede Artesol is a project that maps, systematizes, and publicizes agents in the handicraft production chain, promoting connections between them. Through a modern digital platform, the initiative strengthens handicrafts as a cultural heritage and fosters a business ecosystem to generate socioeconomic development.

The project’s actions cover the training of members of this Network; the creation, curation, and dissemination of qualified content on Brazilian handicrafts; linking the members to exchange knowledge, and maintaining an online learning space that promotes ongoing training and updating of the artisans.

Some actions to support Rede Artesol are:

**Artiz:** First store opened to sell and raise the visibility of the various types of “knowledge of traditional Brazilian handicrafts” in dialogue with design and popular art curators. The aim is to bring artisans supported by Rede Artesol closer to the consuming public, taking Brazil’s cultural



Handicrafts  
by Artesol





heritage out into Brazilians' homes through careful curation. Exclusive objects from different regions of Brazil are sold, in the techniques of carving, braiding, lace, embroidery, ceramics, and weaving, among others. This strategic space aims to re-signify the consumer's view of

Brazilian artisanal production, valuing its makers and strengthening fair trade practices.

**Sponsorship of charity dinners:** aiming to publicize handicrafts and raise funds for the continuity of the institution's projects.



Having the mission of creating new opportunities in the lives of socially vulnerable children and adolescents is not an easy task. However, having partner companies with social conscience, such as Iguatemi mall, to work with makes it possible to create new life stories and makes our journey more real and possible.

At Lar das Crianças, 480 children and young people in situations of social vulnerability develop their talents and skills with educational actions in plural and welcoming space, encouraging the

formation of citizens who are protagonists of their stories and with better life opportunities.

With each generous donation, whether of books, toys, or chocolates, the mall not only feeds the hunger for playing, knowing, being, and having but also creates affective memories that will be fuel for them to dream ever higher, knowing that there are companies and people who believe in their potential."

**Ana Paula Garcia**  
*Executive Officer of Lar das Crianças da CIP (Children's Home)*



Casa do Zezinho, since its foundation, has been a space for development opportunities for children and young people who live in situations of great social vulnerability. Our mission is to create conditions through education, art, and culture, so that children and young people, in situations of social vulnerability and low income, overcome their limitations - social and personal - and achieve

ve autonomy of thought and action to choose and follow their paths.

Thank you for donating 48 Mickeys to Casa do Zezinho. Collaborations like this make it possible to transform thousands of lives."

**Dagmar Rivieri**  
*Superintendent, Casa do Zezinho*





## Entertainment and wellbeing

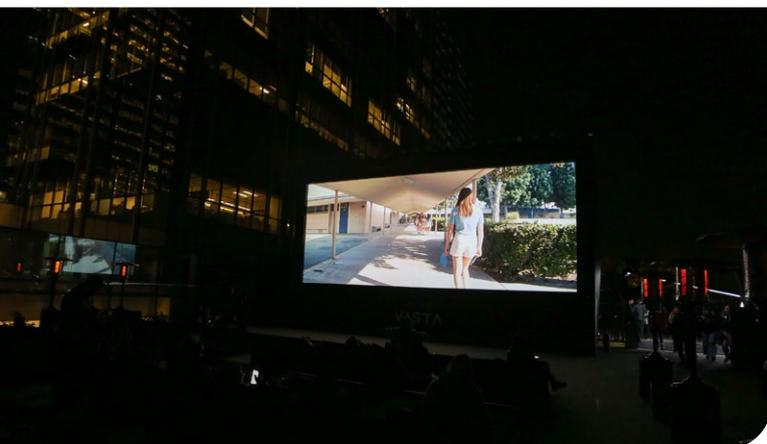
Entertainment and well-being are at the heart of Iguatemi S.A. as material topics, explicit in our mission and our values, with the ambition to bring an experience of excellence, with quality details and enchantment. Iguatemi S.A. proposes to be a space – physical, virtual, or relational – for meeting needs, expectations, and well-being.

Our vision of entertainment and wellbeing goes beyond the physical boundaries of our developments and is committed to bringing society ways to provide a better leisure experience. One way that we extend this look toward society is through **Iguatemi One**, Iguatemi's loyalty program,

capable of deepening the synergies of data mining, attracting and retaining customers, either in the mall environment or virtually. The program provides exclusive benefits to customers, offering tickets to cultural programs, such as theater and art exhibitions, and wellbeing programs such as the **Body&Soul** platform, which aims to promote self-awareness and meditation, as well as workshops and talks with specialists.

