

2023



Certified



This company meets high standards of social and environmental impact.

Corporation

Sustainability Report

synergia
SOCIOAMBIENTAL

MEMBER OF





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The publication
of the
1st Sustainability
Report is a
milestone for
us at Synergia.

THIS REPORT WAS APPROVED BY THE
SYNERGIA EXECUTIVE COMMITTEE.

Communications regarding this content
may be forwarded to

sustentabilidade@synergiaconsultoria.com.br



It is the result of a journey of building
and implementing strategies and
actions that reflect our commitment to
**addressing social, environmental
and governance (ESG) impacts and
sustainable development -**

**more than mitigating or
offsetting impacts, we
aim to create shared value
based on continuous and
transparent relationships
with our stakeholders.**

**Such matters are, beyond
strategies and commitments, the
reason for our existence.**

In this context, as a consulting firm, we
follow the principles and implement the
policies and actions that we recommend
and offer to our clients. In other words,
it is important that the company has
processes and actions that incorporate
the perspectives and strategies that we
foster together with the institutions that
we support in building solutions to socio-
environmental challenges.

reason to
exist

To complete it, a long journey was taken, requiring the engagement of different areas to provide data, interviews with leaders and indirect involvement of

+ **500**

EMPLOYEES
that make up Synergia, as well as different stakeholders.



In recent years, we have invested in the development of processes and actions related to **good Environmental Social and Governance (ESG) practices**, we **have become a B Corporation and seek alignment with the pillars and principles of the UN Global Compact, of which we are signatories.**

The publication of the 1st Sustainability Report is an opportunity to reflect on what has been achieved, a moment to stop, contemplate what has been done and correct the necessary routes for the future.

This document is a **non-financial information report** of Synergia - Consultoria Urbana e Social Ltda, as defined by Global Reporting Initiative (GRI), **presenting the results of the actions within the scope of the ESG strategies implemented by the company in the period from January 1 to December 31, 2023.** Such information is categorized into four major topics:



We are Synergia Socioambiental

presentation of our historical trajectory, figures from our operations and contextualization of our materiality study;



People

including information on diversity and inclusion, employability and workability;



Stakeholders, Communities and Territories

approach to relationships with our stakeholders, socio-environmental actions, and performance in communities and territories;



Governance

presentation of the organization and internal processes aimed at generating business engagement to fulfill integrity and sustainability commitments.



Cultural Transformations and Socio-Environmental Commitments

Synergia was credited 19 years ago in a context of increased demand for positioning and meeting socio-environmental responsibility requirements, guaranteeing rights and sustainable development for companies, governments and third sector institutions. At that time, demands for socio-environmental counterparts were being consolidated, thus requiring a technical approach and specific knowledge.

Synergia was created from an operation perspective where Intelligence and Data Usage are incorporated into practical experience and contribute to ethical commitment and social transformation. Since our inception to the present day, we have witnessed a major change in business and government culture regarding socio-environmental issues, marked by growing awareness and action at a global level.

National and international policies, such as the Kyoto Protocol and the Paris Agreement, the Conference of the Parties (COP), the UN Global Compact and many other milestones have highlighted the urgency of addressing climate change and fostering environmental sustainability. Said milestones set ambitious targets and created a regulatory framework that requires a robust and continuous response from companies and organizations, as well as directly influencing national and regional sustainability agendas.

The rise of the ESG (Environmental, Social and Governance) concept was also a crucial point in this transformation, fostering a business culture based on corporate responsibility and a positive contribution to global sustainable development. This integrated approach redefines the role of companies in society, encouraging transparent, ethical and sustainable practices in all their activities.

For Synergia, these changes represented both significant challenges and opportunities. We have always managed to offer innovative solutions, fostering true transformations towards more sustainable and inclusive practices, far beyond compliance with regulations. We are recognized as a consulting firm dedicated to tackling the most diverse socio-environmental challenges and with the capacity to offer multiple solutions. Seeking ways to create, propose solutions and innovate in each project we undertake ensuring effective results, is part of Synergia's DNA.

Throughout our journey, we have accumulated experience working in urban or rural territories, in degraded or protected areas, fostering sustainable local development, considering the vulnerabilities, potentialities and singularities of each community.

We are currently living in a unique moment in history, marked by the climate crisis and social tensions, driven by new dynamics and communication technologies. In said dynamic context, our consultancy remains committed to leading by example, offering specialized services that help our clients navigating and thriving in this new socio-environmental paradigm. We are focused on developing customized, sustainable and economically feasible solutions that not only meet current expectations but also anticipate and proactively respond to future challenges related to global sustainability.

In this sense, we have reoriented Synergia's organizational structure in recent years to strengthen corporate socio-environmental action, including support for existing projects in the territories where we operate - part of our commitment to local development, but which also includes the implementation of original projects, constituting socio-environmental innovation laboratories that work on diverse topics, such as the implementation of Agroforestry Systems, reforestation and recovery of degraded areas, with a focus on social safeguards and the promotion of sustainable production chains.

Our Medium Xingu Project (RMX) is a highlight, which can be known through the documentary "The Invisible Forest - Stories from The Amazon," released in September 2023, based on a partnership with Dot Films and support from ICMBio. We are signatories of the UN Global Compact - committed to Diversity and Inclusion, certified by Sistema B and participate in the Amazon Concertation Initiative in addition to other forums related to Amazon issues.

In the year 2023, we harvested the seeds Synergia planted in this long journey, with significant growth and consolidation of our performance and commitment to ESG requirements - a topic that is transversal to all Synergia employees. Our first sustainability report is the result of this commitment and process.

We know that the future holds many new challenges for us. We will continue as a company formed by people truly committed to social transformation. It is the people - employees, partners and clients - who have made our history, make our present and will make our future possible.

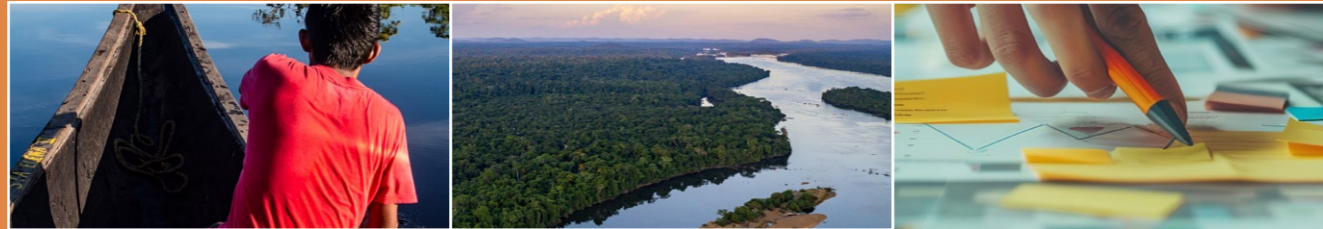
With integrity, innovation and commitment as the pillars of our actions, we are prepared to face emerging problems and contribute positively to a more sustainable and equitable future.

"We have always managed to offer innovative solutions, fostering true transformations towards more sustainable and inclusive practices"

Maria Lins Albuquerque
Founder and CEO



We are Synergia Socioambiental



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History

We were born in 2005, based on the desire of Maria Lins Albuquerque, founder and CEO, to create a company that combined **hands-on experience in responding to socio-environmental challenges with a scientific approach, seeking to build solutions based on intelligence and data analysis and methodological contributions**, contemplating a continuous process of improving methodologies and knowledge management. Aiming to **foster the social and environmental transformation of communities and organizations and the development of territories**, we base our values on ethics, respect and empathy, in our relationships with clients, suppliers, communities and employees.

The effectiveness of our way of operating prioritizes proximity to clients and territories and maintains a customized performance consistent with the challenges of the different realities of institutions, and resulted in a growing search and demand for our services, consequently, in our continuous growth over the years... **This progress happened at a time when socio-environmental policies were being consolidated in Brazil and around the world, which gave rise to the need for social counterparts in large infrastructure projects and the implementation of new projects** – requirements of financing bodies, in addition to the requirements of environmental licensing legislation and regulations.

For this growth to occur in a sustainable manner, there was ongoing investment in people and internal processes, such as financial and human resources management, qualification of technical staff, obtaining certifications etc.

Said transformations are related to important milestones in our journey.

Since 2012, we have been part of the multinational Third Party Financing (TPF) group, which comprises the shareholders of our company and operates through **50 branches in over 70 countries**, which guarantees the ability to articulate to meet international demands.

In 2014, understanding and considering the market demand, we developed our own research and registration system, called, **Sistema de Inteligência Socioambiental” (Socio-environmental Intelligence, in a free translation) – or only SIS Pesquisa**, which enables the automation of data collection, analysis and consistency processes, allowing quantitative and/or qualitative information to be indexed spatially and temporally – thus enabling historical vision through timelines and temporal comparability of the context of each territory.

Since then, **through the tool, we collected data from over 140 thousand people in 477 municipalities in 18 Brazilian states**. The tens of thousands of searches performed covered the most diverse topics, meeting and adapting to the requirements of Law 13709/2018 – General Data Protection Law (LGPD).

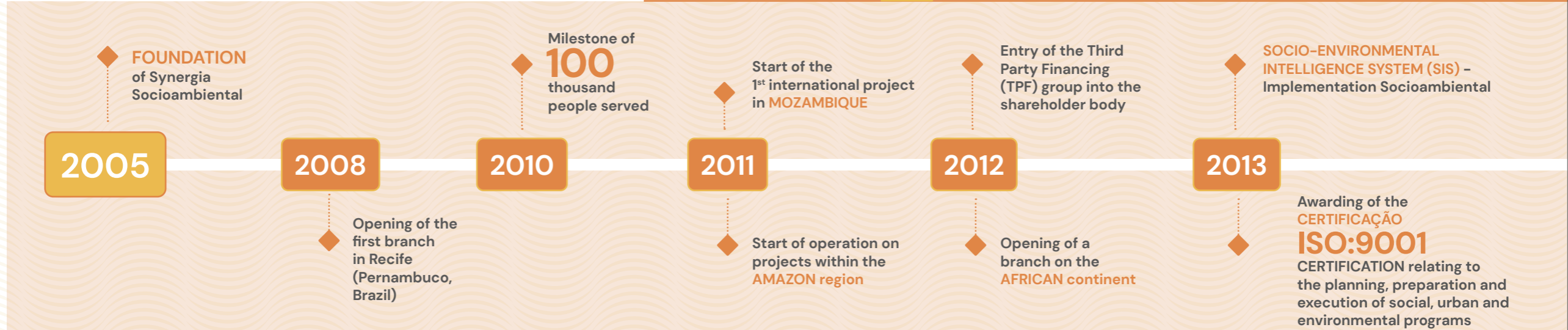
Since 2020, we have focused specifically on structuring **sustainability and ESG strategies, including our own initiatives, which lead to adjustments to our organizational structure** – currently made up of one president and 10 executive directors, which are responsible for processes and projects at the head office, branches and local offices.



We are recognized for innovating and bringing results to any socio-environmental challenge presented by our clients, covering solutions in the following areas of activity:

KNOWLEDGE MANAGEMENT		<ul style="list-style-type: none"> diagnostics, studies, research; project planning, management and monitoring;
SOCIAL DEVELOPMENT		<ul style="list-style-type: none"> working with local communities to leverage growth and social transformation through projects involving affordable housing, education, dialogue with communities, income generation, strengthening of traditional and indigenous communities, among others that interface with social groups;
TERRITORIAL RELATIONS		<ul style="list-style-type: none"> covering participatory construction of territorial development projects based on cultural, geographic and productive contexts;
CRISIS MANAGEMENT AND PREVENTION		<ul style="list-style-type: none"> mediation of social conflicts; planning, structuring and implementing contingency plans for critical situations; climate adaptation and emergency social assistance projects.

Our history



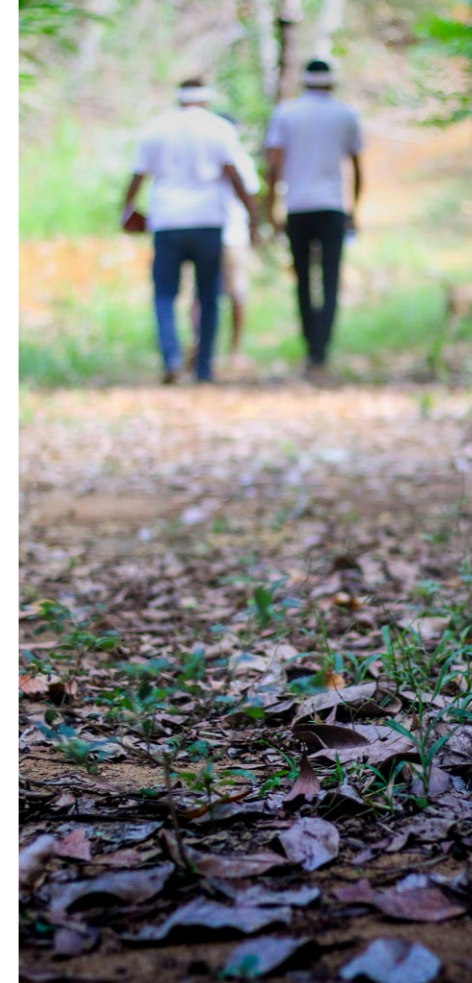
During these years, we have expanded our area of operation, incorporating projects in the green economy area, such as the **carbon credit market, recovery of degraded areas, implementation of agroforestry systems, mainly in the Amazon region.**

Throughout our trajectory, working on the integration of planning, implementation and management actions of socio-environmental projects, together with different institutions, especially private companies and third sector organizations, we have become one of the leading consulting firms in the market.



