

EVEN 2012
ANNUAL AND
SUSTAINABILITY REPORT

even



Plaza Mayor Ipiranga Building, in São Paulo (SP)

2012 Annual and Sustainability Report

Sustainability is what we do daily to ensure a financially healthy company that returns value to shareholders, that mitigates the environmental impact it generates and, therefore, acts continually to ensure that communication with the people and institutions with which it relates – employees, community, customers, suppliers, shareholders, governmental and nongovernmental organizations, among others – will increasingly become more transparent and based on dialog.

Our report endeavors to translate the complexity of our operation into indicators that demonstrate how sustainability entwines with our activities. Thus, it is possible to find in its content information that goes beyond the financial results for year 2012.

With respect to the management of people, the report informs how our close relationship with employees has caused a restructuring of the area which is now called People and Management. It also provides information on the attention directed to workers at the construction sites, education and engagement in environmental issues. In fact, Even's actions in the environmental area are very significant for the whole industry.

The report includes, for example, a greenhouse gas emissions inventory, company routines that change society such as the "Ação Vizinho" (Neighbor Action) project that shares selective collection and recycling concepts in the neighborhood of the buildings, and the **Empreendedor AQUA certification** of which Even is very proud because it certifies all stages of a development since its project inception.

The report's Sustainable Cities chapter is subdivided into menus that follow exactly the order of these stages, offering visibility to the routines and processes in the sequence required.

We conduct our relationship with customers bearing in mind that when they invest in an Even enterprise they are following their dreams – of having their own house, of making a secure investment, of having a good life. The Even customer is offered differentiated services and support, which you will see in the report.

All of these initiatives have led the company to remain, for the fourth consecutive year, the only company of the civil construction industry to integrate the portfolio of BM&FBOVESPA's Corporate Sustainability Index. It has also been elected, by the Consumidor Moderno magazine, the Company that Shows More Respect for the Customer.

Your attention to our report makes our efforts worthwhile. We hope you will have an excellent experience in our accessible web, and we will be pleased to know your opinion through the communication channels available in digital version.

The address of the site is www.even.com.br/sustainability

Technical and Sustainability Division

2012 Annual and Sustainability Report

This year we have endeavored to transform the formalities of our Annual and Sustainability Report in a case of strategic management of the civil construction industry, aiming that our best practices could multiply the sector initiatives in the search of a business environment favorable to the sustainable growth within the country.

The production of the 2012 Annual and Sustainability Report was a very rich process for Even and its partners. Unlike other years, we have brought the process management of this report inside our working place. Thus, we have deepened the engagement of our executives and collaborators viewing to improve the construction of this content through a realistic evaluation of our practices from the point of view of the account.

All stages were discussed viewing to meet the purpose of its achievement, and the best way to engage all participants, increasing the relevance of this moment, which brings about a deep reflection on business management. Our challenge, the assessment from the material area to the final product, was to look for the strategic principle behind the figures presented, the reasoning of people that led the activities, the premises that guided the decisions in order that all made sense and was coherent with the company practices and the results to which they have conducted.

The interviews with the executives and managers extrapolated the objective questions and became moments of review and thoughtful pondering over the company's strategies and actions. They were invited to reflect on how sustainability unfolds in their practice areas, in their teams' activities and in the relations that they establish with the stakeholders.

Collaborators involved in the determination of GRI indicators were also given voice and participated in the discussions on the report's objectives, received feedback on their participation and were more integrated with the process since its beginning. It was possible to realize how much everyone evolved in relation to understanding sustainability in Even's context.

All the time, Sustainability management coordinated the work of the suppliers who were partners in this project; it strategically guided the stages; it took care of the schedule; it managed feedbacks, and it incorporated information considered relevant. We understand that the report's result, which we now share, constitutes one of the stages of the continuous cycle of planning, execution, evaluation and improvement, which form the foundation of all Even's projects. We hope the reading will be as interesting as it was for Even the process of creating this content.



Paulistano Private District Building, in São Paulo (SP)

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Message from PRESIDENT

Engagement through example

Even's commitment with sustainability deepened meaningfully in 2012, an important year in which we consolidated our position as one of the main companies of the civil construction sector in Brazil. Based on a solid strategic planning and great discipline related to the company's financial and operational management, we were not affected by the turbulences that have reached the sector, and we fulfilled the obligations undertaken towards the market, ending with excellence a cycle initiated in 2010.

For the third consecutive year, we reached the launches volume stipulated for the period. This way, we have registered a solid and planned growth of nearly 30% in this period. Our EBITDA increased from nearly R\$ 360 million to almost R\$ 425 million in 2012 and our profit reached R\$ 256 million. We have also increased our relevance in three of our four areas of activity, and we have carried out all the development deliveries estimated. We have

increasingly enlarged our customers' satisfaction, and they have recognized Even as one of the companies that shows greater respect to the consumer in this sector.

In order to continue this path of success, we have invested in the improvement of our management. We have fulfilled a broad mapping of operational and financial risks, which will propitiate us the necessary support to continue our growth rhythm. We have also promoted a broad reformulation in the people management area in order to have leaders able to deal with the challenges which in coming years the company will face.

On the other hand, our sector is becoming more mature in relation to sustainability. Proof of that is the increase in the search for certifications, which testifies the companies' commitment with a more responsible performance in different aspects, not only in the quality area.

Even considers these certifications as a great opportunity to develop new management patterns that allow the company to keep up with changes in progress in society, and to transform their customers into consumers not only more watchful but also more able to realize the importance and the differential of sustainability in the products it offers them. For the company it also means a great opportunity to create and increase awareness in a large net of suppliers. With this strategic public Even will be able to build and deliver products more sustainable and with a high quality level.