More than 700 art and culture tickets were redeemed for free in 2022 through Iguatemi One.

Moreover, we have the **Iguatemi Daily**, a digital platform on Instagram that provides Fashion, Lifestyle, Art and Culture, Social Responsibility, and Entertainment content, giving visibility to thousands of followers across the country, to the various projects, causes, partners, and brands.



*Christmas parade at Iguatemi São Paulo, Cine Vista at JK Iguatemi and Iguatemi Daily website*



# Innovation

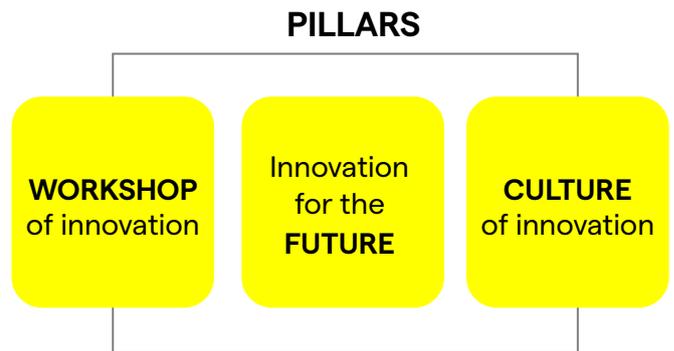
Much organizational behavior involves listening to what staff, store holders, consumers, and the surrounding community have to say, to help define the best strategies for different audiences – and translate them into values to be delivered. Innovation constitutes a material topic of Iguatemi S.A. as social wants and needs are changing at an ever-increasing speed – and this applies not only to customers but also to staff, who want to work in an organization that looks to the future and manages to bring innovative actions into the present.

Innovation is also the driving force behind our strategic projects for identifying problems and capturing business opportunities, for ESG practices and, within that, for solving socio-environmental problems. At Iguatemi S.A., our premise is that effective innovation must pass through sustainability criteria so that we can continue **to do things with an ever-increasing positive impact.**

## INNOVATIVE BEHAVIOR FOR US

For Iguatemi S.A., innovation is deliberately seeking to significantly improve everything that is done, whether for people, processes, structure, or services. To consolidate the framework of the culture of innovation, we have developed three pillars that support and sustain the development of the culture of innovation and upskilling from our

staff so that they develop new skills, with innovative, creative, curious, questioning behavior, open to ideas, capturing new values and generating new ways of acting.



Based on these pillars, we then monitor indicators and roll out good practices, to manage real and potential positive impacts, aligned with our strategic plan, using analysis of social trends, consumption, and knowledge about customers and their needs. We assess the impact of each project's indicators on the Company's targets (e.g.: financial targets, personnel target, ESG target). Thus, innovation projects are orchestrated in each business department, **building the future that is not only possible but desired.**

We develop our leaders so that they are engaged in increasingly open innovation, based on active learning and critical thinking to transform not only our personnel but the ecosystem, developing solutions in partnership with third parties, store holders, customers, and other interested parties.





To do this, we form teams for specific projects made up of staff with different qualities and skills, we provide innovative mindset training for our leaders and the academy with content

available to all, and we hold practice workshops in partnership with our stakeholders, ensuring that this promotion of learning develops as actions.

We thus impact various spheres of our business:

- **On people**, who are encouraged to think about innovation, often facilitating and making their work more motivating and still being recognized for it.
- **On the environment and in society**, by having these topics as an intrinsic concern in our programs. Specifically on social issues, projects such as "Hiring Refugees", "Hiring Developers 50+", and "Reskilling", among others, are the result of this work with innovation.
- **On business**, since the projects increase revenue and reduce costs and, consequently, impact society again with the possible creation of more job opportunities.

**One way of teaching and learning with our people is the fact that innovation is part of our competency model** and is defined as follows:

*"It is innovative if it is creative, brings alternatives to what exists today, seeks to see situations from new angles, is curious, and questions. It seeks to test and apply the new. It acts outside its comfort zone, showing versatility, it is open to ideas different from its own. It connects varied references. It shares its ideas and challenges the status quo. It monitors and applies new technologies to work."*

### **Keywords**

- Open
- Original
- Creative
- Versatile
- Technology use

To encourage exchanges and the practice of innovation associated with agile methodologies, our Iguatemi Academy offers an innovation track taught by officers of Iguatemi S.A., addressing Innovation Mindset, agile methodologies, and Design Thinking. **On this track, we trained 1,375 people in 2022.**





## INNOVATION AWARD

Recognizing the innovative behavior of our people, each year we hold the **Innovation Award**, which underwent an evolution in 2022 making its criteria even more adherent to the concept of **generating a positive impact**.