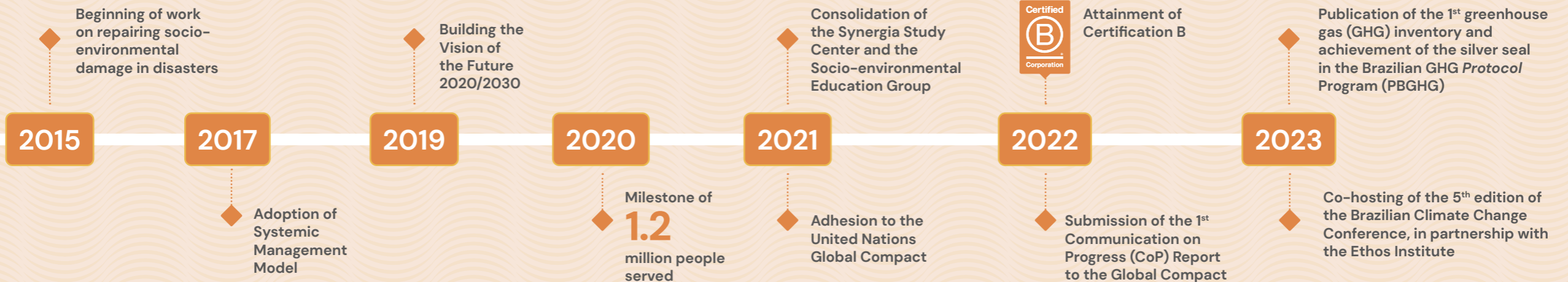
Purpose

“support the evolution of people, communities and organizations that, when faced with socio-environmental challenges, create unprecedented solutions, contributing to the emergence of a fair, supportive, inclusive and prosperous society”



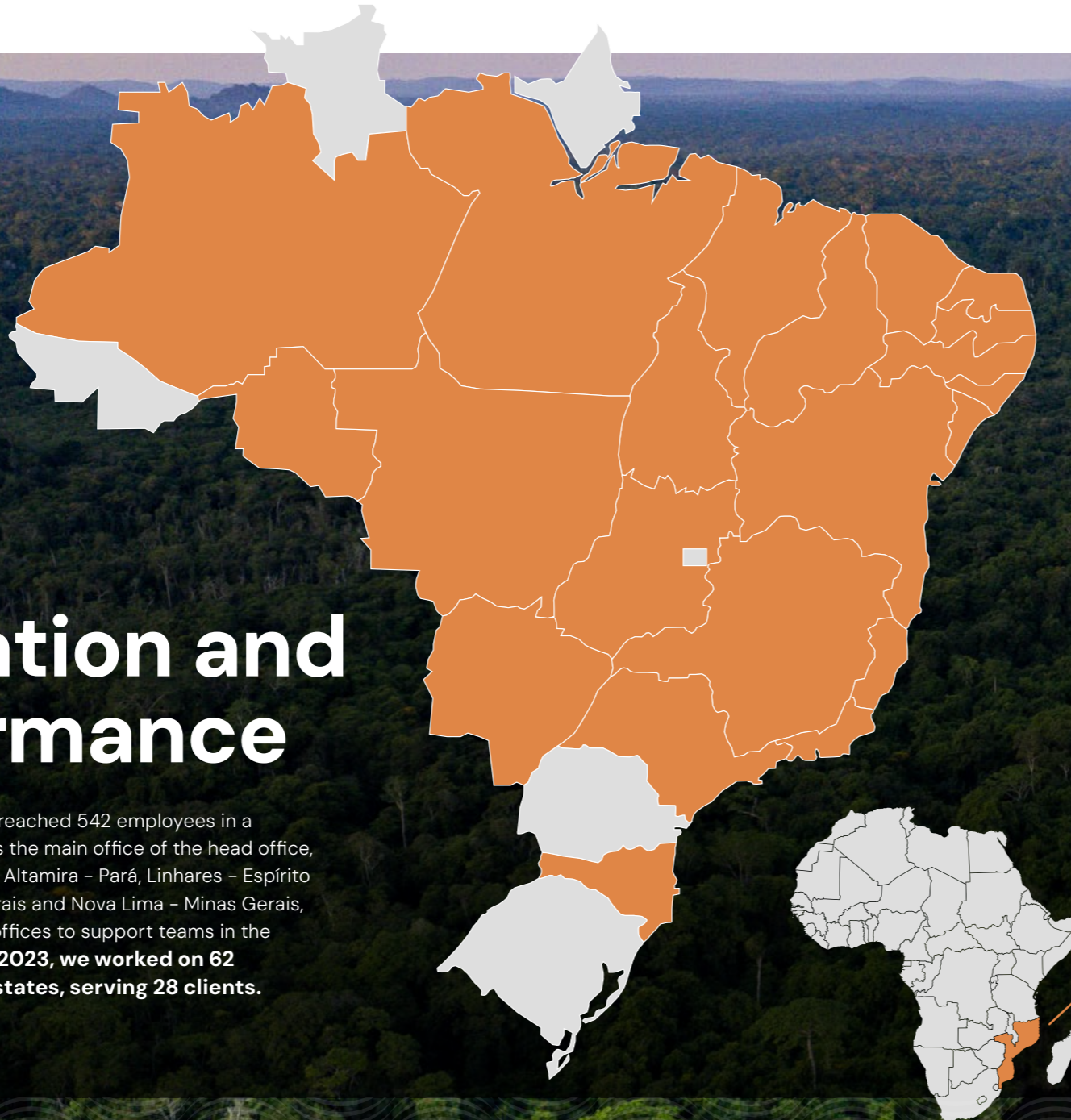
Our Values

- **Courage to work on internal and external changes**
- **Commitment** with doing everything well
- **Respect for diversity**
- **Ethics guides** all our practices



Operation and Performance

By the end of 2023, we reached 542 employees in a structure that includes the main office of the head office, in São Paulo, 4 branches in Altamira - Pará, Linhares - Espírito Santo, Mariana - Minas Gerais and Nova Lima - Minas Gerais, and further 15 temporary offices to support teams in the territories of operation. **In 2023, we worked on 62 projects in 11 Brazilian states, serving 28 clients.**



Historically, our performance totals the following figures:

3,000+
employees

20
states
+ Mozambique,
in Africa

500
accomplished
projects

820
cities visited

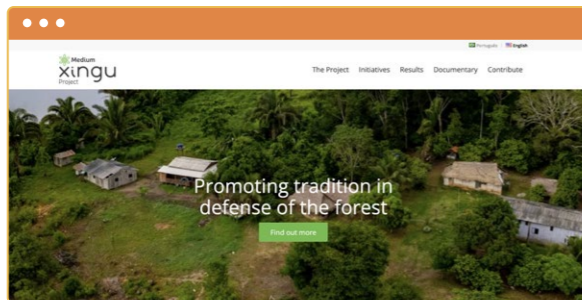
1.2
million
people served

9
strategic
sectors

Mozambique

Sustainability is directly linked to our business. As signatories of the UN Global Compact, accredited by Sistema B, members of the Ethos Institute, the Sustainable Amazon Forum, coordinators of the bioeconomy working group (WG) in 2023 and participants of other WGs in the Amazon Concertation network, we value initiatives aimed at sustainable development, acting as co-organizers of the Brazilian Climate Change Conference (CBMC) with the Ethos Institute.

With over 12 years in the Amazon territory, we have more than 40 contracts signed in the territory, focusing on local development, generation and provision of services performed out, focusing on territorial development, income generation and environmental restoration, working directly with traditional populations and indigenous communities.



 **Medium
Xingu**
Project

ACCESS THE PROJECT PAGE
www.redesdomedioxingu.com.br/en/



In 2022, we started a philanthropic socio-environmental investment project called Medium Xingu Project in partnership with Chico Mendes Institute for Biodiversity Conservation (ICMBio).

The project offers technical and commercial assistance for the production and sale of cocoa by riverside communities in the Terra do Meio (Pará) Ecological Station and invested in the construction of a community canteen in this location.

Another project initiative is the support to **Sementes da Floresta Agroextractivist Association (AASFLOR)**, which collects forest seeds, extracts and processes oils to produce natural products in the Uruará region (Pará).



This project was presented in the documentary “The Invisible Forest – Stories from The Amazon”, released in 2023, which was well received by the public and national and international media, being a semi-finalist in the *Angeles Documentaries* in the short documentary category, and competing in the Lisbon Indie Film Festival. Moreover, it won the Best Film – Audience Choice at the São Paulo Film Festival.

Our excellence in carrying out projects throughout the country has been widely recognized. **The Rio Mangará Pilot Project in Espírito Santo received the honorable mention certificate for its participation among the finalist companies of the Nana Mininni Medina Award 2021**, an event that selects projects with the best practices in formal environmental education and non-formal environmental education in Brazil.

In 2022, **“Programa Geração” (Creation Program, in a free translation), designed and conducted by Synergia in Itapoá (Santa Catarina), was one of the cases awarded by the Santa Catarina Association of Sales and Marketing Managers (ADVB);** and won the Ser Humano Award from the Brazilian Human Resources Association of Santa Catarina. In the same year, we also received the International Green Seal Award for Sustainable Actions – ANAMMA & RAMCC for our work in actions that strengthen institutional relations in the third sector for sustainable development.

In 2023, for the second year in a row, we were **finalists in the Inclusive Communication category of the Diversity in Practice Awards**, and reached the *Rating A* in the Best for Brazil Survey, performed by the data intelligence company Humanizadas, which identifies and recognizes organizations that value the principles of a more conscious economy and the humanization of the relationships they have with their audiences.

An initiative that clearly demonstrates our commitment to sustainability is Aracuã Panel Project, developed in partnership with the SOS Pantanal Institute. This is a simplified and highly visual panel generation system designed by us, which uses technology and accurate data analysis to monitor fire outbreaks in the Pantanal biome, helping to outline fire prevention and fighting strategies.

We are a consulting firm attentive and active in businesses that involve new economy issues, in the governmental and private levels.



- Consequences of climate change
- Regenerative economy
- Degraded area repair
- Agroforestry
- Water
- Carbon credit market

In this context, we have established 25 commitments for sustainable performance – with a focus on social and human development to contribute to a socially and environmentally responsible economy, with a regenerative perspective and the establishment of healthy, ethical and fair relationships, aligned with the universal principles of the Global Compact.

25 Commitments for our sustainable performance

Natural Resources

- 01 Actively manage GHG emissions, including reduction and offsetting activities;
- 02 Prioritize the use of renewable energy and seek to increase the energy efficiency of operations;
- 03 Disclose knowledge and practices for the conservation of natural resources, through environmental education and social mobilization;
- 04 Encourage the proper soil use and management to preserve natural resources, with an emphasis on water resources;
- 05 Manage the environmental impact throughout the lifecycle of each project, in line with our Sustainability Policy;
- 06 Track the main production chains, fostering clients and suppliers to adopt policies to fight climate change.

Territories and Communities

- 07 Understand the challenges for fostering the sustainable development of territories and communities, respecting human rights and valuing the culture of traditional peoples;
- 08 Monitor the results and impact of our actions and our presence in the territories;
- 09 Invest in social actions in the communities where we operate and foster citizen participation among our teams;
- 10 Use listening and dialogue mechanisms in relationships with communities, seeking to anticipate conflicts and build solutions to controversial issues.

People

- 11 Protect people's lives and health, putting safety in the first place;
- 12 Foster diversity in our team;
- 13 Offer a challenging work environment, with development opportunities for everyone;
- 14 Prioritize the hiring and development of local talent;
- 15 Constantly innovate and consolidate our intellectual capital;
- 16 Invest in the qualification of our leaders and employees to incorporate technological and innovative solutions into their work routine.

Governance

- 17 Make decisions compatible with ESG guidelines;
- 18 Provide consistent information on our ESG evolution and performance;
- 19 Inform our team about the guidelines, objectives and performance, encouraging the expected participation of each area in the business results.

Compliance

- 20 Ensure the quality and socio-environmental integrity of our activities, with clear and known criteria;
- 21 Establish commercial partnerships considering ethical aspects;
- 22 Apply ESG aspects in purchases and in relationships with suppliers;
- 23 Maintain independent reporting channels, disclosing them internally and externally;
- 24 Address ethical deviations quickly, respecting the full rights to contesting and defense, making corrective measures known;
- 25 Act in accordance with the LGPD and the specific policy on the intellectual property topic.

Materiality

GRI 3-1

Definition of Material Topics

According to the definition of materiality proposed by GRI, sustainability topics are understood as those focused on the **Environmental, Social and Governance scope of a company, including the economic issues of the organization.**

The definition of priority topics for the business model; that is, material topics, consists of a process of consultation and active listening of internal and external stakeholders of the companies. The result of this process provides information on the generation of positive and negative impacts related to the organization's activities, which can guide decision-making and strategic planning.



Our process of identifying material topics took place internally by the Sustainability and Social Responsibility team between April and August 2023 covering the following steps:

Survey and documentary analysis;

Preparation of research forms, application of external and internal research;

Conducting internal interviews;

Data compilation;

Development and application of own analytical method based on GRI guidelines;

Data consolidation for validation with the Executive Committee.

Interviews and Consultations for Materiality Study

INQUIRIES AND INTERVIEWS		INTERVIEWS SCHEDULED INQUIRIES SUBMITTED	ATTENDANCE ANSWERS (ABSOLUTE NUMBER)	ATTENDANCE RATE RESPONSE RATE
Internal	Alta liderança	38	31	82%
	Specialists	18	10	53%
External	Strategic partners	450	102	23%



Representing the internal stakeholders, the following parties were consulted: **the CEO, directors, coordinators, managers and specialists.** The decision was to conduct interviews with senior management and apply a consultation form to the company's specialists. The interview attendance rate was 82%, while the response rate to the expert questionnaire was 53%.

External stakeholders are those with whom we have some type of institutional relationship, such as regulatory bodies, shareholders, clients, municipal governments, communities where we operate, research institutions, partners, environmental agencies and suppliers.

Strategic partners were mapped according to the indication of internal areas, resulting in approximately 450 contacts for forwarding the consultation form. In total, 102 questionnaires were answered, with a response rate of 23%.

GRI 3-2

Materiality Matrix and Material Topics

The materiality study resulted in the prioritization and definition of material topics, according to the Matrix presented alongside:



GRI 3-3











Management of material topics

The management of material topics is shared and addressed transversally by the executive boards and priority issues are discussed by the Executive Committee.

The Executive Committee meets weekly when issues regarding risk and impact management are addressed and reported to our CEO, who makes up the Board of Partners (highest governance body), which meets monthly.

It is also worth highlighting the role of the Advisory Board, made up of people who are market leaders on sustainability, linked to the CEO, seeking to assess external contexts and the market to indicate risks and impacts related to material topics, especially those related to sustainability and stakeholders.

