



DIVERSITY AND INCLUSION POLICY

**ALIANSC
SONAE**

+ brMalls

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1 Introduction

Aliansce Sonae + brMalls is the largest shopping mall operator in Brazil. Our portfolio is composed of several malls, present in the 5 regions of the country, and with great pride, we launch the Diversity and Inclusion Policy.

We believe that a corporate environment of excellence should be guided by the appreciation of diversity and inclusion, according to the six primary dimensions of diversity: age, ethnicity, gender, physical abilities and qualities, race, and sexual orientation.

With this policy, we aim to continuously and consistently promote respect for human integrity and the individual aspects of each person. The improvement of initiatives focused on the theme are the Company's priority, certain that it is only possible to achieve the full potential of people through respect, inclusion, and appreciation of diversity.

2 Objective

The objective of Aliansce Sonae + brMalls's Diversity and Inclusion Policy is to establish the principles, criteria, and guidelines that may guarantee a culture of diversity and inclusion, ensuring equality for all employees, whether internal employees or contracted workers, in all environments, offices, or shopping malls, both on the occasion of their admission and during their stay and development in the company.

Our actions are driven by the objectives for ensuring:

- Inclusion of people with physical or intellectual disabilities;
- Gender and sexual orientation diversity and equality;
- Plurality of ethnic groups and races;
- Respect to different age groups.

The Diversity and Inclusion Policy considers employees of all organizational levels and areas. We reinforce that the principles, criteria, and guidelines set out in this document are non-negotiable and should be followed by all persons with whom Aliansce Sonae + brMalls's direct and indirect employees interact, both inside and outside the company.

3 Messages



One of the main values of our company is People First. In such a diverse society, I believe that the strongest aspect in human relations is respecting differences and knowing how to adapt. I am personally proud to present Aliansce Sonae + brMalls's Diversity and Inclusion Policy, and I am sure that we are taking a great and important step towards building an innovative and constantly evolving organization.

Rafael Sales, CEO



Be simple. Respect people and walk the talk. Lead by example. Be ethical. These behaviors guide the value of People First, which is directly related to the Diversity and Inclusion Policy. In a world where differences predominate, implementing corporate actions that raise awareness, encourage respect, and promote diversity are fundamental for the path of inclusion and in the quest for equity.

Renata Correa, People and Performance Director

4 General principles

1. Respect all individual differences, such as age, ethnicity, gender, physical abilities and qualities, race, and sexual orientation, among others, of all people inside or outside the company.
2. Provide equal employment opportunities for all qualified persons without discrimination of any kind.
3. Ensure the same job opportunities and economic benefits for similar responsibilities and performances in a specific market. In this sense, the criteria for determining wages and other benefits will be developed exclusively concerning skills, employment profile, organizational chart, and other objective parameters, without any distinction based on any characteristic that may give rise to discrimination.
4. Respect and promote the right of people to strike a balance in their lives, both in the family and in the personal lives of all our employees.
5. Do not allow any kind of harassment, intimidation, mockery, threat, stigmatization, or other attitudes of physical or psychological violence that may offend a person's dignity.
6. The display of images or objects of sexual content, by any means, in the work environment, or images or objects that encourage hatred, discrimination, or the promotion of stereotypes is prohibited.
7. Employees who violate the principles outlined in this policy shall be subject to disciplinary actions that may vary from verbal or written rebuke to termination of employment, regardless of the corresponding civil, criminal, or labor lawsuits.

5 What we expect from the Aliansce Sonae + brMalls Team

We hope that, after reading the Diversity and Inclusion Policy, the Aliansce Sonae + brMalls Team has clarified any possible doubts and obtained sufficient knowledge to ensure that respect permeates through all work relationships.

Respect helps people develop their talents better, work with motivation and efficiency, and feel they are an important part of the company. Living together, respecting, and promoting diversity, is essential for all people to have equal opportunities. When we work in environments where differences are respected, we also feel at ease to learn, take risks, and contribute.

Aliansce Sonae + brMalls is committed to the creation and promotion of a diverse work environment that includes people from different ethnic groups, genders, origins, experiences, and profiles, always prioritizing social inclusion, reducing inequalities, and promoting fair employment practices, which guarantee equal opportunities for all. We hope that all our employees, from any position or rank, may feel welcomed in their work environment, always guided by mutual respect. When faced with any situation of discrimination, offense, or embarrassment, we expect our employees to take an active stance to stop this type of behavior.