In 2022, **76 projects were registered from the**

**most diverse departments**, 67 were eligible according to the criteria, 53 were selected by the executive board team and 20 projects + 2 honorable mentions were presented to the executive committee. Of the 20 finalist projects, 55% were about process improvement and 45% were about impact in one or more dimensions.

Participating in the **2021 Innovation Awards** was an excellent experience!

Undoubtedly, we are a company with many values that lead us to constantly seek improvement, especially the determination to achieve results. Seeing the importance of this program within the company is something that motivates us to seek the best every day.

In our project, we identified gaps in the operation, which led us to develop an innovative system to manage routines and processes. We align targets and control results to seek improvements. We

communicate the background and purpose of the project to everyone involved and show the importance of constantly innovating.

We were among the finalists, learned about a range of initiatives from different departments, demonstrating the complexity of our business and the commitment to seeking innovations and I presented the project before a select committee, which was a memorable and enriching experience in my history within of the Company."

**Kennedy Cochoni**

*In charge of security - SCIRP,  
4<sup>th</sup> place in the 2021 award*





Facade of JK Iguatemi

# Axis 3

## Ethical, fair and sustainable value chain



ETHICAL BEHAVIOR >

SUPPLY CHAIN MANAGEMENT >

SUSTAINABLE INVESTMENT >

*An ethical, fair, and sustainable value chain is concerned with the social and environmental impacts of its operations, from production to the final delivery of the product or service. Therefore, for us, it is essential to maintain ethical behavior, both concerning our staff and customers, as well as concerning suppliers and the community in which we operate.*





Our supply chain management is guided by transparency and respect for human rights, eliminating practices such as child and slave labor. Finally, to ensure our success and that of our stakeholders, we invest in sustainable practices, seeking to reduce our environmental impact and contribute to the preservation of the planet.

Sustainable investment is a way of ensuring the

## Ethical behavior

We adopt increasingly conscious and responsible attitudes, aiming at profits, but without harming the development of other economic agents and contributing positively to society and stakeholders. Ethical behavior is critical to maintaining a companies' social license to operate. Iguatemi S.A., including its internal committees and shareholders, commits to such behavior, believing that this commitment is the only way to establish healthy relationships with the ecosystem.

Important for sustainability and in line with current legislation, Iguatemi S.A. has always been committed to integrity and transparency, having established important policies such as the Anti-Corruption Policy, in addition to observing compliance rules, correctly paying taxes and developing an organizational culture that adheres to the values preached. Important points are discussed

continuity of these practices and demonstrating our commitment to ethics and sustainability.

In 2022, we participated for the first time in a self-assessment and declaration of our adherence to the UN guiding principles on companies and human rights using a Human Rights Thermometer (Proactive Results), and an action plan was established and is being implemented and monitored by the Sustainability Commission.

and dealt with by the Ethics Committee, which includes the participation of shareholders.

For reporting ethical violations, we have a confidential and impartial secure channel, accessible internally and externally, known as the **Ethics Line**. 

The structure is as follows:

- management of the Ethics Channel (reports, progress, KPIs, actions etc.);
- production of the Final Report;
- reporting to the Ethics Committee and Corrective/Legal Actions.

The purpose of investigating complaints is to detect, manage cases, investigate, and deal with complaints involving all forms of fraud and corruption, as well as situations that do not comply



with the Code of Ethical Conduct. It consists of eight activities in three distinct phases, namely:

1. Detection: surveying and pre-treatment;
2. Case management: receiving, classifying, and directing;
3. Calculation and treatment: assessment, treatment, and conclusion.

We have a plan to measure the organization's adherence to the main Compliance Laws and good practices. In this plan, we measure our strengths and opportunities for improvement.

We have a Policy of Guidelines for Investigating Complaints that contains the processes and mechanisms related to investigating complaints and sets forth the preparation of responses to reports or queries based on the findings and considering the ethical principles established in the Iguatemi Group Code of Ethical Conduct, being approved by the Ethics Committee before being communicated to those involved and/or interested parties.

It is important to point out that in the period of this report (2022) there were no cases of non-compliance with laws and regulations, no fines for cases of non-compliance with laws and regulations, and no significant cases of non-compliance. This is an improvement on the last 5 years of the **Ethics Channel**. We went from four to zero reports of fraud or paying or soliciting bribes.