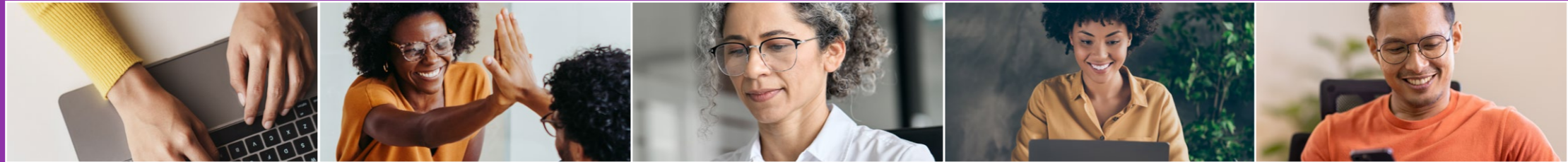
For a better understanding of the breakdown and management of material topics, we present the sub-topics, actions and internal policies related to them:

MATERIAL TOPICS	SUB-TOPICS	ACTIONS AND POLICIES
 Diversity and Inclusion	<ul style="list-style-type: none"> Knowledge sharing Affirmative vacancies Strategies for diversity and inclusion 	<ul style="list-style-type: none"> Public commitment made to the Global Compact with targets related to SDG 5
 Actions on socio-environmental impacts	<ul style="list-style-type: none"> Investment in socio-environmental impact actions (corporate) Reduction of socio-environmental impacts on communities 	<ul style="list-style-type: none"> Cross-sectional dynamics of the Executive Committee's performance, creation and actions of the Sustainability and Social Responsibility Executive Board and Advisory Board Participation in thematic groups and forums in voluntary initiatives of multisectoral networks, such as: Ethos Institute's Environmental, Human Rights and Integrity Working Groups; Territorial Planning and Land Regulation, and Bioeconomy of the Amazon Concertation Initiative Signatory of public guidance documents, such as: "For an Inclusive, Fair and Shared Climate Governance"
 Action with External Stakeholders	<ul style="list-style-type: none"> Working groups and discussion forums Compliance and accountability Engagement actions with stakeholders 	
 Relationship with communities and territories	<ul style="list-style-type: none"> Approach and dialogue with communities Use of data collected Local development Bureaucratic processes Mediation of conflicts 	
 Social Investment	<ul style="list-style-type: none"> Volunteer Program Social actions in the areas of operation Projects supported by tax incentive laws 	
 Engagement of leaders and teams in ESG/Sustainability topics	<ul style="list-style-type: none"> Knowledge sharing Leaderships Integration and internal partnerships 	
 Employability and Workability	<ul style="list-style-type: none"> Career plan Healthy environments Professional education Profit sharing 	<ul style="list-style-type: none"> Implementation of Training Programs and structuring of Job and Salary Plans
 Innovation, Creation and Knowledge Management	<ul style="list-style-type: none"> Intellectual capital Innovation culture 	<ul style="list-style-type: none"> Performance of thematic groups under the supervision of the Strategic Management and Studies and Research Executive Boards, as well as project integration dynamics (Project Integration Forum) Assembling of the i9.SY Innovation Committee Sharing of free informational materials developed by the Synergia Study Center
 Code of Conduct	<ul style="list-style-type: none"> Disclosure of Code of Conduct practices 	<ul style="list-style-type: none"> Creation and dissemination of a Code of Conduct and Reporting Channel
 ESG Risk Analysis	<ul style="list-style-type: none"> Risk mapping and follow-up 	<ul style="list-style-type: none"> Cross-sectional dynamics of the Executive Committee and Advisory Board – focused on the Executive Boards of Strategic and Sustainability Management, and Social Responsibility





People



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Diversity and Inclusion

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Employability and Workability

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Performance Evaluation, Career Transition and Training policies

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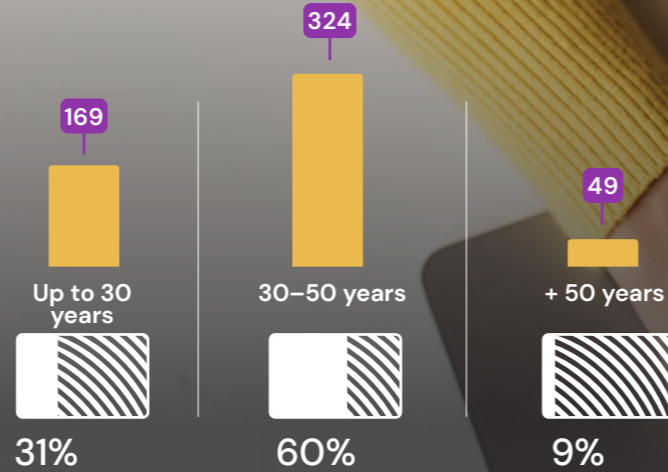
Occupational Health and Safety

GRI 2-7 | 401-1 | 401-2 | 405-1

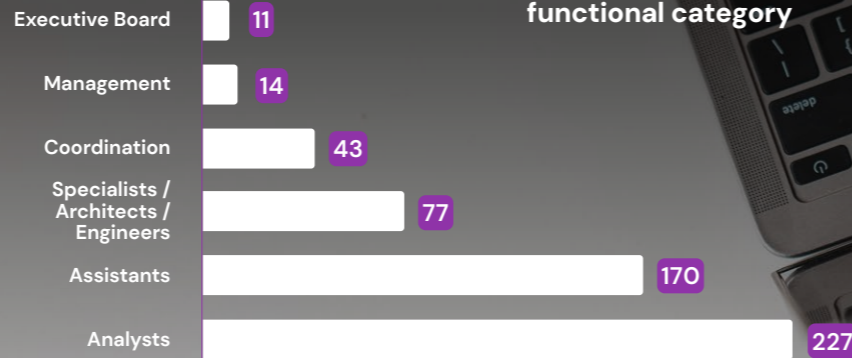
Our greatest asset as a socio-environmental consulting firm is our people and the knowledge they produce. Therefore, we defend the idea that **a work environment with interaction between people of different origins, ages, races, appearances, nationalities, sexual orientations, religious convictions, genders and philosophical or political thoughts can lead to better results, making the problem-solving we present to clients even richer and more innovative.** This is why our multidisciplinary team of employees is made up of diverse people with unique experiences. Everyone has equal opportunities in our recruitment, admission, development, promotion, transfer and remuneration processes.

We started 2023 with 828 people on our workforce and ended with 542 people in December.

Number of employees by age group



Number of employees by functional category



The majority of teams are made up of **technical positions** [analysts, assistants, specialists/architects/engineers].

68

professionals holding **LEADERSHIP POSITIONS**

(coordination, management and executive board)



Diversity and Inclusion

GRI 405-1

We have a well-defined guideline in our Code of Conduct, which is the adoption of a standard of procedures based on respect for diversity and individuality. We do not tolerate the use of discriminatory words and practices related to race, social class, regionality, nationality, culture, religion, gender, age, people with physical or mental disabilities, sexual orientation, appearance, illnesses, political ideology, linguistic prejudice and any other form of discrimination, including any other expression that may be used for vexatious purposes.

To strengthen our commitment to fostering good business practices towards people and in conducting work, we officially joined the UN Global Compact in 2022, joining the Ambition for SDGs Program. As members of this movement, we also have the responsibility to carry out our operations in compliance with the

10 universal principles defined by the United Nations, which respond to four urgent issues for societies:

- human rights
- environment
- work
- fight against corruption

The UN Global Compact, in addition to its goal of bringing the private sector closer to the principles of the United Nations through responsible corporate practices and the alignment of operations and strategies, also seeks to engage companies in the 2030 Agenda. To this end, it has different initiatives that assist signatory institutions in defining targets and commitments that meet the Sustainable Development Goals (SDGs).

Among them is the **Ambition for SDGs Program, an acceleration program focused on setting ambitious goals by prioritizing SDGs impacted by businesses.**

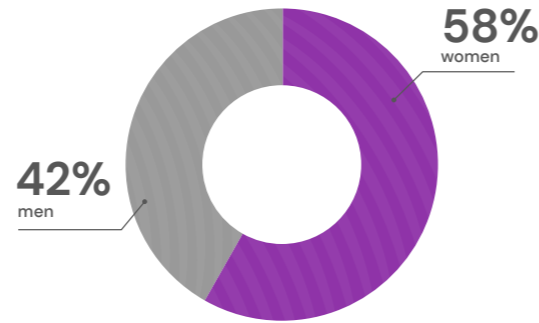
Throughout the Program, we evaluated which SDGs we could impact with our activities and **adopted SDG 5 – “Gender Balance at all Levels of Management”** – to define goals and indicators aligned with global benchmarks. However, as we are already in a positive scenario regarding gender equality and considering one of the guidelines of our 2022 strategic planning which determines “guaranteeing the diversity of employees at all levels and areas of the company’s activity, whether strategic, tactical or operational”, we incorporated the racial issue, making the goal for 2030 more ambitious.

Commitments and goals

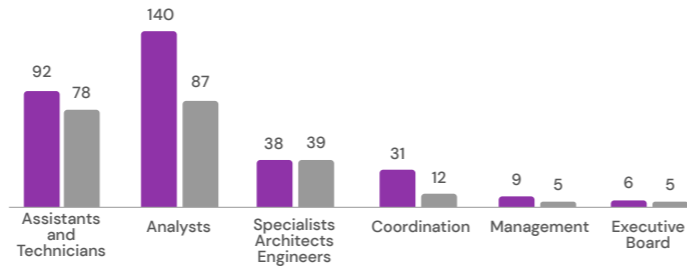
- Maintain high female participation in the company and increase the diversity of women at Synergia, especially in management and senior management positions.
- Maintain equality in management positions held by women.
- Achieve 50% of management positions held by self-declared black and mixed race people by 2030.
- Achieve 25% of senior management positions held by self-declared black and mixed race people by 2030.

The goal of maintaining gender equality was quickly achieved, with women accounting for 58% of our professional staff. This is reflected both in coordination positions, where they are the majority, with 72%, and in senior management (management and executive board), with 60% of positions occupied by women.

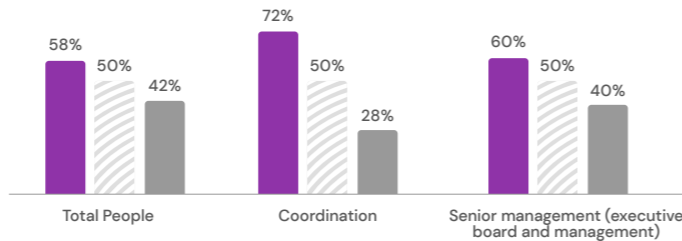
Employees by gender



Number of people by functional category and gender

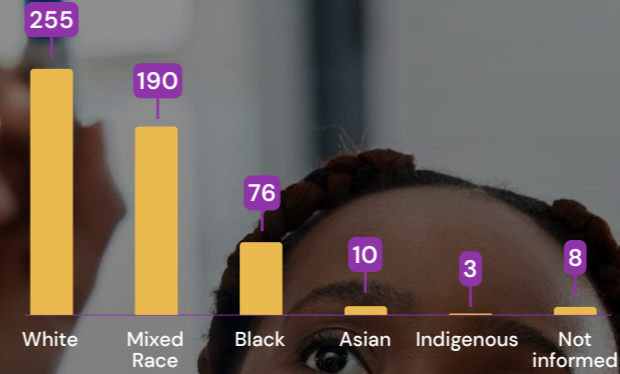


Gender equality



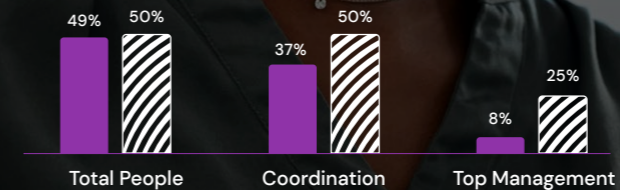
● FEMALE ▨ GOAL ● MALE

Employees by race and ethnicity



Regarding racial diversity, we have a diverse workforce. Self-declared white people account for 47% of the total workforce, and self-declared black and mixed race people 49%.

Racial equality goals



● BLACK AND BROWN ▨ GOAL

In 2023, the percentage of self-declared black and mixed race people in coordination positions was 37%. For senior management positions, the percentage of people who self-declared as black and mixed race was 8%, showing that there is still a way to go to increase racial diversity in the functional categories that make up this group by 2030.

To increase diversity and inclusion in our selection processes, we comply with legislation regarding affirmative vacancies for people with disabilities (PwD).

We carry out actions aimed at the training and awareness of our stakeholders, seeking to strengthen receptive attitudes towards people's rights. In addition to internal campaigns, training and workshops, we also make informative materials available externally, through our social networks and corporate website, such as the [Anti-Ableism](#) and [Anti-Racism](#) Guides.