In 2012, we reached the Empreendedor AQUA certification

> In 2012, we have taken a major step forward towards this direction. We have surpassed the level of adoption of more sustainable practices in the process of works fulfillment, and we have reached the **Empreendedor AQUA certification**, the first in the country verifying all the construction process of residential developments, this way qualifying the value chain involved in the civil construction sector.

Obtaining the **Empreendedor AQUA certification** materializes our commitment to incorporating sustainability into all stages of our business, since the designing to the delivery and the use of the product by the customer. This means to use management so that the projects become routines, such as care with the thermal and acoustic comfort of the developments, rational usage of energy and water, selective waste collection, or so many other practices ensuring more useful life to the product, with less environment aggression and more saving resources.

We have also kept the ISO 9001:2008 certification related to the quality management area, and we continue the process to obtain OHSAS 18001 certification, which deals with rules and procedures to improve the areas of health and safety at work.

This way, we have initiated a much more ambitious, impacting and promising stage of our sustainability strategy. Our intention is to promote a more generous vision of society, not limited only to nature conservation, but comprising also complementary education in order to increase people's awareness of social differences across the country and of the necessity of mitigating these differences.

We earnestly believe that individual example is crucial for social transformation. We want to be a profitable company, but also, and mainly, a spreader of values within society. That's why we are making efforts to improve our relationship with our customers, as well as with other priority groups, such as collaborators and shareholders, among others, in order to engage them in the search for steady sustainability. It is essential that Even takes over this role, doing its part in order that these groups become more opened to more generous values.

We want to collaborate on the construction of sustainable cities and a fairer and egalitarian society, through concrete actions and focus upon the results, as we have done in 2012. And, to that end, we rely on the engagement of everyone who makes Even the successful company it is today.


Carlos Terepins
Chief Executive Officer

GRI 1.1; 1.2

Even São Paulo (SP) team







Alto Alto de Pinheiros Building, in São Paulo (SP)

SUSTAINABILITY STRATEGY

A corporation seeking truly sustainability has to consider in an integrated and balanced way the financial, social and environmental aspects in all processes and operations. And this is our great goal. That is why, last years, we have steadily acted in order to incorporate this principle to our management, in all stages of our business.

To that end, we have performed in three great fronts. The first is focus on the product. More than keeping construction responsible practices, we believe that our products must be sustainable in all their aspects. In 2012, we have taken a great step in this direction winning the **Empreendedor AQUA certification**. This certification predicts the adoption of sustainability principles from the product design to the delivery and use by the customer. Our goal is that all Even's products, in all regions where the company operates, are developed according to its rules, which will be presented in the chapter Sustainable Cities.

Another front is to incorporate increasingly sustainability to the company's strategic planning. The issue makes already part or the routine and goals of all areas where it is coupled to performance evaluation and to variable remuneration of all the company's collaborators. But we want to go further so that sustainability could back up the decision making process in all Even's strategic matters. Considering that this, many times, can deeply alter the way we do business, it will be our great challenge for the next few years.



AGUA POTAVEL

AGUA POTAVEL

AGUA POTAVEL

AGUA POTAVEL

REUSO

> Our third performance front is the engagement of our public of interest in the sustainability matter. We believe it is essential for the execution of our strategy a deep involvement of all practice a series of initiatives of relationship with the internal and external public to deal with the sustainability theme in a deeper way and connected with each one's reality.

In this process, management of sustainability has acted each time more as a facilitator area, to the internal public as well as to the external, focusing identification of opportunities, risks mitigation and, chiefly, transformation of the company's culture through incentive and participation in committees and work groups over specific themes such as volunteering, suppliers, greenhouse gas emissions. It is up to each area of the company to take effective ownership of the arisen themes and introduce them in their routines, really incorporating sustainability to their management processes.

We believe that, in responsibly developing and constructing products, trying to monitor and to minimize the impacts of our activities in all links of our chain, we will succeed in disseminating the importance of the sustainability concept and in engaging not only our customers but all our public and society in general into the adoption of more responsible practices on daily routine. This way, we want to have a meaningful role in the construction and development of more sustainable cities (**read about the theme in the chapter Sustainable Cities**). GRI 1.2



Table of Goals

As we related in the opening, the production process of this report raised important questions to the company. One of them is directly linked to Even's sustainability goals. We have concluded that they need to be coupled to a strategy of formal sustainability, which will be structured in 2013. As such, in contrast to what was done in previous years, we will have a sole goal for next year: formalize and disseminate the strategy so that all other Even's commitments derive from it. **GRI 3.11** In this report we address the commitments we established for 2012. **GRI 1.2**

Goals for 2013

Formalising and publishing Even's sustainability strategy

GOALS FOR 2012

Corporate Governance

Expand the scope of the risk management area to financial risk management

Governance Committees Implementation
Goal not met: Under evaluation for soon implementation

Remain in the portfolio of ISE (Corporate Sustainability Index)

Relationship with Stakeholders

Three engagement events with stakeholders held

Continuity of the engagement actions of the internal public with issues related to sustainability (conscious consumption, environment) – to implement Even Challenge for 2012

Suppliers engagement in the More Sustainable Supplier Award

Customers' engagement in working the perception of sustainability concepts and practices in post-delivery
Goal not met: In 2013 Sustainability evaluation issues will be included in all stages of Satisfaction Survey

Environment

Projects study development viewing GEE reduction

Further reduce the volume of waste mix at construction sites by 5% compared to 2011.