More serious cases such as corruption and bribery that could affect our image and reputation with third parties have reduced over time.

*Improvements implemented and Compliance training demonstrate the effectiveness of preventive action.*

The reports brought to our Ethics Channel, as well as the feedback from departments following Integrity Week and other training sessions, have been important tools for us to implement improvements in our **Compliance Program** and reinforce the dissemination of a strong culture of integrity.



*Detail of the facade of Iguatemi Praia de Belas*



## Supply chain management

In addition to developing a healthy and sustainable relationship with customers, shareholders, and partners, our business is also based on taking care of the relationship with our suppliers. For the supply chain to fulfill its role in the operational flow of the business, it must be properly structured and optimized.

It is in this context that supply chain management planning and processes gain prominence. Management includes, in addition to the exchange of materials per se, sharing strategic information, adopting joint compliance policies and constant efforts to increase the maturity of processes, as well as developing a critical eye on issues involving the environment and the social aspect.

*Genivaldo Pereira da Silva, landscaping*



We currently have around 13,000 suppliers of services and materials. This volume reflects our concern with supply chain management and the importance of this material topic.

The main types of services contracted refer to labor for development cleaning and maintenance and asset security. Concerning material suppliers, the main purchases are materials used in the malls' operations.

We currently have suppliers throughout Brazil and in 2022 we began specific work in the southern region, with a regional buyer, to develop processes with local suppliers.

The relationship with our main service suppliers remains closer due to their complexity and relevance to the operations of Iguatemi S.A., and we guarantee that all of them have an active service agreement.

Our operations team holds regular work meetings to maintain the balance of relationships, identify opportunities for improving processes, and ensure we are offering the best possible experience to our staff, third parties, suppliers, customers, and society.

In June 2022, after carrying out market benchmarking, we sought to reduce our impact by developing sustainable boxes for transporting products purchased at Iguatemi 365. The new boxes use 27% lower inputs, including reduced





plastics (-4 tons), paper, adhesives, changing to biodegradable volume fillers, and packaging that is now 100% recyclable.

Committed to decent work for our third-party staff, we audit labor documentation monthly, carried out by a third-party company (Bernhoeft), in all security and cleaning service contracts (categories that contain the highest volume of people allocated in our developments). In addition, all undergo due diligence analysis to ensure the suitability of the companies. This audit assures us that all third-party staff labor rights are complied with in an exemplary manner (wages paid on time, vacation, 13th salary, and working hours as established in the collective agreement of each union).

Considering the relationship with material suppliers, we seek to maintain a mix between traditional companies in the market and companies that have been created through new regional entrepreneurs, as is the case of the company Kimie Plantas, which was founded

by a female entrepreneur from Holambra and increased its market in 2022.

The purchasing team holds regular meetings with these suppliers to identify opportunities for process improvements, and conscious cost reduction, and, in 2023, this agenda will include a discussion of opportunities for sustainable actions regarding packaging, disposal of waste and materials with low ecological impact, and social inclusion.

We still do not have a formal sustainable purchasing policy, but some socio-environmental requirements are evaluated in our processes, such as:

- the way companies manage and dispose of their waste;
- how concerned companies are with social development in the regions in which they operate;
- how companies employ women on the operational front lines and in leadership roles.

Our relationship with Iguatemi, which began in 2018, is marked by trust, partnership and mutual respect. We have a very constructive and transparent partnership with both the mall operations teams and the corporate team. Iguatemi has provided fair support for our activities, which often generate questions on the part of the auditees.

We have always sought to provide excellent service in line with the philosophy of Iguatemi,

which has a technical and collaborative team. As a result, we improved our Customer Portal, adjusted the Dashboard indicators to facilitate Anvisa Risk Management throughout the operation, and improved our Back office for store holder service. The communication channel with Iguatemi is very agile and easy, which facilitates exchanging information and resolving any problems.

We provide a range of training on the topic to our customers, and our audits are educational

(...)





and aim to pass on knowledge to promote and preserve consumer health. Ensuring the sanitary quality of food operations, beautification, and development has a positive impact on the population's health and social well-being. In the environmental pillar, we check the disposal of oil, separation, and proper disposal of waste, and we provide a range of training courses to store holders on environmental preservation and adjusting operations to meet legal requirements. Our team constantly updates their knowledge so we can disseminate knowledge and good sustainability practices among our customers.