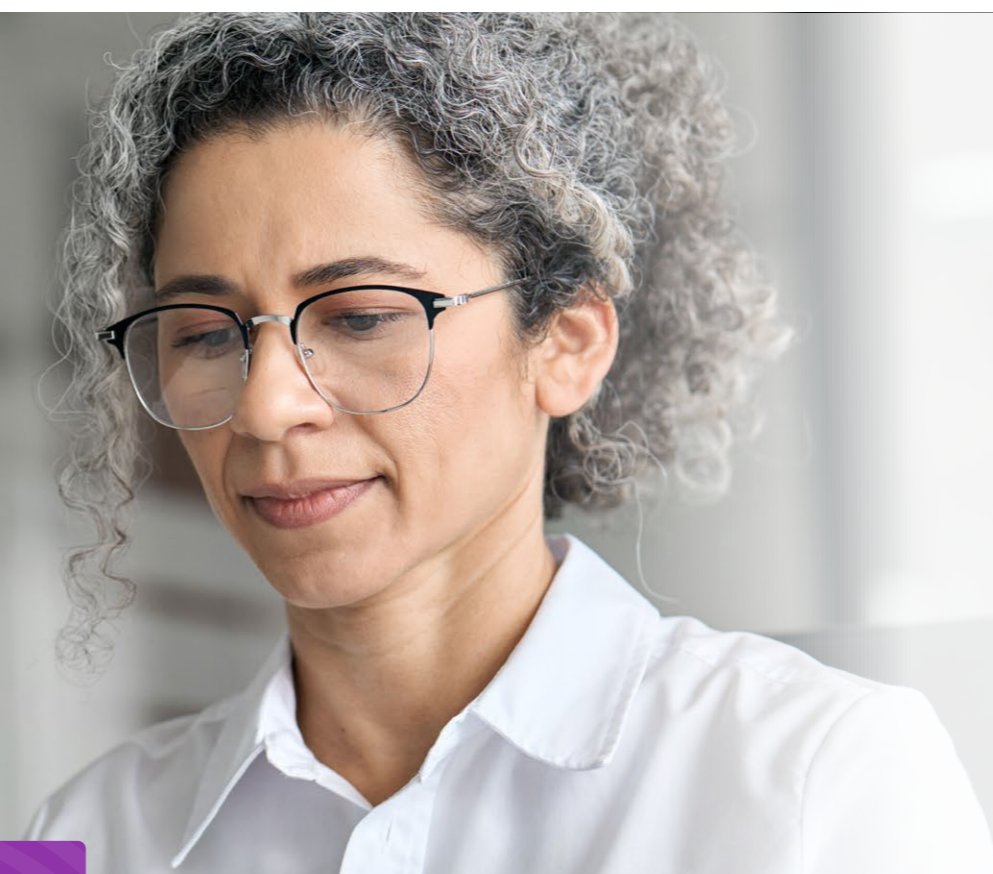
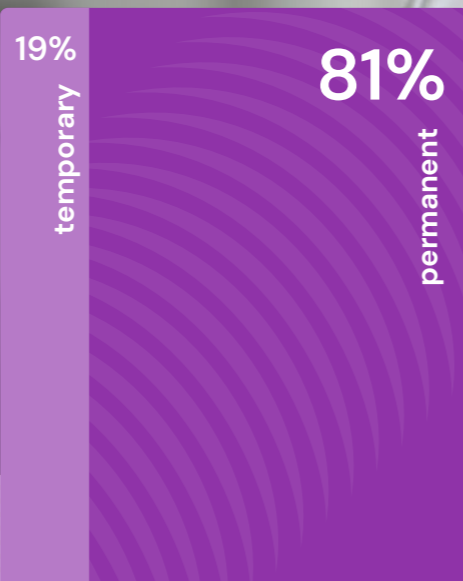
Employability and Workability

GRI 2-21 | 401-2 | 405-2

We value people who **collaborate**. We value a healthy environment and good working conditions in addition to encouraging quality of life and fostering health. **We believe that diversity enhances our talent and increases our capacity to understand and service, to deliver ethical, responsible and empathetic solutions.**

The largest portion (81%) of employees is comprised of permanent employees; that is, those who have contracts under the Brazilian Labor Regulations (CLT), while the smallest portion (19%) is made up of employees with temporary employment relationships, including Legal Entity contracts, interns and apprentices.

Employees by employment relationship



We offer compensation compatible with market and regional salary practices, as well as additional benefits. **We have adopted a Position and Salary Policy, developed in partnership with the compensation advisory firm Carreira Muller, and the methodology applied is based on salary ranges regardless of gender.** In other words, gender is disregarded when remunerating a person and we consider the criteria established in this Policy.

This practice helps attracting professionals from the job market, following a salary scale aligned with such market and more suitable conditions for retaining people in our staff.

Additional benefits offered in 2023

OFFERED TO ALL OUR EMPLOYEES

- Healthcare Plan
- Life Insurance
- Partnership with educational institutions

OFFERED ONLY TO EMPLOYEES WITH CONTRACTS UNDER THE BRAZILIAN LABOR REGULATIONS (CLT)

- Salary Advance
- Payroll Loans
- Dental Plan

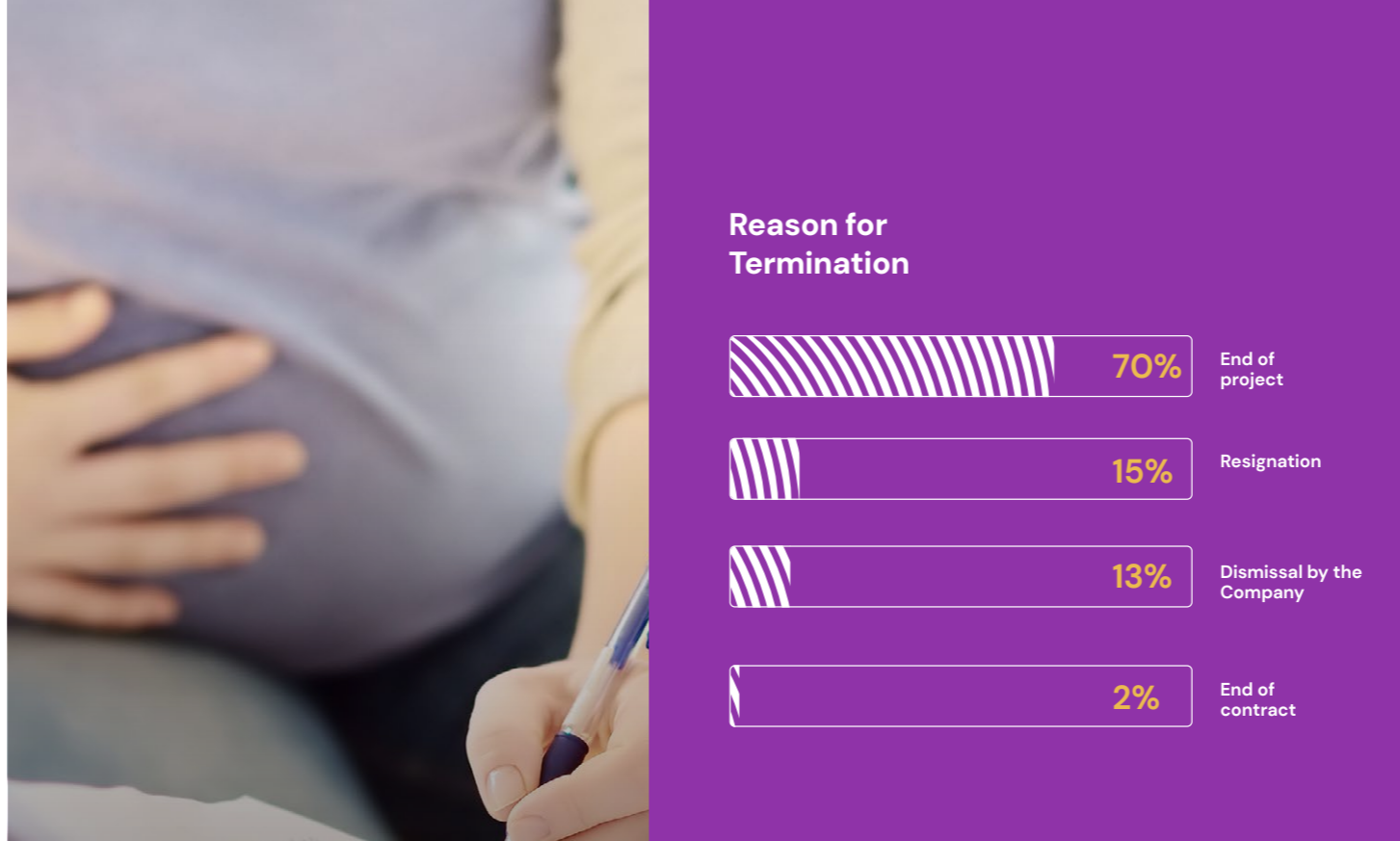
Parental Leave

Maternity/paternity leave is a right of every professional with an employment contract with us under the Brazilian Labor Code (CLT), with 120 days for maternity leave and 5 days for paternity leave.

Climate and Engagement

Throughout the second half of 2023, we performed the Climate and Engagement survey, together with our employees, using the Mereo platform. **With a survey response rate of 80.89%, we achieved a significant result, 32.89 percentage points above the market¹ and NPS² rated as “Very good” (57%).**

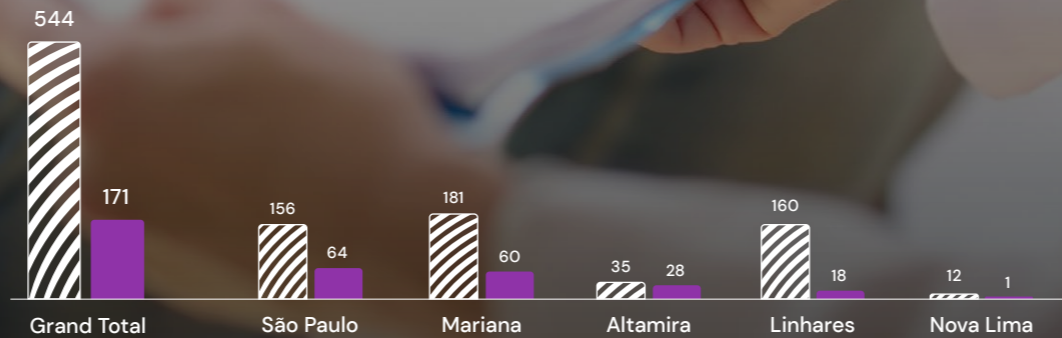
Of the 11 dimensions assessed, the overall average score of 8.65 – on an evaluation scale of 0 and 10 – was achieved, with emphasis on the dimensions related to Identification with the Company and Professional Satisfaction, whose average scores were 8.7 and 9.5 respectively; and the Favorability Index, in which 97% of participants responded positively to the question **“Are you proud to be a member of Synergia’s team of employees?”**



Turnover

We made 171 new hires throughout 2023, with the units in the cities of São Paulo and Mariana receiving the largest number of people. In the same period, there were 544 dismissals with most of them happening at the Mariana and Linhares branches. The main reason for this scenario was the end of project contracts within these territories, leading to the dismissal of several people in 2023, a frequent situation in the market for consulting firms that work on a project-basis.

Number of admissions and dismissals



TERMINATIONS ADMISSIONS

¹ In this case, the market is considered by other companies that also conduct the climate and engagement research process using the Mereo tool.

² NPS (Net Promoter Score) is a satisfaction methodology developed to assess the loyalty of the company's employees.

Performance evaluation, Career Transition and Training Policies

GRI 404-1 | 404-2 | 404-3

Our Training Policy has defined processes to meet people's development needs. **To this end, our Human and Organizational Development (HOD) team carries out the Training Needs Assessment (TNA) process with leaders annually and prepares the Annual Training Plan.**

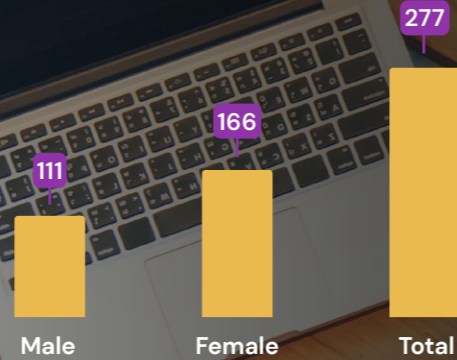
To reach our employees in all the locations where we operate throughout the country, we have the **Synergia's Online Learning Platform.**

Synergia's Online Learning Platform

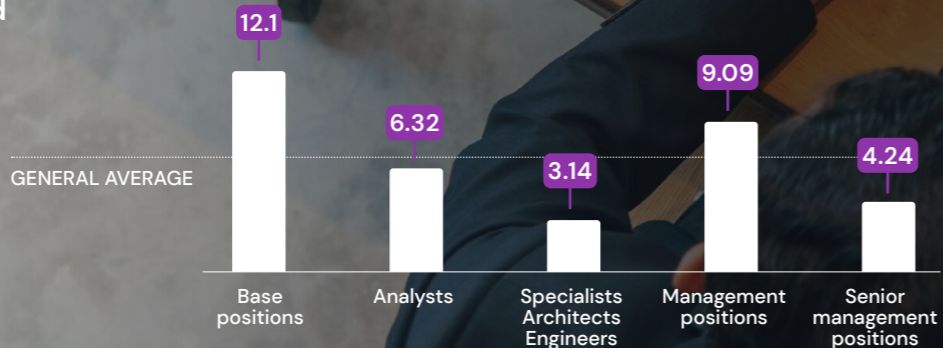
Online learning platform (EAD), in which learning and training are made available through training trails, aiming to prepare and enhance the development of people in their respective roles.

We also invest in the on the job development, seeking to accelerate the preparation of people in the particularities of our area of activity, training them through exposure and experiences, using monitoring and guidance of teams.

Skills assessments performed



Average training hours by functional category



Throughout the year 2023 our teams participated on average in

6.98
hours
OF PROFESSIONAL
QUALIFICATION

Institutional Integration Program

- On the first day of work, the new employee, regardless of the employment regime, receives initial guidance from our HOD team and joins the Online Learning Platform to learn about our organizational culture, values and purpose, as well as undergoing an immersion to understand the assignments of the main corporate areas and the processes in which they will interact internally within the company. The new employee also goes through a moment of integration in the workplace in which his/her leadership introduces him/her to the team, policies, workflows and tools, explaining all the processes inherent to the work routine. After the onboarding period, the new employee undergoes an assessment of the process and informs whether he/she is ready to begin his/her activities.

Leadership Development

- We have a channel coordinated by the People Management team to enhance leadership development, where management topics, soft skills, technical content, internal policies, among others, are addressed. With this audience, Synergia uses the DISC methodology of behavioral profile analysis, applied from the leadership selection process. This methodology is supported by the Profiler tool from the Sólides Platform. This analysis seeks to help leaders to extract and strengthen the skills of their teams, according to the behavioral profile of everyone that comprises them.

Support for external courses and training

- We have partnerships and agreements with several institutions that offer discounts on undergraduate and graduate courses, technical schools and language schools. Training is subsidized and adapted to meet specific people development needs, thus contributing to the best performance of their duties.

Career retention and transition

- With each new project, or when new vacancies are opened, we seek to retain our professionals by offering new opportunities through the Internal Recruitment Program. This initiative is aimed at people who work with us, regardless of their employment status, so that they can develop within the company. Likewise, we make a point of contributing to the employability of people who end their activities in the organization by indicating new opportunities, offering technical certification and sharing their profile in professional community networks.