6 Our commitments

1. Ensuring a favorable environment for diversity and inclusion

We have the commitment of creating an inclusive work environment, where all people are respected and appreciated, regardless of their age, ethnicity, gender, physical abilities and qualities, race, and sexual orientation. Besides, contents and training sessions will be disseminated to guarantee the plurality of our team, respecting individualities and offering equitable opportunities. Harmful behaviors that are contrary to this policy's objectives are not welcome.

2. Promotion of a diverse and plural team

In order to build a plural and diverse people management, all of our selection processes will mention this Diversity and Inclusion Policy, declaring that candidates of several ages, ethnicities, genders, physical abilities and qualities, races and sexual orientations are welcome, to stimulate the integration of minorities and vulnerable groups. No candidate who participates in selection processes for the Aliansce Sonae + brMalls companies will be discriminated against or privileged by any criterion or participation in any type of association, order, or congregation.

3. Accountability and Social Integration

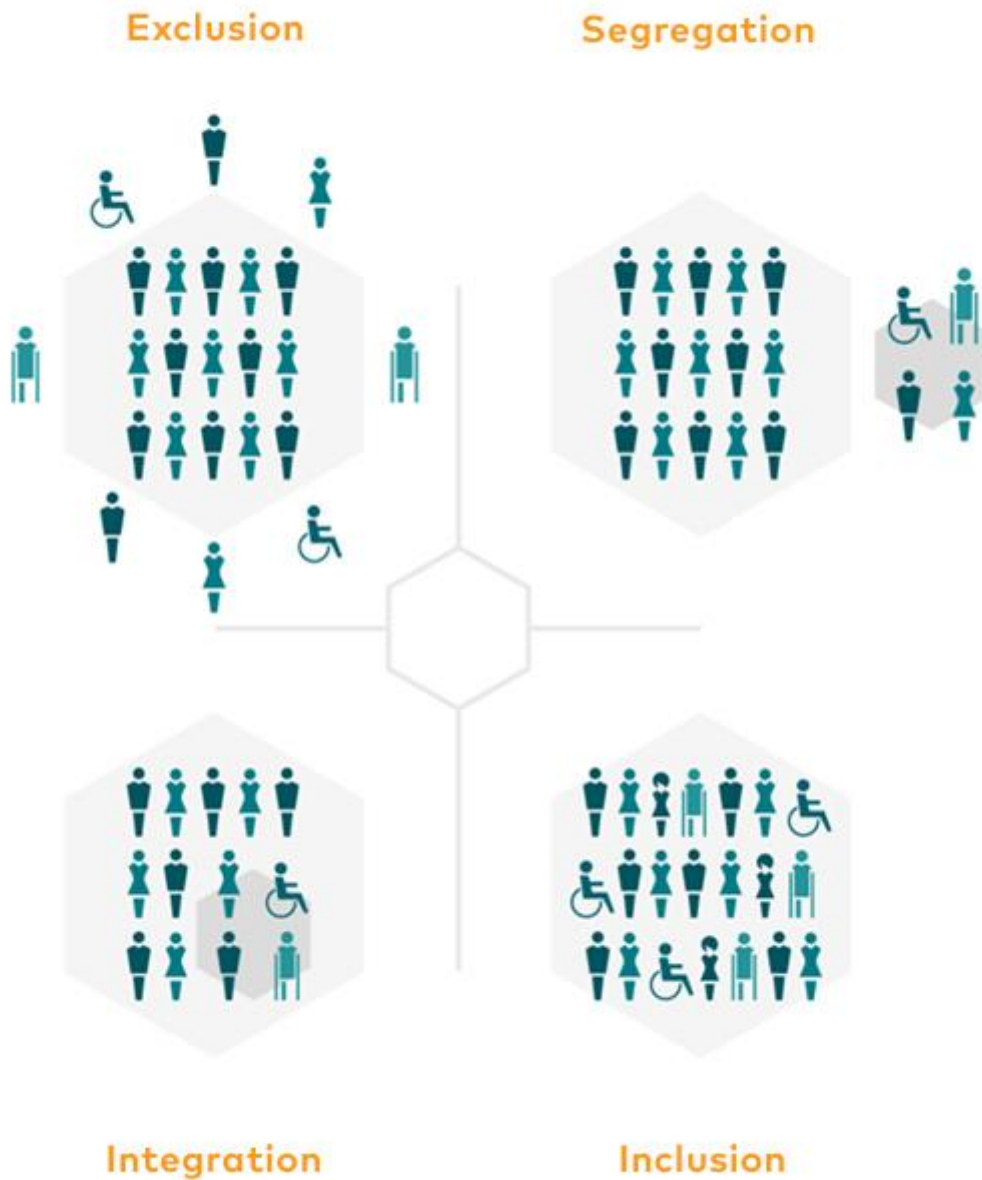
The commitment to diversity and inclusion assumes a collective integration that fosters knowledge and the appreciation of different ethnicities, cultures, and genders. Thus, we are committed to reinforcing our social experiences, following up, and providing support to the diverse institutions of civil society which are engaged with these topics, to strengthen not only personal development but the social integration of our society.