Iguatemi ensures ethical business practices, which guarantees a cordial and ethical business relationship. Iguatemi also contributes to the sustainability of our business. Commitment to social well-being and sustainable practices helps us maintain a highly technical team and encourages innovation and continuous improvement. A long-term partnership allows us to work long-term to ensure our future full of good results and aligned with good practices.”

**Fabiana Luppi Ballalai**

*Tailler*

## Sustainable investment

Sustainable investment means investing in initiatives focused on sustainable solutions and the ESG agenda. Iguatemi S.A.'s investment choices undergo sustainable analyses, recognizing its role as a company that also seeks to solve the world's greatest challenges, thus being better positioned to grow and develop.

Iguatemi S.A. believes in the power of sustainable investment to generate long-term growth and positive impact, aiming to achieve a prosperous future for all and the continuity of the business.

Thus, since its IPO, the Company has been dedicated to developing a platform to implement profitable, resilient, and sustainable growth. It is interesting to know that our shareholders, who

are mostly investment fund managers, sit on the Board of Directors and can take into account environmental and social criteria when approving large investments.



*Facade of Iguatemi São José do Rio Preto*



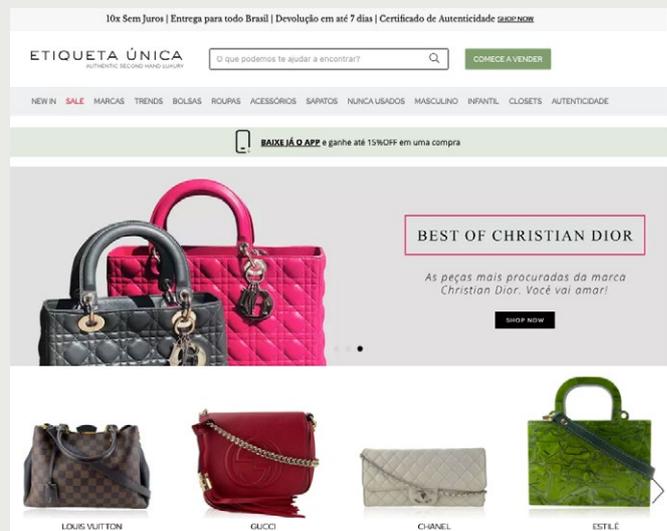
In addition, we have a dedicated department for contact and events with market participants, where the Company's financial results can be communicated and strategy transmitted to investors. Our shareholders can access our main results and actions [here](#).

*We have been listed on B3 since February 2007 (sic). We hold B3's Carbon Efficient Index (ICO2) certification, demonstrating companies' commitment to the transparency of their emissions and anticipating the vision of how they are preparing for a low-carbon economy.*

For 2023, our goal concerning sustainable investment is to develop a specific policy so that our investments are increasingly in line with global demands for sustainability.

Committed to sustainable investment, the Company acquired part of Etiqueta Única, a platform selling used luxury items, which encourages the reuse of products and reduces waste. Founded in 2013, **Etiqueta Única** has more than 600 Brazilian and international brands, in addition to 65,000 authenticated products, and has an average growth of 40% per year.

With the acquisition, Iguatemi S.A. has increased its investment in a rapidly expanding niche that seeks to promote more conscious consumption: the sale of used goods has grown four times faster than the regular luxury market.



# SASB Summary

Topic	Accounting metrics	Category	Unit of measurement	Código	Answers
	Coverage of energy consumption data as a percentage of usable area, by subsector of the property	Quantitative	Percentage (%) per useful area	IF-RE-130a.1	Energy consumption % by area in 2022: <ul style="list-style-type: none"> <li>• Air conditioning systems - 12%</li> <li>• Common areas - 34%</li> <li>• Lessees and private areas - 54%</li> </ul>
	<ul style="list-style-type: none"> <li>• Total energy consumed per portfolio area with data coverage</li> <li>• Electricity percentage grid and (sic)</li> <li>• Renewable percentage, by real estate subsector</li> </ul>	Quantitative	Gigajoules (GJ), percentage (%)	IF-RE-130a.2	GJ energy consumption by area in 2022: <ul style="list-style-type: none"> <li>• Air conditioning systems - 12%</li> <li>• Common areas - 34%</li> <li>• Lessees and private areas - 54%</li> </ul>
	Percent change in energy consumption for the portfolio area with data coverage, by real estate subsector	Quantitative	Percentage (%)	IF-RE-130a.3	GJ energy consumption by area in 2022: <ul style="list-style-type: none"> <li>• Air conditioning systems - 90,488GJ - 100% electricity - 99% renewable</li> <li>• Common areas - 251,847GJ - 100% Electricity - 99% Renewable</li> <li>• Lessees and private areas - 407,111GJ - 100% Electricity - 99% REnewable</li> </ul>
	Percentage of eligible portfolio that 1. is Energy Rated and 2. is ENERGY STAR certified by real estate subsector	Quantitative	Percentage (%) per useful area	IF-RE-130a.4	n/a
	Description of how building energy management considerations are integrated into real estate investment analysis and operational strategy	Discussion and analysis	n/a	IF-RE-130a.5	n/a