Implementation of the pilot project of Reverse Logistics in the construction site

Customers

Implementation of customer survey in sales booths to check on the customer's perception regarding Even's sustainability concepts and practice

Development and implementation of the Real-Estate Financing Booklet

Creation of an Ombudsman's Office (channel that works to restore the customer/company relationship, seeking transparency in customer relations)

Strengthening the work of Even Vendas for the customer's perception regarding Even's products

Collaborators

Continuation of volunteer actions and provision of formal volunteer training, including affiliates

Reformulation of the leaders Program

Implementation of actions with contractors to disseminate sustainable practices at the construction sites

Suppliers

Two engagement events with suppliers were held

Engage service suppliers in concepts for implementation of good practices (supplier development in the following fields: financial, human resources management, and sustainability)

Intensification of the implementation process of the Sustainability check list for all Even's suppliers and plans of action, as and when deemed necessary

Community

Intensification of the work with the community surrounding the construction sites to expand the volunteer project in schools, including affiliates.

Engaging the community of the construction sites surrounding in sustainability education and conscious consumption

Continuation and enhancement of the relationship scale and communication channel of the Neighbor Action Program, including affiliates.

■ Goal met
■ Goal not met

PROFILE

Diseño Campo Belo pool area, in São Paulo (SP)



Even

Founded on an organizational culture focused in commitment with sustainability and on a responsible and solid operational and financial management, Even Construtora e Incorporadora S.A. holds a prominent position in Brazilian market. It is one of the largest construction companies of the country – the fifth-largest according to the ITC Net last ranking, released on March 2013 – and the only company in the civil construction industry integrating the portfolio of BM&FBOVESPA's Corporate Sustainability Index (ISE) since 2009.

Headquartered in São Paulo, Even is a builder and developer with operations in metropolitan areas of the states of São Paulo, Rio de Janeiro, Rio Grande do Sul e Minas Gerais, with focus on the residential developments with units priced above US\$ 250,000. **GRI 2.2; 2.7**

We have a solid Corporate Governance structure, and have conducted our business according to the highest ethical standards. We value transparency and strive to generate value for all our stakeholders. Our sustainability strategy, more than putting into practice responsible actions within the economic, social, environmental and governance spheres, seeks to accomplish our ambition of positively influencing and engaging our entire relationship network as well as society as a whole.

View from the balcony of **Ideal Alto da Lapa** Building, in São Paulo (SP)

Mission

Have a positive impact on our customers' lives and make them proud of the property they have chosen. **GRI 4.8**

Vision

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

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

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

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

Our History

Even Construtora e Incorporadora S.A. had its origins in the 2002 merger of ABC Investimentos with Terepins & Kalili, companies founded in 1974 and 1978 respectively. In 2006, Spinnaker Capital – an investment fund based in London, United Kingdom, became part of the shareholders. Since 2007 we have been a publicly traded company, with shares traded on the Novo Mercado (EVEN 3), the highest level of Corporate Governance on BM&FBOVESPA. **GRI 2.6**

GRI 2.1; 2.6

Corporate Information

Company name: Even Construtora e Incorporadora S.A.

Type of corporation: Joint stock company

Securities trades: BM&FBOVESPA (EVEN3)



Foreman Zezinho

GRI 2.3; 2.4

Areas of activity

São Paulo (HQ)

Rio de Janeiro

Minas Gerais

Rio Grande do Sul: joint venture Melnick Even Incorporações e Construções S.A (Even holds 80% stake and Melnick, 20%)

GRI 2.2; 2.3; 2.4; 2.5

Related undertakings

Even Vendas (Evenmob Consultoria de Imóveis Ltda.):

Real estate commercialization

Green (Green Prestação de Serviços de Construção Civil Ltda.):

Company with its own specialized workforce, performing services in works where structural masonry technology is used

GRI 2.2; 2.3; 2.4; 2.5

Brands, products and services

Open - for the low-income and emerging segments

Excluseven - a system providing options for finishings and layouts

GRI 2.8

Organization size	2012	2011	2010	2009
Net income (in billions of R\$)	2,162	1,908	1,955	1,168
Launches (PSV in R\$)	2,517 bi	2,070 bi	1,528 bi	927 mi
Sales Even (in billions of R\$)	1,758	1,623	2,064	1,232
Gross debt (in thousands of reais)(include financing of production)	1,448.700	1,402.258	1,176.078	890,517
Short-term loans and financing (in thousands of reais)	299,663	539,235	542,102	136,264
Long-term loans and financing (in thousands of reais)	741,383	487,053	303,816	433,672
Debentures (in thousands of reais)	409,100	375,970	330,160	320,581
Net equity (in thousands of reais)	1,805.093	1,594.474	1,409.837	917,852
Total capitalization (in thousands of reais)	3,253.756	2,996.732	2,585.915	1,808.369
Total assets (in thousands of reais)	3,773.681	3,489.080	3,060.645	2,271.285
Active construction sites	63	62	52	52
Projects delivered	28	21	17	15
Units launched	6,359	6,332	6,515	3,459
Units delivered	6,425	2,932	2,204	1,688
Number of projects launched	38	34	33	25
Private area launched (m²)	587,803	388,550	679,360	318,112
Number of collaborators (Even) ¹	1,321	1,718	1,154	925
Number of collaborators (Green)	240	326	630	262
Number of collaborators (Even Vendas/Evenmob)	56	60	57	26

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

RESULTS

2012

Even São Paulo (SP) team



Strategy, performance and perspectives

Our business strategy is based on four pillars: geographic focus on a few regions; leadership in the regions in which we operate, maintenance of the period between land plot acquisition and project launch, and a vertically integrated production process. We are further supported by our vision of customer focus, innovation and commitment to sustainability.

We believe that this strategy, supported by the continuous search for agility in the negotiations and in the decision making process and by a modern management,

oriented by the best market practices, will go on being concretized successfully in coming years.

Within this perspective, in 2012, we have deepened even more our attention to the customers. We have continued important projects initiated in 2011, such as Customer Care, which express our enhancement in the relationship model with that public. We are already harvesting the first benefits from this project, as we can conclude by the results of the satisfaction customer surveys applied in 2012. Among the initiatives of the year is the improvement in the areas of Technical Assistance and Customer Relationship Center, the consolidation of the Condominium and Property Management division - which supports the installation of condominiums after the delivery of our projects -, and the establishment of an Ombudsman office.