Skills assessment

- Skills assessments are performed annually, based on the 360° methodology, that is, ensuring that people are assessed by their leaders, teams, respective peers and carry out their self-assessment. This process is aligned with our strategic guidelines and follows the same methodology for all hierarchical levels, including the analysis of the same predefined skills in the assessment, apart from management positions that also assess leadership skills.

Occupational Health and Safety

GRI 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10


We implement and maintain an occupational health and safety management system, complying with legal standards and guidelines, with the purpose of fostering a safe and healthy work environment for the entire team.


Systematic processes are performed to identify hazards, assess risks and apply the hierarchy of controls to eliminate or minimize them. **We have qualified professionals in occupational health and safety, who carry out regular safety inspections, risk analyses for new projects or processes, investigation of incidents and occupational diseases, as well as periodic reviews of working conditions.**


The staff is encouraged and trained to report any hazard or situation that could compromise occupational safety and health, having a communication channel available to make reports safely.

Occupational health services play a crucial role for us in fostering the health and safety of our workforce.

Actions developed:

 **Monitoring of Occupational Health through the Medical Control and Occupational Health Program (MCOHP) and carrying out occupational medical exams to assess and monitor the health of employees;**

 **Assessment, monitoring and control of hazards and risks in the workplace, developed together with the Occupational Health and Safety (OHS) area, through the Risk Management Program (RMP);**

 **Periodic review of protocols to ensure they are updated and aligned with best practices.**

Consultation and participation

We adopt processes to ensure the participation and consultation of the team of employees for the development, implementation and assessment of the Occupational Health and Safety Management System (OHSMS).

There is a formal Health and Safety Committee, comprised of **company representatives, with the purpose of fostering a safe and healthy work environment, as well as supporting compliance with applicable standards and regulations, together with the Specialized Health and Occupational Medicine Services (SHOMS) team.** The committee's functions include reviewing the OHSMS, fostering awareness-raising actions, recommending and assessing the effectiveness of safety measures implemented, monitoring cases of harassment and promoting the Internal Week for the Prevention of Occupational Accidents (SIPAT).

We believe that investing in Occupational Health and Safety (OHS) training is fundamental to create a safe, healthy and productive environment for everyone involved. Thus, in addition to the formation of specific working groups, we opened communication channels, provided informative materials on the topic, carry out periodic meetings, and applied internal surveys in 2023 to collaborate in the identification and resolution of problems, in addition to holding training and lectures.

We offer a range of services to address important non-occupational health risks, such as mental health promotion programs and physical activity promotion. We seek to ensure that our workforce has access to quality healthcare services, regardless of the nature of their employment relationship.

We take a comprehensive approach to preventing and mitigating significant impacts on occupational health and safety that are directly linked to our operations, products or services. We consider the impacts on occupational health and safety in our business relationships. We work together with our clients and stakeholders to ensure that the same health and safety standards are applied throughout the value chain of our projects.



Occupational accidents and occupational diseases

Throughout 2023, no cases of occupational diseases or deaths requiring mandatory reporting were identified. Likewise, there were no occupational accidents with serious consequences, with two occupational accidents requiring mandatory reporting, of the "fall from the same level" and "material (vehicle)" type.

As previously mentioned, we identified and assessed the hazards and risks associated with our activities, and implement measures to prevent or mitigate said impacts, such as engineering controls, establishing OHS policies and safe operating procedures, in addition to providing PPE and ensuring its correct use, aiming to eliminate risks.



Stakeholders, Communities and Territories



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Stakeholders



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Communities
and Territories



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Projects supported
via Company Funds



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Projects supported via
Tax Incentives Laws



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Sustainability in
Business Operations

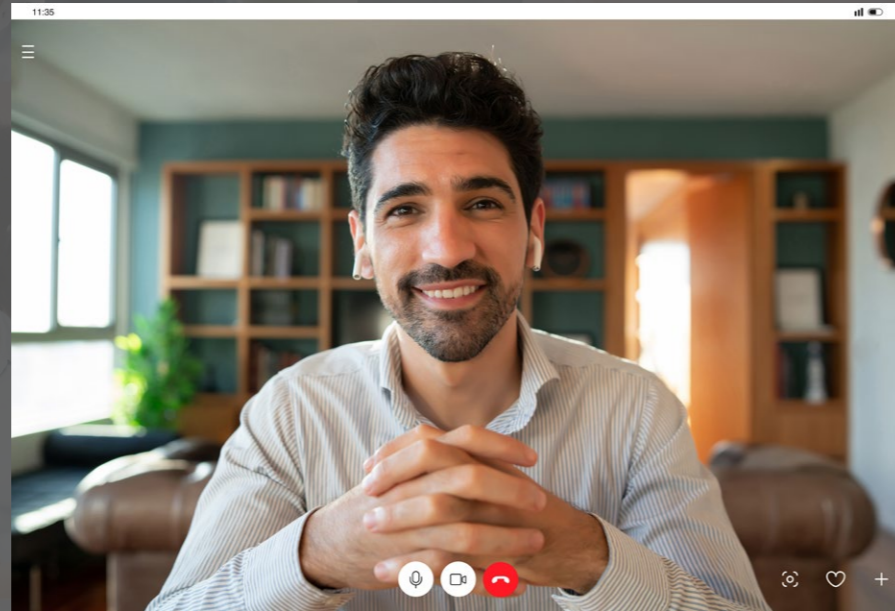
Stakeholders

GRI 2-28 | 2-29 | 204-1 | 413-1

Our Strategic Management and Innovation area coordinates the company's institutional articulation and social communication actions.

In this sense, it works with several groups of **stakeholders** both external and internal, having different approaches to each one.

Dialogue and relationship plans with internal and external stakeholders are based on surveys and risk analysis.



Internally, **communication and interaction channels, such as SY Comunica, integrated into the Microsoft Teams tool, are maintained with access for all employees; the i9.SY Committee, focused on innovation and improving the quality of services and the work environment; the Brand Strengthening team, a multidisciplinary group,** which defines priorities, approaches and communication strategies in biweekly planning and results delivery meetings and in daily tactical meetings, aimed at aligning the progress of planned initiatives.

This team conducts external communication plans under the guidance of the Communications and Marketing area, which is also part of this working group.

The Communication and Marketing area is responsible for carrying out press relations actions, sending email marketing and our *newsletter* monthly for over 7 thousand relevant stakeholders, updating the website and social networks, promoting and participating in events and other social relationship strategies.

It is worth highlighting that the engagement of internal stakeholders also happens through representation networks. **Our Strategic Planning is updated annually in a workshop, which brings together managers and directors** for prioritizing and defining our key objectives.

On the other hand, the **Executive Committee meets weekly to discuss trends, opportunities and daily challenges in our operations.**

Actions with partners

We carry out projects with a positive socio-environmental impact with institutional partners (governments, companies, civil society and the academic community), focused on sustainable development.



UMA CONCERTAÇÃO PELA AMAZÔNIA

We are part of the Amazon Concertation Initiative, which brings together leaders, institutions and companies in search of solutions for the conservation and sustainable development of the Amazon territory.

We actively participate in the Working Groups (WG) promoted by the initiative, collaborating with the discussions of the Territorial Planning and Land Regularization WG and coordinating the Bioeconomy WG, which aims to foster actions in favor of the Amazon bioeconomy, focused on sustainable businesses, investments and production of knowledge linked to the sociobioeconomy of the region. Under our coordination, the Bioeconomy WG published the booklet [“Bioeconomy: The Evolution of the Debate and Repercussions in the Amazon.”](#)

In addition to the WG, we also collaborate with Espiral de Conhecimento (Knowledge Spiral), a tool developed by the network, which works as a database on the Legal Amazon. There you can find some of the materials produced by the Synergia Study Center, such as the [“Brazilian Amazon Series: Integrated Territorial Perspectives and Vision for the Future”](#) and the [“Report on Hot Spots in Protected Areas of the Legal Amazon”](#), a content aimed at expanding knowledge and debates about the Amazon territory.



Associated with the Ethos Institute since 2018, we participate in the Human Rights, Integrity and Environment Working Groups.

We support (2022) and co-organize (2023) the Brazilian Climate Change Conference (CBMC). At the 2023 event, we present the panel [“Paths to Sustainability: “Environmental Education, Territories and Climate Change”.](#)



Also in 2023, we participated in a Public Hearing held by the Legislative Assembly of Alagoas, through the Health and Social Security Committee, to discuss actions to prevent floods and droughts affecting the state. On that occasion, we gave a presentation on the risks of natural disasters from the perspective of food, water, energy and socio-ecological vulnerability.



We are pleased to be part of a community of leaders seeking a more inclusive, equitable and regenerative economic system, the B Corporation Movement, since 2021. At the end of 2022, we received certification as a B Corporation for meeting high standards of environmental and social performance and criteria of transparency and legal responsibility.

WE SUPPORT



We have voluntarily joined the UN Global Compact business movement since 2022. Along with hundreds of other companies, we are committed to conducting our operations in compliance with the UN’s universal principles related to human rights, the environment, labor and anti-corruption. We also participate in the Ambition for SDGs Program. We have defined ambitious goals regarding Gender Balance at all Levels of Management (SDG 5) and have publicly committed to achieving them by 2030.

Communities and Territories

GRI 202-2 | 204-1 | 413-1

We face the challenge of ensuring that our mission of fostering socio-environmental transformations is effectively translated into the execution of the projects we carry out. **By responding to the requirements and guidelines established for operations with engagement, impact assessments and development programs aimed at the local community, we strive to integrate our work as a socio-environmental consulting firm with the implementation of concrete actions for positive transformation in the territories.**

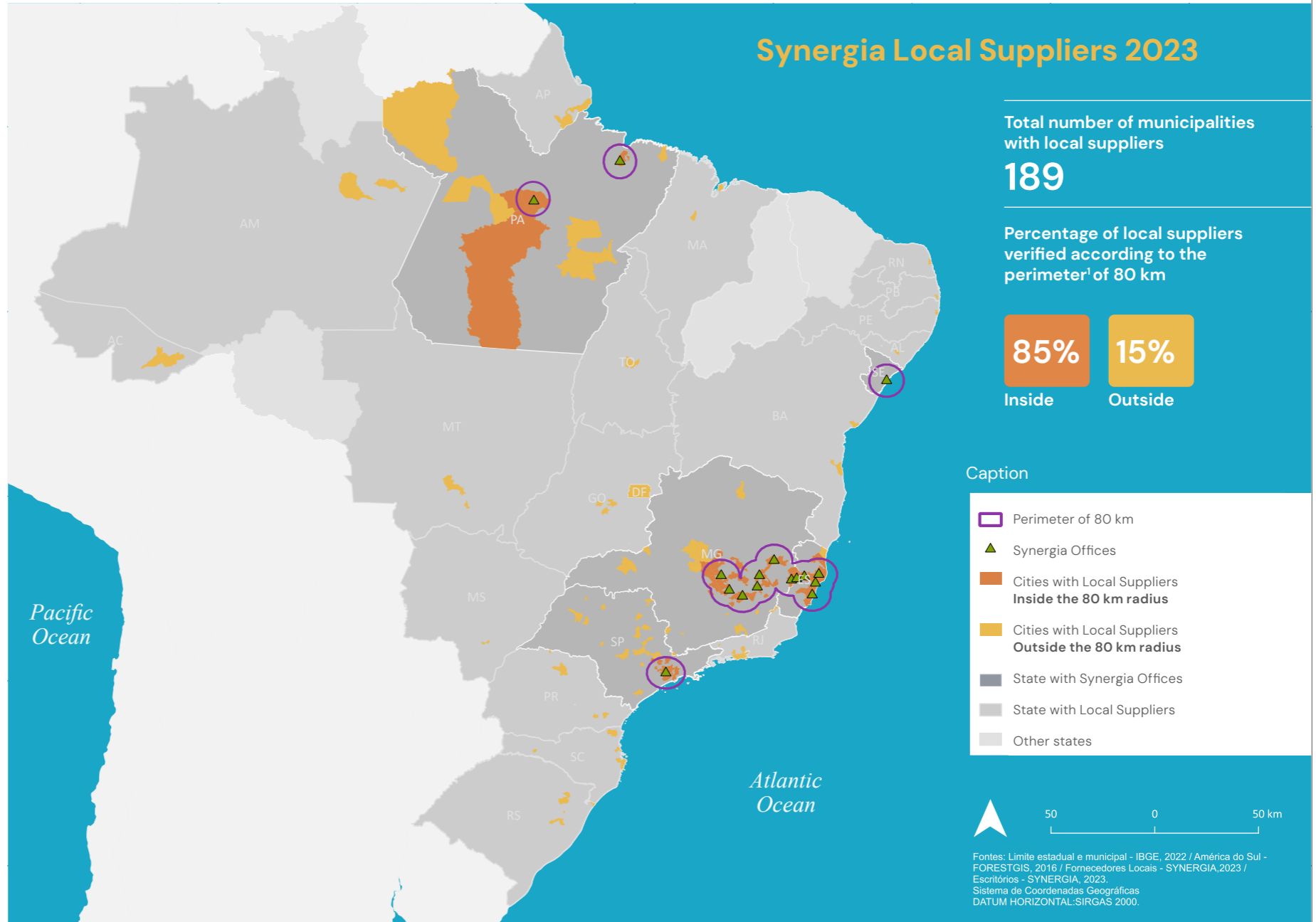
In that regard, **we adopt a holistic approach that incorporates the values of integrity, commitment, excellence, respect, empathy, justice, innovation, inclusion, profitability, courage and environmental sustainability in all phases of our projects.** We recognize the importance of aligning our activities with our mission and values.

Aiming to contribute to the generation of shared value in the territories in which we operate, **we have defined in our internal recruitment and selection policy that hiring preference is given to candidates residing in the locations where the services are performed.**

Likewise, our internal supply policy provides for that the hiring of local suppliers cannot be lower than 70%. **In 2023, the purchasing rate from local suppliers was 85%, thus reinforcing the commitment to collaborate with production chains in the company's operating territories and with a sustainable development model.**

When implementing engagement, awareness-raising, social communication and participatory action initiatives, we seek to integrate our consulting experience with the local expertise and knowledge of the communities involved. This allows us to tailor our approaches according to the specific needs of each context, fostering greater effectiveness and relevance of our work.