Topic	Accounting metrics	Category	Unit of measurement	Code	Answers
REAL ESTATE - Energy management	Water abstraction data coverage as a percentage of 1. total floor area and 2. floor area in regions with high or extremely high baseline water stress, by property subsector	Quantitative	Percentage (%) per useful area	IF-RE-140a.1	Water consumption % by area in 2022: <ul style="list-style-type: none"> <li>• Air conditioning systems - 20%</li> <li>• Common areas - 30%</li> <li>• Lessees and private areas - 50%</li> </ul>
	1. Total water abstracted by portfolio area with data coverage 2. Percentage in regions with High or Extremely Baseline Water Stress High, by property subsector	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	IF-RE-140a.2	Water consumption in ML by area in 2022: <ul style="list-style-type: none"> <li>• Air Conditioning Systems - 304ML - 62% Abstracted in areas considered to have a high level of water stress</li> <li>• Common Areas - 460ML - 65% Abstracted in areas considered to have a high level of water stress</li> <li>• Lessees and private areas - 778ML - 62% Abstracted in areas considered to have a high level of water stress</li> </ul>
	Comparable percentage change in water abstraction for the portfolio area with data coverage, by property subsector	Quantitative	Percentage (%)	IF-RE-140a.3	n/a
	Description of water management risks and discussion of strategies and practices to mitigate these risks	Discussion and Analysis	n/a	IF-RE-140a.4	n/a
REAL ESTATE - Lessee Sustainability Impact Management	1. Percentage of new leases that contain a cost recovery clause for capital improvements related to resource efficiency 2. Associated leased floor area, by property subsector	Quantitative	Percentage (%) per floor area, square feet (ft <sup>2</sup> )	IF-RE-410a.1	0%





Topic	Accounting metrics	Category	Unit of measurement	Code	Answers
REAL ESTATE - Lessee Sustainability Impact Management	Percentage of tenants who are separately metered or sub-metered for 1. grid electricity consumption and 2. water abstracted, by property subsector	Quantitative	Percentage (%) per useful area	IF-RE-410a.2	100% of store holders measure water and energy consumption
	Discussion of approach to measuring, incentivizing, and improving tenant sustainability impacts	Discussion and Analysis	n/a	IF-RE-410a.3	We encourage sustainable practices from tenants based on training, and developing partnerships. We have not yet measured the improvements resulting from these actions
REAL ESTATE - SASB Adaptation to Climate Change	Area of properties located in 100-year flood zones, by property subsector	Quantitative	Square feet (ft <sup>2</sup> )	IF-RE-450a.1	Company developments are not located in 100-year flood zones
	Description of climate change risk exposure analysis, degree of exposure portfolio systematics and strategies to mitigate risks	Discussion and Analysis	n/a	IF-RE-450a.2	n/a
REAL ESTATE - Activity metrics	Number of assets, by real estate subsector <sup>2</sup>	Quantitative	Número	IF-RE-000.A	16
	Leasable usable area, by property subsector	Quantitative	Square feet (ft <sup>2</sup> )	IF-RE-000.B	708,945m <sup>2</sup> (7,631,020ft <sup>2</sup> )
	Percentage of assets managed indirectly, by real estate subsector <sup>4</sup>	Quantitative	Percentage (%) per useful area	IF-RE-000.C	0%
	Average occupancy rate, by real estate subsector	Quantitative	Percentage (%)	IF-RE-000.D	93.20%
E-COMMERCE - Hardware infrastructure, energy, and water management	1. Total energy consumed 2. Percentage of electricity from the grid 3. Percentage renewable	Quantitative	Gigajoules (GJ), percentage (%)	CG-EC-130a.1	Energy consumption in 2022: 8.6324 Gigajoules. 100% renewable energy