We continue focusing the strengthening of our performance in the regions outside São Paulo, where the company's headquarter is established. Although having decreased their participation in the volume of the company's launches and sales, which reached 20% e 28% respectively, business unities in Rio de Janeiro, Rio Grande do Sul and Minas Gerais enlarged their presence in the company's landbank, ranging from 39% in 2011 to 52% in 2012. This means an increase

in the volume of launches in these regions in the years to come whereas the foreseen potential for these land plots is 32 projects, with 6,228 unities.

We have also maintained our strategy of high turnover, which allows us to shorten the period between the land plot purchase and product launch. All our feasibility studies take into consideration the cost of capital (cost of money in relation to time).

As to segmentation, our product portfolio continues including residential developments in emerging and more accessible segments (through the Open brand) and middle, middle-upper and upper segments, as well as commercial ventures (via the Even brand). Real estate of the accessible, emerging, middle, middle-upper accounted for 64% of sales and 59% of launches in 2012.

In relation to the Management area, in 2012 it was implemented the Mapping project of Operational and Financial Risks aiming to identify risk factors for the company and to enhance internal controls. Based on a survey conducted together with managers from 23 areas of the company, it was elaborated a matrix of 97 processes at risk and defined action plans for monitoring and mitigating. Regarding the more critical risks, were defined actions to be implemented in



Statement of added and distributed value (R\$ Thousand) GRI EC1

	2012	2011	2010	2009
Direct economic value generated (Income)	2,283,843	2,063,896	2,090,368	1,253,153
Economic value distributed	-2,087,942	-1,891,479	-1,897,844	-1,158,432
Operating costs	1,654,207	-1,468,944	-1,493,801	-90,341
Salaries and collaborator benefits	162,181	-135,068	-103,309	-69,835
Payments to capital providers	138,134	-130,576	-131,234	-75,955
Payments to government	132,986	-156,146	-168,689	-104,939
Investments in the community	434	-745	-811	-362
Accumulated economic value	195,901	172,417	192,524	94,721

Income statement

	2012	2011	2010	2009	2008
Net Income (R\$ thousand)	2,162,240	1,908,348	1,955,931	1,168,205	827,523
Gross Income (R\$ thousand)	615,869	520,534	535,803	332,319	275,642
Adjusted Gross Margin (%) ¹	32.5%	31.10%	30.90%	31.80%	35.00%
Profit/Loss in the Period (R\$ thousand)	256,919	226,121	252,491	124,454	59,091
Net Margin (%) – After Minorities	12.5%	12.20%	13.00%	10.70%	7.10%
Earnings per share (R\$ / share)	1,10	0,97	1,16	0,7	0,33
Number of Shares (Thousand shares)	233,293	233,293	233,293	178,730	178,500
Ebitda (R\$ thousand)	424,615	359,941	410,002	230,709	133,077
Ebitda Margin (%)	19,6%	18,9%	21,0%	19,7%	16,1%

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

➤ 2013 and 2014, involving information technology development and revision of internal processes (further information about Risks Management in Corporate Governance).

In the tax area, Even received the benefits of opting in 2010, for the Regime Especial de Tributação (RET, special taxation regime for company groups) in relation to all its projects, instead of presumed profit, based on the segregate estate legislation - guarantee regime of real estate development project whereby each development is dealt as an establishment separated from the assets of the incorporating company, whose resources can only be used in the costing of the construction itself. Although the tax rate was greater (7% initially and 6% later, against 6,73% of the presumed profit), RET does not compel the change to the regime of actual profit when developments with billing results bigger than the limit of the presumed profit. Besides, it is necessary to maintain a committee in each development to check the accountability, what allows greater controls and transparency in

the process. At the end of 2012, tax rate of RET decreased to 4%, which represented a positive impact around R\$ 36,3 millions, on account of the reversion of the differed tax. Besides this non recurrent effect, the new tax rate will impact all futures results of the company through the decrease of the tax actually paid in the developments.

Another great action in the year 2012 was the promotion of a wide reformulation of the processes and goals of the Human Resources and Organizational Management division, responsible for the human resources of the company, in order to align them to Even's strategic planning in the range of business and sustainability. One of the first steps was to adjust Even remuneration policy to the collaborators performance and potential. In order to do this it was accomplished a new evaluation of performance, combining competences and results to generate a concept of performance per collaborator, with its respective action plan. With these changes, we will get to attract and retain the talents needed to execute the company's strategies and take Even to levels of excellence in the sector.

In the sustainability area, we act intensely on the implementation of initiatives and mechanism that make possible the incorporation of the issue to all Even's business stages. (Further information in the chapter on Sustainability Strategy).

Results

Even's performance in 2012 kept up with the positive rhythm of last years. For the third consecutive year, we complied with the guidance of launches foreseen for the year, 38 developments

with PSV (Potencial Sales Venue) of R\$ 2,5 billions, which proves the company's engagement in complying with the goals and objectives established in the strategic planning of the period 2010-2012. The developments launched are distributed in three of the four areas in which we act. The average PSV was R\$ 74 millions, and the average ticket of the launched unities, R\$ 413 thousand. We sold 43% of these launches within the same period.