4. Training and Awareness

We will build a communication schedule and a training program with study materials, papers, internal lectures with guests involved and aligned with our goals, as well as periodic training with our employees to support and reinforce our commitment with the respect and appreciation of diversity and inclusion.

7 Concept of Inclusion

Understand the concept of inclusion visually:



Reference: Guide by White Martins

8 Best Practices

Sexual Orientation and Gender

- Understand that sexual orientation must not interfere with work relations and/or be a basis for your relationship with people;
- Understand that each one of us is a different, multifaceted human being, and that sexuality is only one of the aspects of our lives;
- In case of doubt, try to use gender-neutral language or ask how the person would like to be addressed;
- Use the pronoun that the person asked you to use. When you make a mistake, correct yourself, apologize and move forward;
- Interfere, in order to raise awareness, when someone makes a homophobic, transphobic, or heterosexist "joke" or comment;
- Listen attentively to what the person has to say and, in case you want to complement their speech, wait for the person to finish talking;
- Recognize the person for their actions, accomplishments and give them their proper credit;
- The profession/educational background does not define people. Treat everyone equally, regardless of their gender or position;
- Strengths and weaknesses are not related to gender. Looks may be deceiving, ask before you act.

Physical Abilities and Qualities

- Do not say "Person with disability", because the person is not summarized by their disability. We must also not use the terms "disabled person" or "person with special needs";

- Despite the difficulties in carrying out some specific activities, the professional may have other abilities, which make them thrive in their position;
- In case you want to offer help, ask first if the person accepts it and what is the best way to help them;
- If you help someone walk, offer your arm or shoulder. Do not hold the person's arms and/or shoulders.

Race and Ethnicity

- Understand that race or ethnicity must not interfere in work relations and/or be the basis for your relationship with colleagues;
- Humanity as we know it was structured on racism. This is why we must always reflect on the standards established by society and understand their effects;
- Get out of your comfort zone. Try to understand the topics that racism encompasses. In case of doubt, seek knowledge, talk with a black colleague, or with your manager;
- Call the person by their name, the color of their skin must not be used as a vocative;
- Interfere politely, in order to raise awareness when someone makes a racist/harmful "joke" or comment;

9 Ethics Hotline

Aliansce Sonae + brMalls makes its Ethics Hotline available to Internal Employees or Contracted Workers, which must be used to inform Aliansce Sonae + brMalls of potential violations or suspicious situations, as well as to clarify any doubts about the application of this Code:

ETHICS HOTLINE – Aliansce Sonae
0800 6486327
www.contatoseguro.com.br/alianscesonae

ETHICS HOTLINE – brMalls
0800 7770784
<https://brmalls.clickcompliance.com/portal>

All situations or complaints reported through the channels above will be treated confidentially, with the possibility of anonymity. Aliansce Sonae + brMalls guarantees that no retaliation will occur, nor will it be tolerated, against anyone who, in good faith, files any report or informs about suspected violations through the Ethics Hotline, reporting any violation or, in any other way, bringing to the attention of Aliansce Sonae + brMalls any situation that may constitute a violation of the rules of this Code, or that deserves to be investigated or analyzed.

10 References

- Guide by White Martins;
- Inclusion Policy by American Móvil;
- Diversity Guide by Siemens;
- Diversity, Inclusion and Human Rights Policy by GPA.