Topic	Accounting metrics	Category	Unit of measurement	Code	Answers
E-COMMERCE - Hardware infrastructure, energy, and water management	1. Total water abstracted 2. Total water consumed, percentage of each in regions with high or extremely high baseline water stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), percentage (%)	CG-EC-130a.2	Not measured
	Discussion on the integration of environmental considerations in strategic planning for data center needs	Discussion and analysis	n/a	CG-EC-130a.3	All data storage in SP due to the Brazil's LGPD data protection legislation. We use cloud servers from Google (GCP) and Amazon (AWS) to support our technology operation
E-COMMERCE - Data privacy and advertising patterns	Number of users whose information is used for secondary purposes	Quantitative	Number	CG-EC-220a.1	79.573 (número de e-mails que recebem comunicações do I365 sobre: campanhas, promoções, novidades...)
	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and analysis	n/a	CG-EC-220a.2	<a href="https://www.iguatemi365.com/politica-de-privacidade">https://www.iguatemi365.com/politica-de-privacidade</a>
E-COMMERCE - Data security	Description of approach to identify and address data security risks	Discussion and analysis	n/a	CG-EC-230a.1	Monitoring tools (New Relic and security scorecard) to monitor and identify risks. There is also a monthly agenda with the IESC IT security team to address data security practices and KPIs.
	1. Number of data breaches 2. percentage involving personally identifiable information (PII) 3. number of affected users <sup>2</sup>	Quantitative	Number, Percentage (%)	CG-EC-230a.2	0
E-COMMERCE - Employee recruitment, onboarding, and performance	Employee engagement as a percentage <sup>3</sup>	Quantitative	Percentage (%)	CG-EC-330a.1	82, based on the Great Place to Work methodology





Topic	Accounting metrics	Category	Unit of measurement	Code	Answers
E-COMMERCE - Employee recruitment, onboarding, and performance	1. Voluntary and involuntary turnover 2. Rate for all employees	Quantitative	Rate	CG-EC-330a.2	1. Voluntary turnover rate: 3.81% 2. Involuntary turnover rate: 7.62%
	Percentage of gender and racial/ethnic group representation for 1. management, 2. technical staff, and 3. all other employees	Quantitative	Percentage (%)	CG-EC-330a.3	1. White: 100% 2. Asian-Brazilian: 1.35%   White: 67.57%   Black: 4.05%   Mixed race: 27.03% 3. Asian-Brazilian: 3.57%   White: 39.29%   Black: 10.71%   Mixed race: 46.43%
	Percentage of technical employees holding an H1B visa	Quantitative	Percentage (%)	CG-EC-330a.4	Not applicable
E-COMMERCE - Product packaging and distribution	Total greenhouse gas (GHG) footprint of product shipments	Quantitative	Toneladas métricas (t) CO -e	CG-EC-410a.1	Not measured
	Discussion of strategies to reduce the environmental impact of product delivery	Discussion and Analysis	n/a	CG-EC-410a.2	Use of recyclable material in all packaging
E-COMMERCE - Activity metrics	Entity-defined measure of user activity	Quantitative	Number	CG-EC-000.A	Not measured
	Data processing capacity, percentage outsourced <sup>6</sup>	Quantitative	See note	CG-EC-000.B	Not measured
	Number of remittances	Quantitative	Number	CG-EC-000.C	43,294 (number of orders placed in 2022 where transport was used, i.e., does not consider orders delivered at the pickup point or products delivered by hand at Popup)
MULTILINE RETAILERS AND DISTRIBUTORS - Energy Management in Retail and Distribution	1. Total energy consumed 2. percentage of electricity from the grid 3. Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	CG-MR-130a.1	1. Total energy consumed: 1,684 gigajoules 2. percentage of electricity from the grid: 100% 3. renewable percentage: 92.28%





Topic	Accounting metrics	Category	Unit of measurement	Code	Answers
<p>MULTILINE RETAILERS AND DISTRIBUTORS - Data security</p>	<p>Description of approach to identify and address data security risks</p>	<p>Discussion and Analysis</p>	<p>n/a</p>	<p>CG-MR-230a.1</p>	<ol style="list-style-type: none"> <li>1. Privacy Office, composed of the Legal and Information Security departments.</li> <li>2. Privacy Champions allocated in each department to disseminate knowledge on the topic and ensure the correct processing of data in their respective department.</li> <li>3. Weekly committee between Legal dept and Security of Information to align actions.</li> <li>4. Monthly committee between privacy office and privacy champions.</li> <li>5. Regarding security layers, we have some that support the general context of risks in information security that can trigger a possible leak of information, but tools that are aimed at detecting transactions of PII (Personally Identifiable Information) information, for example, we have the DLP (Data Loss Prevention), we have 2 solutions that work by generating metrics reported at the weekly committee between the legal dept and information security for taking action, if necessary.</li> </ol>
<p>MULTILINE RETAILERS AND DISTRIBUTORS - Data security</p>	<ol style="list-style-type: none"> <li>1. Number of data breaches,</li> <li>2. Percentage involving personally identifiable information (PII),</li> <li>3. Number of affected customers</li> </ol>	<p>Quantitative</p>	<p>Number, Percentage (%)</p>	<p>CG-MR-230a.2</p>	<ol style="list-style-type: none"> <li>1. Number of data breaches: 0</li> <li>2. Percentage involving personally identifiable information (PII): 0</li> <li>3. Number of affected customers: 0</li> </ol>