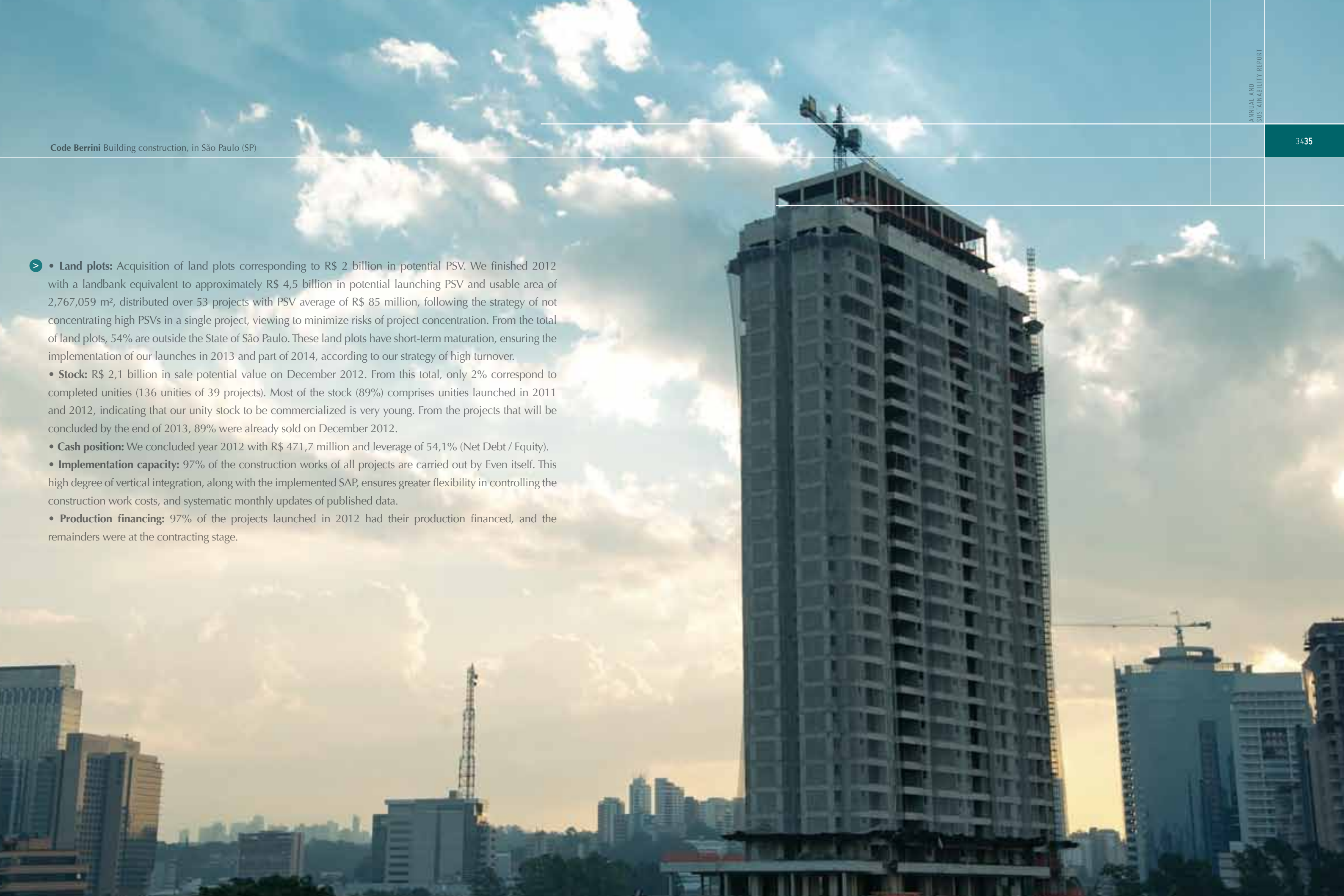
The onlending process (bank financing for the customers) continues available. Aligned with our strategy, we maintained a high level of onlending processes concluded in up to 90 days (starting from the time of the individualized registration issue and documents regularization to the closing of the process).

Other meaningful results in 2012 were:

- **Sales:** R\$ 1,7 billion, from which 38% from stocks (R\$ 667 million) and 62% of launches (R\$ 1,091 million). From this total, 28% correspond to the unities outside São Paulo, reaffirming the strengthening of our business in Rio de Janeiro, Rio Grande do Sul and Minas Gerais.
- **Deliveries:** 28 projects corresponding to R\$ 1,9 billion (PSV), considering the sale price at the launching, and 6,425 unities. This means an increase of 44% in relation to 2011.
- **Customers:** 29,9 thousand active customers in 2012, who generated to the company receipts around R\$ 1,9 billion in the period. This means that we maintained operational efficiency of collections and, particularly, of the onlendings, which is evidence of our portfolio quality.

Code Berrini Building construction, in São Paulo (SP)

- • **Land plots:** Acquisition of land plots corresponding to R\$ 2 billion in potential PSV. We finished 2012 with a landbank equivalent to approximately R\$ 4,5 billion in potential launching PSV and usable area of 2,767,059 m², distributed over 53 projects with PSV average of R\$ 85 million, following the strategy of not concentrating high PSVs in a single project, viewing to minimize risks of project concentration. From the total of land plots, 54% are outside the State of São Paulo. These land plots have short-term maturation, ensuring the implementation of our launches in 2013 and part of 2014, according to our strategy of high turnover.
- **Stock:** R\$ 2,1 billion in sale potential value on December 2012. From this total, only 2% correspond to completed unities (136 unities of 39 projects). Most of the stock (89%) comprises unities launched in 2011 and 2012, indicating that our unity stock to be commercialized is very young. From the projects that will be concluded by the end of 2013, 89% were already sold on December 2012.
- **Cash position:** We concluded year 2012 with R\$ 471,7 million and leverage of 54,1% (Net Debt / Equity).
- **Implementation capacity:** 97% of the construction works of all projects are carried out by Even itself. This high degree of vertical integration, along with the implemented SAP, ensures greater flexibility in controlling the construction work costs, and systematic monthly updates of published data.
- **Production financing:** 97% of the projects launched in 2012 had their production financed, and the remainders were at the contracting stage.