¹ According to Sistema B (2022), local suppliers are considered to be those located within a radius of 80 km from the headquarters, branches and other units operated by the company.





Projects supported via Company Funds

☆ Cafundão Project

The Cafundão Project supports the generation of work and income for women through the production and sale of healthy and sustainable food in the Cafundão community, in Mariana (Minas Gerais, Brazil), region where we have been operating since 2015. The objective is to encourage the expansion of the activities of the Cafundão Agricultural Cooperation Association, aiming to guarantee more income and the consequent improvement in the living conditions of the population, especially women.

We supported the construction of an industrial kitchen for the Association, which enhances the production and sale of cookies and products from agroecological family farming, made based on traditional recipes and developed from local resources. In addition to building the kitchen, we provide technical advisory and training for the women involved.

Our professionals participate in the Cafundão Project, contributing their expertise in the volunteer actions developed with eight employees working on the project.



The project exemplifies our commitment to reconciling our mission with the practical execution of socio-environmental projects, demonstrating how it is possible to align socio-economic development objectives with environmental conservation and community empowerment.



☆ Medium Xingu Project

The Medium Xingu Project started in 2022, as an initiative through its own social investment, for the socio-environmental development of the Medium Xingu region, where we have been working with indigenous populations since 2019, seeking to foster a positive legacy for the region through integrated support for income generation for local families and conservation of the Amazon rainforest.

The project was built in a participatory manner with players from the region, active in the field of bioeconomy and management of traditional regional territories: Chico Mendes Institute for Biodiversity Conservation (ICMBio), Terra do Meio Community Canteen, Instituto Socioambiental (ISA), Federal University of Pará (UFPA), among others. From this round of dialogue, we defined support for three initiatives: The Network of Canteens², current Terra do Meio Network; the Sementes da Floresta Agroextractivist Association (AASFLO); and the riverside communities of the Terra do Meio Ecological Station (ESEC).

Support for the Canteen Network was structural, extending throughout 2023 and funding an employee for a year and a half to work in the commercial part of products from the region's sociobiodiversity chains.

At AASFLO and ESEC in Terra do Meio, support seeks solutions that allow improvements in quality of life, through the canteen, and generation of family income, through sustainable production chains. The promotion of these chains works to prevent families from becoming involved in illegal activities, such as mining and illegal logging.

In 2022, AASFLO received support for institutional strengthening, for reviewing product labels and packaging and for training to improve cosmetics made from forest products, collected and extracted by the community. In 2023, the association's participation in the Bio Brazil Fair & Naturaltech in São Paulo, the largest natural products fair in Latin America, was enabled.

At ESEC in Terra do Meio, the project supported 10 riverside families on two fronts: in the construction of a community canteen and in technical, logistics and commercial

support for the cocoa production chain. Four technical assistance expeditions took place in 2023, with support being provided for the transportation of 3.2 tons of cocoa beans produced there.

In September, the documentary "The Invisible Forest – Stories from The Amazon" was released. The work - which shows the journey of families seeking sustainability, prioritizing forest conservation - is the result of a co-production between Synergia Socioambiental and Dot Films, with the support of ICMBio. The short film was widely recognized, being selected and awarded at several festivals in Brazil and abroad.



2 Canteens are commercial warehouses for the delivery of production and acquisition of goods.

Projects supported via Tax Incentives Laws

We invest in projects through tax incentive laws, seeking **support actions in territories where we operate, such as other projects or entities, prioritizing those aimed at generating employment and income, culture, education and that address the topic of ethnicity and gender.** We invest all the tax value allowed by incentive laws in these projects. For its selection, we relied on the support of Incentiv, a startup of solutions focused on generating positive social impact, which connects companies, people and socio-environmental projects, leveraging the opportunities generated by tax incentive laws.



Supported Projects 2023



NATIONAL CULTURAL SUPPORT PROGRAM "Festival CineMarias: Mulheres protagonistas – Vitória (ES)"

CineMarias is an awareness-raising initiative consisting of an Audiovisual Laboratory + National Exhibition of Women's Cinema, which aims to reflect on violence against women, gender equality, female protagonism and lack of representation in the media. It is a pioneer in holding a film event aimed at women in Espírito Santo, a state that ranks 4th in the country in terms of femicide. In addition, it provides scholarships to young people from vulnerable areas who wish to study and learn about films.



SPORTS INCENTIVE LAW "Bike, Saúde & Equilíbrio"

The project seeks to foster practical and demonstrative classes of motocross acrobatics on freestyle bicycles (BMX Freestyle), in solo mode (Flatland), in public schools, encouraging self-care, the practice of physical exercise and disclosing the recent inclusion of BMX freestyle in the Olympic Games. The project is aimed at children and teenagers studying in public schools, fostering the culture of physical activity, peace and human integrity.



FUND FOR CHILDHOOD AND ADOLESCENCE "Laços & Família"

The "Laços & Família" Project proposes strategies to bring together and strengthen bonds between children/adolescents and their family, through training workshops (citizenship training, photography and communication) and the creation of educational campaigns, with the child/adolescent as the protagonist. Workshops for 300 social actors and a seminar for students and partners were also held.



FUND FOR THE ELDERLY "Casa da Esperança"

The Casa da Esperança Project seeks to structure the Instituto Esperança by hiring female professionals to expand care and support services. The project assists elderly women who are unable to stay with their families, experience situations of violence, neglect, poverty and abandonment, with weakened or broken family ties.



Sustainability in Business Operations

GRI 305-1 | 305-2 | 305-3

As a consulting firm, our operations do not involve manufacturing processes. However, we are committed to optimizing our processes and activities.



Environmental efficiency of facilities

Since 2022, our permanent offices (headquarters and branches) have undergone several interventions to increase their environmental efficiency. Structural and aesthetic modifications, as well as equipment replacement, were mapped and applied according to the needs of each environment.

A lighting project allowed to make better use of the lighting potential without waste, in which fluorescent lamps were replaced by energy-saving LED lamps.



Luminaires with aluminum fins, combined with LED lamps, were installed to provide visual comfort to people in the work spaces.

Aluminum blinds were replaced by roller models with solar screens to take advantage of natural light and improve thermal comfort, avoiding the use of artificial light at certain times of the day.

Only electronic equipment that displays the Inmetro energy efficiency seal may be purchased. **All air conditioning units were replaced with new ones, which hold the Procel seal for energy efficiency and lower consumption.** Moreover, to take advantage of natural ventilation, the recommendation is to keep windows open whenever possible.

To minimize the risk of water waste due to leaks in the sinks, **automatic model taps with timer for controlled water release** were installed. Toilets were also replaced by models with close coupled toilets and dual flushing to save water, depending on usage.

Waste generation

Administrative and corporate activities are predominantly conducted online. The development of materials, recording of activities, processes and the issuing of documents are performed and archived electronically. The use of paper is low.

Our offices have selective collectors for the disposal of dry waste (paper, plastic, metals and glass) and wet waste (organic). **In 2023, we started mapping selective collection services related to public initiatives and/or cooperatives in the territories where we operate**, aiming to forward the recyclable waste generated and implement these processes in 2024.



Fuel replacement

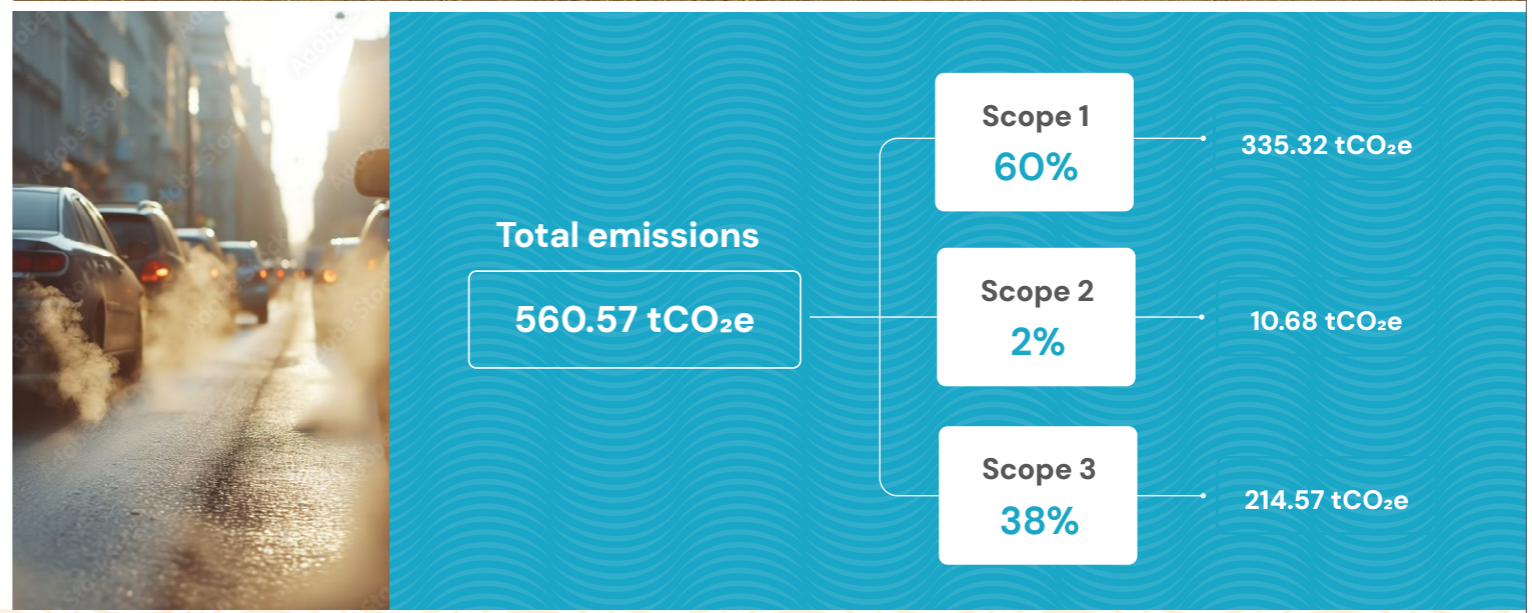
We have a fleet of rental cars, whose number of vehicles and models may vary depending on the characteristics of the territory served. Aiming to reduce GHG emissions related to mobile combustion, we established in our Internal Fleet Management Policy in the second half of 2023 stating that the fueling of flex fuel vehicles must be done exclusively with ethanol.

Inventory of greenhouse gas emissions

We prepare the inventory of corporate greenhouse gas emissions internally starting in 2020. **In 2023 we joined the Brazilian GHG Protocol Program (PBGHG), integrating the group of organizations that account for their emissions and publish their inventories.**

Our first inventory considered only information related to permanent offices (headquarters and branches). In 2023, we expanded our monitoring, including data collection from all active units throughout the year.

The calculations were performed following the methodology and calculation tool made available by the Brazilian GHG Protocol Program (PBGHG), totaling 560.57 tCO₂e. Of these emissions, approximately 60% (335.32 tCO₂e) refer to direct emissions – Scope 1 and 38% (214.57 tCO₂e) to indirect emissions – Scope 3. The smallest share, 2% (10.68 tCO₂e), is due to the electricity consumption of all active offices in 2023 – indirect emissions, Scope 2.





Governance



41

Board and
Committees

43

Policies

GRI 2-9 | 2-10 | 2-22

In addition to their interests, Synergia Socioambiental and its partners formally commit to making decisions that consider, in the short- and long term, the interests of their stakeholders, such as: employees, communities, suppliers, clients, creditors and the local and global environment, among others.

We developed an organizational restructuring in 2020, aiming to fulfill our corporate objectives and strategies, valuing our principles of ethics, integrity, transparency, sustainability, innovation and valuing people. **This structure included ten Executive Boards that report to the presidency and the Board of Partners – the company’s highest governance body with shareholder representation.**



The committees are hierarchically below the Board of Partners (the highest governance management body).

ADVISORY BOARD

Formed by Andrea Alvares, Roberto Waack and Ricardo Young, reference professionals in the market for the sustainability topic, with recognized performance in advocacy for ESG impact management and relationships with stakeholders.

EXECUTIVE COMMITTEE

Formed by the CEO and directors, it has a weekly meeting schedule to address relevant topics related to the company’s management. The Executive Committee also acts in the periodic evaluation of strategic planning and results, as well as the assessment and deliberation of *triple bottom line*¹ impacts – a topic with shared management between the executive boards.