Topic	Accounting metrics	Category	Unit of measurement	Code	Answers
MULTILINE RETAILERS AND DISTRIBUTORS - Labor Practices	1. Average hourly wage and 2. Percentage of store employees earning minimum wage, by region	Quantitative	Currency used in the report, Percentage (%)	CG-MR-310a.1	1. Average hourly wage: BRL 24.46 2. Percentage of employees earning minimum wage: 0.04%
	1. Voluntary and 2. Involuntary turnover rate for store employees	Quantitative	Rate	CG-MR-310a.2	1. Voluntary turnover rate: 1.98% 2. Involuntary turnover rate: 2.02%
	Total amount of monetary losses resulting from lawsuits associated with violations of labor legislation	Quantitative	Currency used in the report	CG-MR-310a.3	0
MULTILINE RETAILERS AND DISTRIBUTORS - Workforce diversity and inclusion	Percentage of gender and racial/ethnic group representation for 1. management and 2. all other employees	Quantitative	Percentage (%)	CG-MR-330a.1	1. Amarela: 5,17%   Branca: 85,06%   Negra: 2,30%   Parda: 7,47% 2. Amarela: 2%   Branca: 53%   Negra: 10%   Parda: 34%
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	Currency used in the report	CG-MR-330a.2	0
MULTILINE RETAILERS AND DISTRIBUTORS - Product sourcing, packaging, and marketing	Revenue from third-party certified products for environmental and/or social sustainability standards	Quantitative	Currency used in the report	CG-MR-410a.1	n/a
	Discussion of processes for assessing and managing risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	CG-MR-410a.2	n/a
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	n/a	CG-MR-410a.3	n/a
MULTILINE RETAILERS AND DISTRIBUTORS - Activity metrics	Number of: 1. retail locations and 2. distribution centers	Quantitative	Number	CG-MR-000.A	1. retail locations: 12 2. distribution centers: 0
	Total area of: 1. retail space and 2. distribution centers	Quantitative	Square meters (m <sup>2</sup> )	CG-MR-000.B	1. retail space: 1089,54m <sup>2</sup> 2. distribution centers: 0m <sup>2</sup>

Vivian Broge, HR and ESG director at Iguatemi S.A.

# Closing message

*"Do your little bit of good where you are; it's those little bits of good put together that overwhelm the world."\**

**Desmond Tutu**



We are happy to see our first sustainability report ready and reflecting our commitment and ambition to generate a positive impact, ensuring that we can meet, if not all, a good part of the needs of our stakeholders, making our country a better place for everyone because Iguatemi exists.

Taking care of all stakeholders is the right, humane, and dignified thing to do, because it makes this business solid and sustainable over time, evolving with habits and culture, but, above all, enthusing our people and our ecosystem to act as conscious leaders who are concerned with serving with excellence, a humane perspective and using innovation as a way to create value and increase our sense of purpose and achievement.

This report also aimed to make tangible the significant and conscientious work we seek to do here at Iguatemi S.A. every day, seeking to inspire and raise our standards and operation to guarantee human rights and decent work in our value chain, the best anti-corruption practices, and environmentally friendly operations.

Thanks to the ESG Squad, the sustainability committee, our COMEX, and the People, Culture, and ESG Committee, who dedicated themselves to creating our materiality matrix, SDG assessment, and our medium and long-term journey, including this report.

May we always keep our hearts, minds, and hands open and ready to learn from each other and exchange with our ecosystem because there is no competition when it comes to sustainability in all its nuances and dimensions.

**To surprise and delight, providing unique, memorable, and conscious consumption and entertainment experiences, is our mission.**

**Vivian Broge**  
HR and ESG Officer





# Team

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