GOVERNANCE

CORPORATE

Even São Paulo (SP) Office



Regular meeting of Market Intelligence area



Even's shares are traded on the BM&FBOVESPA New Market, a segment consisting of companies that are committed in complying with more stringent Corporate Governance practices than those required by law.

Through continuous improvement, Even's Corporate Governance contributes to the establishment of trust relations between the company and all investors and other stakeholders. The company's structure ensures transparency in all its actions. It is formed by the Board of Directors (BOD),

the Executive Board, the Audit Committee (when installed), and supporting committees that act on specific topics. They are Investment Committee, Project Launch Committee, Sustainability Committee and Conduct Committee.

Board of Directors (BOD) - Even's highest governance body consists of six elected members. One of them is the company's Chief Executive Officer, Carlos Eduardo Terepins, who accumulates the position of President of the Board **GRI 4.2** Other four members are independent advisers and another adviser is permanent, all elected and appointed at the Annual General Meeting ("AGO" in Portuguese). **GRI 4.3** The mandate of the elected Board will run until the AGO has approved the 2014 accounts. The elected members serve a term of two years, with possibility of reelection.

The Board complies with the rules of the Novo Mercado, and with the 20% of independent members. Its members are chosen based on

qualification, sector knowledge and proven experience as market executives as well as the absence of conflict of interest. **GRI 4.7** Meetings take place quarterly ordinarily. When necessary extraordinary meetings are held.

Among the Board responsibilities are: establishment of the company's general policies, choice of directors, supervision of the administration, and approval of strategic business operations. The implementation of BOD'S decisions is up to the Even's Executive Board. **GRI 4.9**

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

Sustainability Committee - Sustainability management conducts this Committee which is

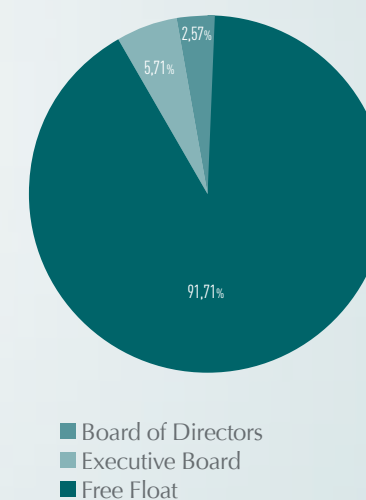


composed by the President and Directors of all Even's business areas, and occasional invited participants, such as market experts, to deal with specific issues. This Committee's goal is to assess the company's economic, environmental and social performance in order to delineate its sustainability strategy. In order to perform its activities, this Committee is based on technical advices and monitors ISE and GRI indicators. Furthermore the Committee is based on the company's ongoing action plans, in cases and discussions. It is supported by the sustainability committees in the operational units of Minas Gerais, Rio de Janeiro and Rio Grande do Sul, which apply the guidelines defined by the main committee in their respective business unities. Its meetings take place every four months in São Paulo and fortnightly or monthly in other business unities.

GRI 4.9; 4.10

Conduct Committee - The Conduct Committee is composed of directors and managers who represent Even's several areas. Whenever necessary, it relies on the CEO's participation. Meetings are held bimonthly, but extraordinary sessions may be convened whenever necessary. The committee operates independently and its participants evaluate suggestions, complaints and allegations of violation against the Code of Conduct's guidelines and standards. All that information can be sent by the collaborators and other internal and external Even's public through a communication channel available in the Internet, which ensures anonymity. The Committee is not deliberative and directs its recommendations to the divisions responsible for taking the feasible measures in each case, besides reporting them to the Presidency. In 2012, 38 contacts were made and forwarded for register and assessment.

Shareholding Structure (December 31, 2012)