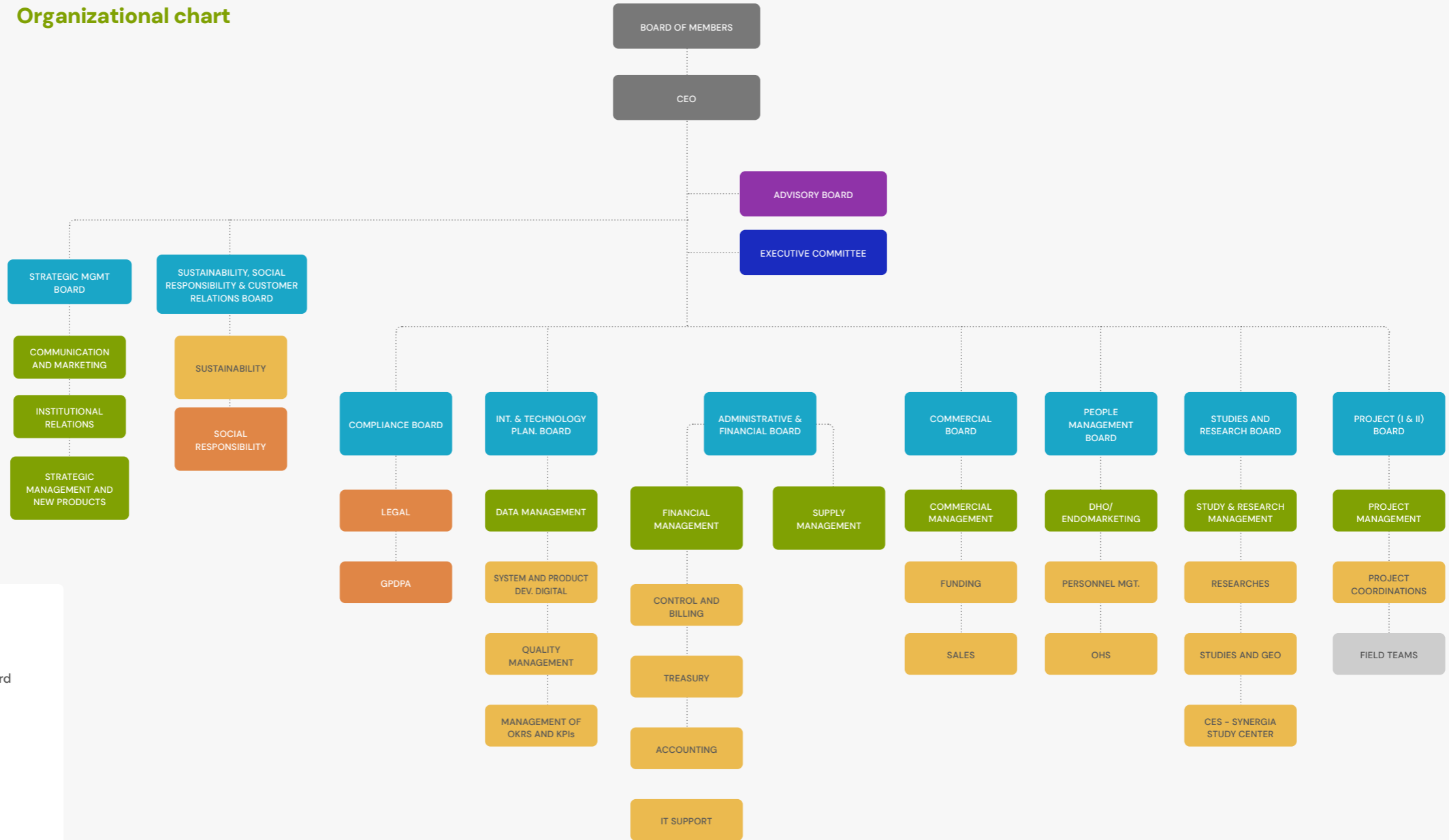
ETHICS COMMITTEE

Coordinated by the Compliance Executive Board and composed of five members from different areas, it has a routine of carrying out monthly and/or occasional meetings (according to demand) to address the issues reported through the reporting channel. Members are appointed after nominations, with two-year terms (renewable for further two years).

¹ The *triple bottom line* is a concept of sustainable management, considered the three pillars of sustainability. Through it, companies intend to expand their vision of success beyond financial results.

Organizational chart

- Key**
- Executive Board
 - Management
 - Specialty
 - Coordination
 - Relationships
 - Matrix





Code of Conduct

GRI 2-23 | 2-24

We have a Code of Conduct approved by the partners, which is an integral part of our Compliance Program, bringing together the ethical, moral and integrity principles that guide the performance of our activities in a single document, aiming to reinforce and strengthen them. **The code was created to guide and direct relationships with all stakeholders, including employees, suppliers, clients, communities served, government, partners, competitors and society in general.**

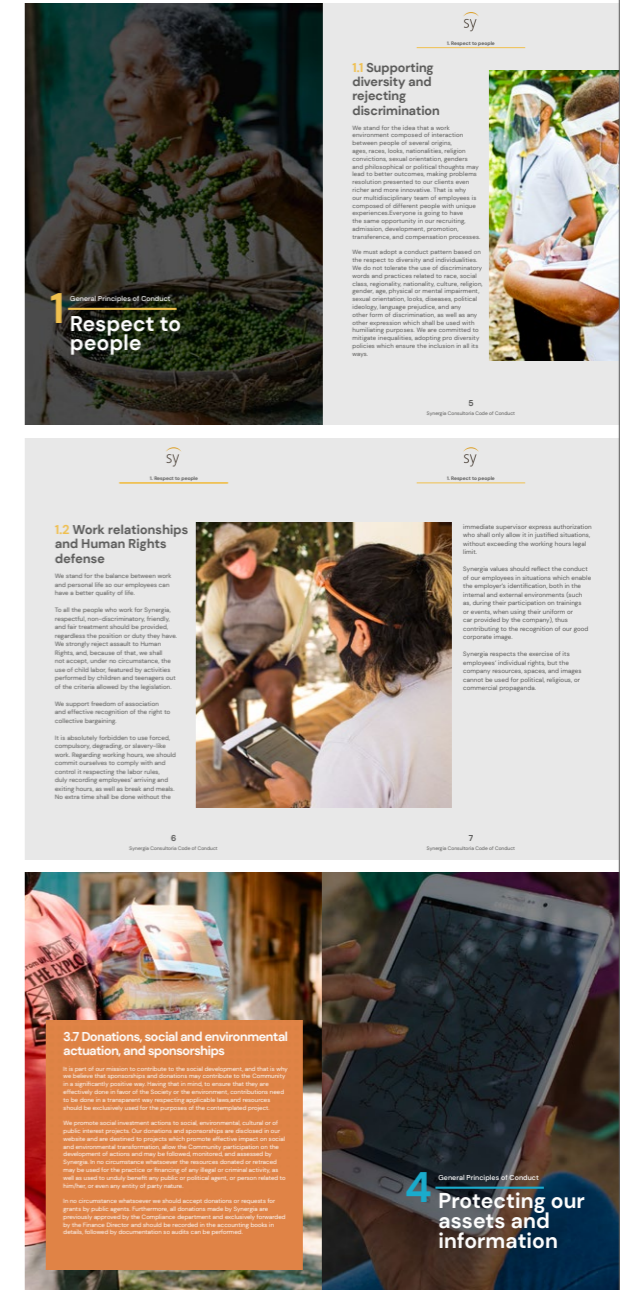
The Code of Conduct is signed by all employees and service providers and is presented during the onboarding process for people joining the company. **The document is also an integral part of the contracts signed by our business partners.**

Policies are being developed on the main topics contained in the Code (e.g.: **Conflicts of interest; Confidentiality, Data Protection etc.**), on which training is provided to the respective target audiences.



A central topic covered by the Code of Conduct is the Defense of Human Rights. The following are repudiated: use of child labor, forced labor, compulsory labor, degrading labor or slave-like labor, as well as working hours above legal limits.

ACCESS THE FULL DOCUMENT



Reporting Channel

GRI 2-16 | 2-25 | 2-26

We have an external and independent Reporting Channel, which receives reports from all audiences (internal and external), either anonymously or identified. Reports can be submitted on any topic related to the conduct of our company and its representatives: infractions, non-compliance with current legislation or the precepts contained in our Code of Conduct or our policies. Moreover, the Channel can be used to clarify doubts in the event of an ethical dilemma. These reports are forwarded to the Ethics Committee, which analyzes the case, investigates and deliberates actions to resolve it and prevent/mitigate future recurrences.

An external company is responsible for the Reporting Channel, preparing monthly management reports. Said reports mention the types of occurrences and severity.



ACCESS THE SYNERGIA
REPORTING CHANNEL
contatoconfidencial.com.br/synergia

Conflict of Interest

GRI 2-15

To detect potential conflicts of interest, we apply a “Conflict of Interest Questionnaire” to leaders, service providers, strategic suppliers, business partners and grantees. The answers are analyzed by the Compliance area and, if any situation is identified that has an impact on the company, together with the Ethics Committee, actions are deliberated to eliminate such conflicts and the resulting impacts. The most critical cases are brought to the attention of the Presidency and – depending on the severity of the situation – to the other partners.

Issues identified by the Reporting Channel and the “Conflict of Interest Questionnaire” are brought to the attention of the Compliance area and the Ethics Committee, which have the autonomy to deliberate on the matter. However, depending on the severity of the case, and when relevant, the parties directly involved will be informed about the case and the Ethics Committee’s decision.



ESG Risk Analysis

GRI 409-1

Risk management is a process of shared responsibility among everyone who works at Synergia. Upon hiring, employees undergo training on our Code of Conduct and are introduced to the available communication and reporting channels. They also sign the term of receipt of the Code, acknowledging its content, committing to follow the guidelines for the ethical and safe conduct of their duties and reporting negative deviations, if identified.

The Sustainability and Social Responsibility area carries out a survey of environmental risks associated with the business and is responsible for developing and monitoring processes related to good environmental management and socio-environmental responsibility practices.

In 2024, the “Due diligence and Conflict of Interests Questionnaire” will be forwarded to suppliers, whose objective is to determine the organization’s level of Governance and its status regarding critical Compliance aspects, such as: disrespect for human rights (slave-like labor, child labor etc.), corruption, administrative misconduct, ethical issues, environmental impacts, occupational health problems etc.

If necessary, we will ask suppliers for the necessary clarifications for any dubious or non-conforming situations identified. The “Due Diligence and Conflict of Interests Policy”, recently created, also provides for the preparation of an action plan for non-conformities and even the de-accreditation of the supplier, depending on the severity of the case or the level of commitment of the supplier regarding the established action plan.

GRI Summary

Declaration of use

**THIS REPORT WAS PREPARED IN COMPLIANCE
WITH GRI 1 STANDARDS**

2021 Fundamentals for the period from
January 1st to December 31st, 2023.

GRI ITEM	CONTENTS	PAGE	ANSWER	SDG	UN GLOBAL COMPACT PRINCIPLES
2-1	Organization details	-	Synergia – Consultoria Urbana e Social Ltda. Located at Ipiranga Avenue, 104 – 13 th floor – República, São Paulo/SP		
2-2	Entities included in the scope of the organization's sustainability reporting	-	Head office: São Paulo/SP: 05.863.009/0001-40		
		-	Branches: <ul style="list-style-type: none"> • Mariana/Minas Gerais – 05.863.009/0005-73 • Nova Lima/Minas Gerais – 05.863.009/0007-73 • Linhares/Espírito Santo – 05.863.009/0010-30 • Altamira/Pará – 05.863.009/0011-11 		
2-3	Reporting period, frequency and point of contact	3 and 4	Section We are Synergia Socioambiental “About the Report”		
2-4	Restatements of information	-	Not applicable		
2-5	External assurance	-	This sustainability report has not been externally verified. The content of Synergia Socioambiental's financial reports follows the International Financial Reporting Standards (IFRS), with the data audited by the RSM audit firm.		10
		-	Synergia also undergoes internal and external audit processes to maintain ISO 9001 certification.		
2-6	Activities, value chain and other business relationships	-	Work with the public, private and third sectors.		
2-9	Governance structure and composition	41	Section Governance “Board and Committees”	5, 16	
2-10	Appointment and selection of the highest governance body	42	Section Governance “Organization chart”	5, 16	1, 7, 10
2-11	President of the highest governance body	-	The Board of Partners is the company's highest governance body, with shareholder representation.	16	
201-1	Direct economic value generated and distributed	-	Content omitted since it is considered critical/strategic.		
201-4	Financial support received from the government	-	Content omitted since it is considered critical/strategic.		

GRI 3: Material Topics 2021

3-1	Process of defining material topics	14	Section We are Synergia Socioambiental “Materiality – Definition of material topics”		
3-2	List of material topics	15	Section We are Synergia Socioambiental “Materiality – Materiality matrix and material topics”		1, 2, 8, 10
3-3	Management of material topics	16	Section We are Synergia Socioambiental “Materiality – Management of material topics”		7, 8

GRI ITEM	CONTENTS	PAGE	ANSWER	SDG	UN GLOBAL COMPACT PRINCIPLES
MATERIAL TOPICS – Synergia Socioambiental					
DIVERSITY AND INCLUSION					
2-7	Employees	18, 20, 21 and 22	Section People	8, 10	
200-2	Proportion of board members hired from the local community	-	Section Stakeholders, Communities and Territories 100%		6
405-1	Diversity in governance bodies and employees	18 and 20	Section People "Diversity and Inclusion"	5, 8	6
405-2	Ratio between base salary and remuneration received by women and those received by men	21	Section People "Employability and Workability"	5, 8, 10	6
ACTIONS ON SOCIO-ENVIRONMENTAL IMPACTS					
2-25	Processes to repair negative impacts	45	Section Governance "Reporting Channel and ESG Risk Analysis"		8
302-1	Energy consumption within the organization	56	Section Attachments	7, 8, 12, 13	8
302-2	Energy consumption outside the organization	57	Section Attachments	7, 8, 12, 13	8
305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions from energy purchases	39	Section Stakeholders, Communities and Territories "Sustainability in Business Operations – Total Emissions"	3, 12, 13, 14, 15	7, 8
305-3	Other indirect (Scope 3) greenhouse gas (GHG) emissions	39	Section Stakeholders, Communities and Territories "Sustainability in Business Operations – Total Emissions"	3, 12, 13, 14, 15	7, 8
ACTION WITH EXTERNAL STAKEHOLDERS					
2-28	Participation in associations	29	Section Stakeholders, Communities and Territories "Actions with partners"		
2-29	Approach to stakeholder engagement	28	Section Stakeholders, Communities and Territories "Stakeholders"		
2-30	Collective agreements	-	439 employees with employment contracts under the Brazilian Labor Regulations who follow collective labor agreements, representing 80.99%	8	3, 4, 6

GRI ITEM	CONTENTS	PAGE	ANSWER	SDG	UN GLOBAL COMPACT PRINCIPLES
RELATIONSHIP WITH COMMUNITIES AND TERRITORIES					
204-1	Proportion of expenses with local suppliers	31	Section Stakeholders, Communities and Territories "Communities and Territories"	8	
413-1	Operations with engagement, impact assessments and development programs aimed at the local community	30	Section Stakeholders, Communities and Territories "Communities and Territories"		
SOCIAL INVESTMENT					
413-1	Operations with engagement, impact assessments and development programs aimed at the local community	30	Section Stakeholders, Communities and Territories "Communities and Territories"		
ENGAGEMENT IN SUSTAINABILITY					
2-12	Role of the highest governance body in overseeing impact management	-	The Board of Partners is the company's highest governance body, representing shareholders. It periodically monitors issues related to impact management, together with the Executive Committee, formed by the company's directors.	16	1, 7
2-13	Delegation of responsibility for impact management	-	The Executive Committee - formed by the company's executive boards - is directly responsible for impact management, in accordance with strategic planning and specific plans and policies.		1, 7, 10
2-14	Role of the highest governance body in sustainability reporting	-	The Board of Partners is responsible for approving the content of the Sustainability Report		1, 7
2-17	Collective knowledge of the highest governance body	-	Information available in the company's organizational chart and sustainability report		
2-18	Performance assessment of the highest governance body	-	Not applicable		
2-19	Remuneration policies	-	For members of the highest governance body, the same criteria as the Position and Salary Policy are applied to all people at Synergia, without distinction.		1, 7, 10
2-20	Process for determining remuneration	21	Section People "People - Employability and Workability"	8	
EMPLOYABILITY AND WORKABILITY					
2-8	Workers who are not employees	-	The numbers vary from month to month. Since it is not a continuous activity and is not part of the company's business scope, the self-employed person carries out the work sporadically.	8	
201-3	Defined benefit plan and other retirement plan obligations	-	Not applicable		