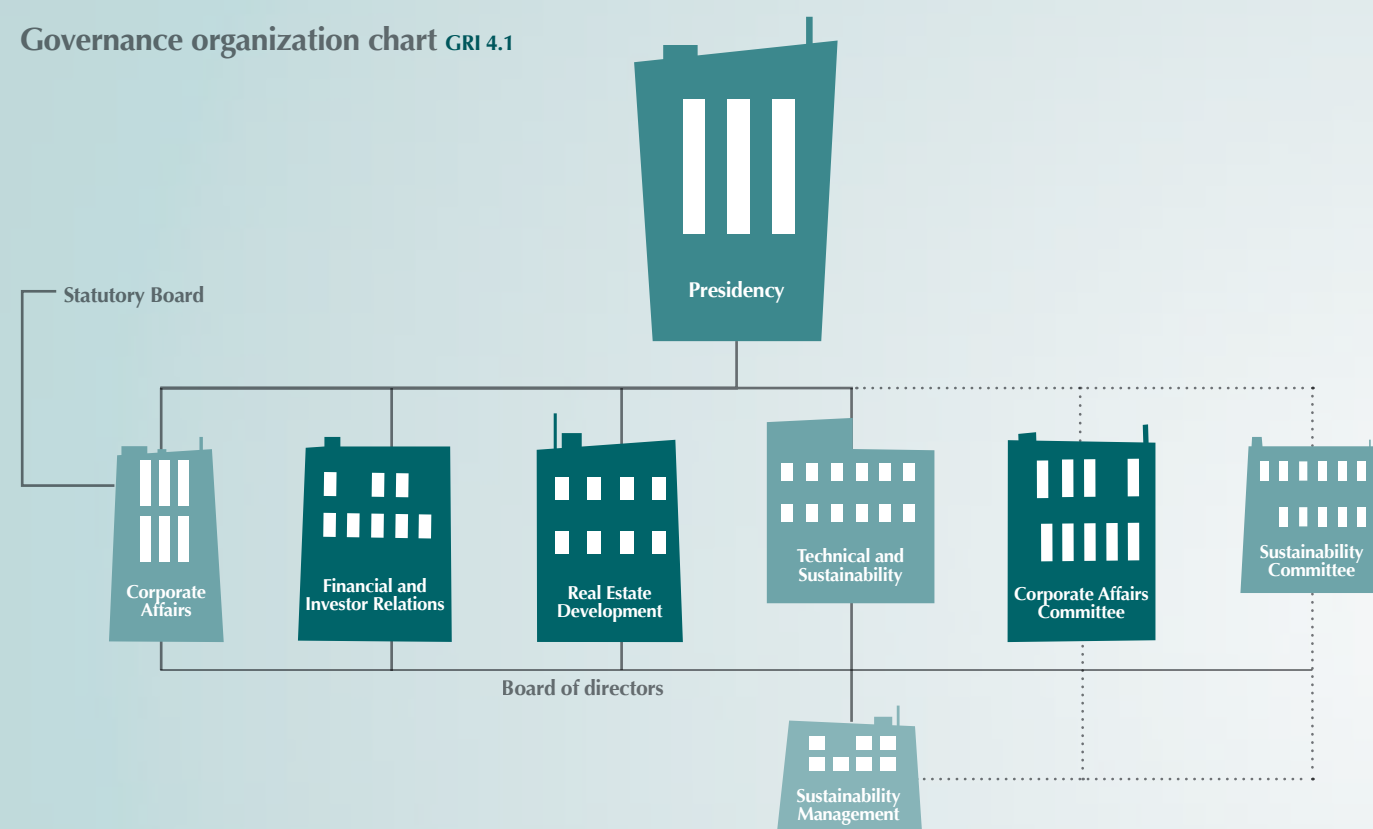


The composition of the shareholder base presented some changes in 2012. We recorded a significant decrease in the participation of Spinnaker Capital, which once held 40% of the company, and has now less than 5%, and a greater pulverization of the free float, which rose from 74% in 2011 to more than 91% in 2012, with a wider distribution of stock among shareholders, which provides greater liquidity for our papers and demonstrates the pursuit of professionalization ever increasing in the company's management. There was not, in 2012, any corporate reorganization not even in the organization structure. **GRI 2.9**

Relationship with shareholders, financial institutions, competitors and government

Even maintains an Investor Relations area responsible for communication with shareholders and market analysts. Contact is daily, direct, through telephone, e-mail and meetings. We provide quarterly reports on the company's performance and orientations to people interested in acquiring shares in our site (www.even.com.br/ri). Moreover, in order to provide further explanations to our investors and divulge results, we arrange quarterly conference calls, annual non-deal road shows, and public meetings arranged by the Associação dos Analistas e Profissionais de Investimento do Mercado de Capitais, an association of investment professionals. Also, in Even's releases divulging the company's quarterly results there is a special chapter about the company's sustainability practices. We also provide special services for shareholders, as well as other public, to communicate directly with the company's high management, such as the channel Talk to the President, besides our Conduct Committee. **GRI 4.4**

Governance organization chart GRI 4.1



Board of Directors

Carlos Eduardo Terepíns - President
Michel Jacques Levy - Vice-President and Independent Counselor
Luis Terepíns - Counselor
Nicolau Ferreira Chacur - Independent Counselor
Roberto de Aguiar Attuch Jr. - Independent Counselor
Fábio Alperowitch - Independent Counselor

Members appointed at the Annual General Meeting held on April 29, 2013

Statutory Board

Carlos Eduardo Terepíns - Chief Executive Officer
Silvio Luiz Gava - Chief Technical and Sustainability Director
Dany Muszkat - Chief Financial Officer and Investor Relations Director
João Eduardo de Azevedo Silva - Chief Real Estate Development Director
Paulo Otávio Gonçalves de Moura - Chief Corporate Affairs Director

Members appointed at the meeting of the Board held on May 7, 2013

Executive Board

Daniella Sasson de Figueira - Financial Executive Director
Eduardo Cytrynowicz - People and Management Executive Director
Fabio Terepíns - Executive Director /RJ
Meyer Alberto Cohen - Even Vendas Executive Director

Managing Directors

Andre Penteado Zaidan - Director of Supplies
Bruno Ghiggino - Financial-Administrative Director/RJ
Eduardo Artimonte Rocca - Projects and Planning Director
Dan Suguio - Legal Director
Fabiano Andrade Delvaux - Financial-Administrative Director/BH
Frederico Pereira Kessler - Director of Real Estate Development/RJ
João Roberto Balan Barbosa - Operations Director - Even Vendas/SP
Marcello Saicaly Zapparoli - Operations Director/SP
Marcelo Dzik - Director of Real Estate Development/SP
Marcelo Lenttini de Morais - Operations Director /SP
Marcelo Simões Serra Serio - Operations Director /RJ
Maurício Duarte Belo - Director of Real Estate Development/SP

Top Management Remuneration

The goal of the remuneration policy for statutory directors, non-statutory directors and members of the Board of Directors is to attract and retain the best talents in the market. Directors receive variable remuneration, which allows the alignment of shareholder interests with those of the company's directors, both in economic terms and in socio-environmental terms. An example is the permanence in the ISE, which is a company's global goal and it is also considered in the definition of variable remuneration related to top management (see table **Permanence in the ISE**). **GRI 4.5** The variable remuneration model, which foresees participation in the results and stock option of shares issued by Even, is transparent and intended to reaching both solid results and our continuity.

Employees of BH Business Unit engagement, conducted by the Sustainability area



Permanence in the ISE

In 2012, for the fourth consecutive year, Even continued to be the only company in the civil construction sector to be listed in the 2012/2013 BM&FBOVESPA Corporate Sustainability Index (ISE) portfolio. In this period, we have deepened still more the process and the use of the ISE questionnaire (tool used in the process) as a tool in performance monitoring, company management and strategic deliberations. The ISE questionnaire has served as a basis for developing strategies that involve directors and company areas, contributing both to the development of management indicators and to the drawing up of term goals for all areas of the company. This process is shared with the Sustainability Committee, which validates all action plans so that there is evolution in every dimension of the ISE - General, Nature of the Product, Economic-Financial, Corporate Governance, Social, Environmental and Climate Change.