GRI ITEM	CONTENTS	PAGE	ANSWER	SDG	UN GLOBAL COMPACT PRINCIPLES
202-1	Ratio of lowest salary to local minimum wage, with gender breakdown	-	Information not available		
401-1	New hires and employee turnover	22	Section People "Employability and Workability"	5, 8, 10	
401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	21	Section People "Employability and Workability"	3, 5, 8	
401-3	Maternity/paternity leave	-	In 2023, 13 women took maternity leave and 7 men took paternity leave. The retention rate after 12 months was 45%.	5, 8	1
402-1	Minimum notice period for operational changes	-	Not applicable		
403-1	Occupational health and safety management system	25	<p>Section People "Occupational Health and Safety"</p> <p>The system has been implemented in accordance with the following recognized standards and guidelines:</p> <ul style="list-style-type: none"> • Regulatory Standard 1 of the Ministry of Labor and Employment; • Specific OHS requirements of the clients we provide services to; • International occupational health and safety standards, such as ISO 45001. <p>Furthermore, the management system has been implemented and is maintained based on recognized risk management and management system standards and guidelines, including:</p> <ul style="list-style-type: none"> • ISO 31000 – Risk Management – Principles and Guidelines; • OHSAS 18001 – Occupational Health and Safety Management Systems – Requirements; • ILO Guidelines on Occupational Safety and Health Management Systems. 	3, 8, 16	
403-2	Hazard identification, risk assessment and incident investigation	21 and 22	Section People "Occupational Health and Safety"	8	
403-3	Occupational health services	21 and 22	Section People "Occupational Health and Safety"	8	
403-4	Worker participation, consultation and communication with workers regarding occupational health and safety	21 and 22	Section People "Occupational Health and Safety"	8, 16	
403-5	Training of workers in occupational health and safety	21 and 22	Section People "Occupational Health and Safety"	8	
403-6	Promoting worker health	21 and 22	Section People "Occupational Health and Safety"	3	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	21 and 22	Section People "Occupational Health and Safety"	8	

GRI ITEM	CONTENTS	PAGE	ANSWER	SDG	UN GLOBAL COMPACT PRINCIPLES
403-8	Workers covered by an occupational health and safety management system	21 and 22	Section People "Occupational Health and Safety" Synergia has implemented an Occupational Health and Safety Management System that covers all employees and workers who are not employees, but whose work and/or workplace is controlled by the organization..	8	
403-9	Occupational accidents	22	Section People "Occupational Health and Safety" In 2023, there were no deaths resulting from occupational accidents and occupational accidents with serious consequences (except deaths). There were 2 cases of occupational accidents requiring mandatory reporting. The main types of occupational accidents were as follows: fall from the same level; material accident (vehicle).	3, 8, 16	3, 4, 5, 6
403-10	Occupational diseases	22	Section People "Occupational Health and Safety" In 2023, there were no deaths resulting from occupational diseases and occupational diseases requiring mandatory reporting.	3, 8, 16	
404-1	Average training hours per year, per employee	24	Section People "Performance Evaluation, Career Transition and Training Policies"	4, 5, 8	1, 2
404-2	Programs to improve employee skills and provide assistance for career transition	24	Section People "Performance Evaluation, Career Transition and Training Policies"	8	
404-3	Percentage of employees receiving regular performance and career development reviews	24	Section People "Performance Evaluation, Career Transition and Training Policies"	5, 8, 10	
INNOVATION, CREATION AND KNOWLEDGE MANAGEMENT					
404-2	Programs to improve employee skills and provide assistance for career transition	24	Section People "Performance Evaluation, Career Transition and Training Policies"	8	
CODE OF CONDUCT					
2-15	Conflicts of interest	45	Section Governance "Conflict of Interest"	16	10
2-16	Communication of critical concerns	45	Section Governance "Reporting Channel"		10
2-23	Policies on commitments	44	Section Governance "Code of Conduct"	16	1, 7
2-24	Incorporation of policies on commitments	44	Section Governance "Code of Conduct"		1, 2
2-26	Mechanisms for seeking advice and raising concerns	-	Section Governance "Reporting Channel" 38 reports in 2023, including situations of a behavioral nature, conflict of interest, occupational health and safety, information leaks, company image. This figure also includes situations outside the scope, where the reporting channel was used inappropriately since it was not the appropriate means of communication (e.g.: situations that are then redirected to the company's "Contact Us" section).	16	1, 3, 7, 10

GRI ITEM	CONTENTS	PAGE	ANSWER	SDG	UN GLOBAL COMPACT PRINCIPLES
2-27	Compliance with laws and regulations	-	There were no cases of non-compliance that resulted in administrative or judicial sanctions and fines, nor non-monetary sanctions.		10
205-1	Operations assessed for corruption-related risks	-	Corruption risk assessment and policy development are planned to start in 2024.	16	1, 7, 10
205-2	Communication and training in anti-corruption policies and procedures	-	Corruption risk assessment and policy development are planned to start in 2024.	16	10
205-3	Confirmed cases of corruption and measures taken	-	There were no cases.	16	10
206-1	Lawsuits for unfair competition, anti-trust and monopoly practices	-	There were no cases.	16	10
414-1	New suppliers selected based on social criteria	-	Assessment to be undertaken in 2024 through the new Due Diligence Questionnaire to be submitted to business partners.	5, 8, 16	1, 2, 10
414-2	Negative social impacts of the supply chain and measures taken (content)	-	Assessment to be undertaken in 2024 through the new Due Diligence Questionnaire to be submitted to business partners.	5, 8, 16	1, 2, 10
415-1	Political contributions	-	Not applicable		
418-1	Substantiated reports regarding breach of privacy and loss of client data	-	There were no cases.	16	10
ESG RISK ANALYSIS					
201-2	Financial implications and other risks and opportunities arising from climate change	-	No financial implications arising from climate change were identified. The company's area of activity and internally prioritized projects coincide with topics relevant to climate change, such as regenerative economy, risk prevention, among others.	13	7
409-1	Operations and suppliers with significant risk of cases of forced or compulsory labor	45	Section Governance "ESG Risk Analysis"	8	4

Attachments

Diversity - big picture

FUNCTIONAL CATEGORY		GENDER		AGE GROUP			PEOPLE WITH DISABILITIES		RACE AND ETHNIC ORIGIN					
		WOMEN	MEN	-30 YEARS	30-50 YEARS	+50 YEARS	WOMEN	MEN	WHITE	MIXED RACE	BLACK	ORIENTAL	INDIGENOUS	NOT INFORMED
ASSISTANTS	Absolute number	92	78	87	76	7	7	8	59	69	32	6	2	2
	%	29.11%	34.51%	51.48%	23.46%	14.29%	77.78%	88.89%	23.14%	36.32%	42.11%	60.00%	66.67%	25.00%
ANALYSTS	Absolute number	140	87	76	146	5	0	1	93	89	37	3	0	5
	%	44.30%	38.50%	44.97%	45.06%	10.20%	0.00%	11.11%	36.47%	46.84%	48.68%	30.00%	0.00%	62.50%
SPECIALISTS ARCHITECTS ENGINEERS	Absolute number	38	39	5	55	17	0	0	55	17	4	1	0	0
	%	12.03%	17.26%	2.96%	16.98%	34.69%	0.00%	0.00%	21.57%	8.95%	5.26%	10.00%	0.00%	0.00%
COORDINATION	Absolute number	31	12	1	35	7	2	0	25	13	3	0	1	1
	%	9.81%	5.31%	0.59%	10.80%	14.29%	22.22%	0.00%	9.80%	6.84%	3.95%	0.00%	33.33%	12.50%
MANAGEMENT	Absolute number	9	5	0	7	7	0	0	13	1	0	0	0	0
	%	2.85%	2.21%	0.00%	2.16%	14.29%	0.00%	0.00%	5.10%	0.53%	0.00%	0.00%	0.00%	0.00%
EXECUTIVE BOARD	Absolute number	6	5	0	5	6	0	0	10	1	0	0	0	0
	%	1.90%	2.21%	0.00%	1.54%	12.24%	0.00%	0.00%	3.92%	0.53%	0.00%	0.00%	0.00%	0.00%

Parental Leave				People	
	WOMEN	MEN	TOTAL		
Total number of people who took parental leave	13	7	20	<ul style="list-style-type: none"> Total number of people who remained at the company 12 months after returning from parental leave 	9
Total number of people who returned to work after the end of parental leave	13	7	20	<ul style="list-style-type: none"> Retention rate of people who remained in the company 12 months after returning from parental leave 	45%
Rate of return of people who returned to work after the end of parental leave	100%	100%	100%		

It is worth highlighting that all cases of people who did not remain at Synergia after returning from a leave of absence occurred for personal reasons or due to the end of the projects in which they were working.

Hiring and staff turnover

REGION		AGE GROUP								
		UP TO 30 YEARS			31-50 YEARS			+ 50 YEARS		
		Hirings	Terminations	Turnover rate (%)	Hirings	Terminations	Turnover rate (%)	Hirings	Terminations	Turnover rate (%)
SÃO PAULO – SÃO PAULO	Women	15	29	4.1	13	53	6.1	2	2	0.4
	Men	11	30	3.8	20	38	5.4	3	4	0.6
MARIANA – MINAS GERAIS	Women	11	27	3.5	25	52	7.1	3	6	0.8
	Men	11	40	4.7	10	48	5.4	0	8	0.7
LINHARES – ESPÍRITO SANTO	Women	3	48	4.7	9	48	5.3	1	3	0.4
	Men	2	24	2.4	2	37	3.6	1	0	0.1
ALTAMIRA – PARÁ	Women	10	7	1.6	7	13	1.8	0	0	0.0
	Men	5	6	1.0	6	9	1.4	0	0	0.0
NOVA LIMA – MINAS GERAIS	Women	0	2	0.2	1	3	0.4	0	1	0.1
	Men	0	1	0.1	0	4	0.4	0	1	0.1
TOTAL	Women	39	113	14.0	55	169	20.7	6	12	1.7
	Men	29	101	12.0	38	136	16.1	4	13	1.6

Amounts contributed

Summary of contributions	Contributions made in 2022 for the 2023 fiscal year	Contributions made in 2023 for the 2024 fiscal year
Federal Law for Cultural Incentives	BRL 172,732.69	BRL 150,000.00
Federal Sports Incentive Law	BRL 43,183.17	BRL 75,000.00
Fund for Children and Adolescents	BRL 43,183.17	BRL 37,500.00
Fund for the Elderly	BRL 43,183.17	BRL 37,500.00
TOTAL	BRL 302,282.2	BRL 300,000.00

Energy consumption within the organization

Energy	Type of source	Quantity (MWh)	Direct energy (GJ)
Electricity ¹	National Interconnected System (supply via the public network)	277.37	998.53
TOTAL		277.37	998.53

Fuel ²	Type of source	Volume (L)	Direct energy ³ (GJ)
Diesel	Non-renewable	77,265.64	2,742.93
Biodiesel	Renewable	10,040.17	332.94
Ethanol	Renewable	20,475.57	437.15
Gasoline	Non-renewable	54,332.08	1,751.67
Anhydrous ethanol	Renewable	20,095.43	449.33
TOTAL		182,208.88	5,714,03

¹ Annual electricity consumption in all active offices in 2023

² Supply of the fleet of cars rented for carrying out activities in the field

³ Conversion factors used according to the BEN (National Energy Balance) 2023

Energy consumption outside the organization

ENERGY	TYPE OF SOURCE	QUANTITY (KWH)	DIRECT ENERGY (GJ) ³
Electricity (remote work)	-	95,029.20	342.11
Commuting from home to work (train and subway)	-	8,118.96	29.23
TOTAL		103,148.16	371.33

Energy intensity⁶

	ENERGY INTENSITY PER TOTAL AREA ⁷ (GJ/M ²)
Within the organization	1,958
Outside the organization	0,736
TOTAL	2,684

FUEL	SOURCE TYPE	VOLUME (L)	DIRECT ENERGY (GJ) ³
Aviation kerosene (business travel - airplane)	Non-renewable	52,097.08	1,793.18
Diesel (business travel - travel bus)	Non-renewable	5,147.68	182.74
Biodiesel (business travel - travel bus - blending) ⁴	Renewable	668.91	22.18
Gasoline (business travel - taxi)	Non-renewable	2,028.08	65.39
Ethanol (business travel - taxi - blending) ⁵	Renewable	750.11	16.77
Diesel (home-work commuting - municipal bus)	Non-renewable	837.95	29.75
Biodiesel (home-work commuting - municipal bus - blending) ⁴	Renewable	108.89	3.61
Ethanol (home-work commuting - private car)	Renewable	94.81	2.02
Gasoline (home-work commuting - private car)	Non-renewable	59.87	1.93
Anhydrous ethanol (home-work commuting - private car) ⁵	Renewable	22.15	0.50
TOTAL		61,815.52	2,118.07

³ Conversion factors used according to the BEN (National Energy Balance) 2023

⁴ Value calculated based on the biodiesel addition content in diesel defined by the Brazilian National Agency for Petroleum, Natural Gas and Biofuels and which varies according to the availability of biofuel

⁵ Value calculated based on the content of anhydrous ethyl alcohol added to gasoline defined by the Brazilian National Agency for Petroleum, Natural Gas and Biofuels and which varies according to the availability of biofuel

⁶ Energy intensity includes energy, such as fuel and electricity, and uses BEN 2023 conversion factors

⁷ Sum of all areas of active offices in 2023 = 3,428.00 m²



We would like to thank everyone who participated in the preparation of this report.

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