Remaining in the ISE is today an Even global goal and it is considered in the definition of variable remuneration of all collaborators. The definition of short and medium term goals for all areas of the company, which also integrate the Variable Remuneration Program, is a task coordinated by the Strategic Planning section in partnership with the Sustainability section. In order that internal and external public get to understand better the process, as well their responsibility in it, we present an infographic about ISE, available at the link www.even.com.br/Sustentabilidade/InfograficoISE, besides assembling meetings for the several areas of the company, in order to instruct about the dynamics and performance of each one.

Code of Conduct

As we are aware that an ethical, transparent and responsible relationship with all our stakeholders is the basis of a sustainable company, we lead our business conduct according to the guidelines expressed in our Code of Conduct.

We believe that Even's interests in any business have to prevail in situations of conflict among our areas, our collaborators and our other public. Thus, all collaborators are oriented to behave accordingly to honesty and ethics, avoiding conflicts of interest in their personal and professional relations, and to inform their immediate superior when they identify potential risks or they feel insecure with determined relation or transaction. The Board and the Conduct Committee must be activated whenever occurs the necessity of judgment of any conflicting situation. **GRI 4.6**

All collaborators are given a copy of Even's Code of Conduct during their integration period at the company. Presently, everyone receives a copy of the document and sign a term of consent to the rules there written which remains filed in the company's headquarters. The Code is also available for consultation of all public via intranet and Even's website (www.even.com.br/SobreEven/CodigoDeConduta) together with an

electronic form so that anyone can contact the Conduct Committee. **GRI 4.8** This way, 100% of the collaborators are informed on the company's policies and procedures related to fraud and corruption practices and the internal processes and controls to fight these practices. **GRI SO3**

In 2012, 20 of the company's areas representing 36% of the total went through an evaluation process of the risks related to issues foreseen in de Code of Conduct.

Were raised 143 points of attention from which 39 (the equivalent to 17% of the total) were specifically related to fraud and corruption. All these points were contemplated in action plans and are in the mitigation process. All others are being evaluated and there will be action plans implemented in the future. **GRI SO2**

In the cases where there are suspicious of corruption or practices not allowed by de Code of Conduct, an internal investigation is conducted and, subsequently, if necessary, it is requested the establishment of police inquest in order to ascertain the procedures deviations. **GRI SO4**

Although working within the most elevated practices safeguarding human rights, Even doesn't conduct specific training on practices and policies related to the issue besides the dissemination of

From 2013, risks associated to strategy, macro economy, market and regulation will be controlled by an Even's specific area.

> the Code of Conduct. In addition, at the time of each revision, the new text of the code is internally reported through internal channels and is made available in Even's site and the intranet. **GRI HR3** In 2012, there were no cases of discrimination related to human rights in the company, and there were no records on the issue in the channel made available by the Committee of Conduct. **GRI HR4**

Two areas accomplish management of operational risks: Compliance (legal risks and those related to suppliers, customers and communication), and Internal Audit, which conducts the auditing of internal processes, risk control and labor in the working sites. Its goal is to map, monitor and minimize the risks identified in different areas of the company.

Prevention and Risk Management **GRI 4.11**

Even applies the prevention principle in its management and construction processes and product development in order to guarantee safety to its collaborators, customer and suppliers under several aspects, and to minimize risks inherent to their activities.

In relation to the collaborators, the company addresses carefully issues on health and safety at work, through the adoption of routines in the working sites, and via committees actions. On the other hand the relationship with suppliers comprehend the inclusion of specific clauses about critical issues in the contracts and a systematic evaluation of their financial and socio-environmental conditions. Regarding customers, Even takes into consideration issues such as health, comfort and safety in the project and in the construction of its developments, besides actions to protect their registration information.

The Compliance area gives support to all other departments in order to ensure that the company is in conformity with internal and external procedures and regulations, preventing legal, judicial and administrative penalties, financial losses and damage to its image. On the other hand, the Internal Audit area identifies operational risks and classifies them according to the relevance of the possible impacts from the financial point of view. The main operational risks are related to productivity with the increase of operational volume (number of customers, works, launches, etc.), and to internal controls.

From 2013, risks associated to strategy, macro economy, market and regulation will be controlled by an Even's specific area. The control and the follow-up of these risks, as well as the establishment of action plans in order to mitigate them have always been conducted as routine by specific forums, such as committees and board meetings. However, we advanced in the governance issue with the creation

of area dedicated exclusively to this work within the company.

Even also controls the risks and identify opportunities for developing processes and technologies in order to face the challenges generated by climate change, particularly those who affect directly the planning and the progress of works, such as the rainfall regime and times of drought. Although there is not absolute scientific certainty relating to natural phenomena, the company takes care in order that its works are safe in climate adverse conditions during the construction period and after the delivery. During the construction, Even takes care that the leaders are trained to take safety measures in emergency cases, such as incidence of lightning, for example, in order to prevent the occurrence of serious or irreversible damages to the environment or human health. **GRI EC2**

Among the main benefits of Even's risk management process are strengthening of the brand, widening of customers and investors trust, and the creation and improvement of internal procedures, the increase in internal safety conducts and more efficiency in divulging

information and pointing out possible risks. Risk mapping also subsidizes the plan of internal audits, so that it ensures that the mitigation and prevention processes are effective. In 2013, the auditing of internal processes will monitor and evaluate fourteen company divisions, such as Payable Accounts, based on the work of risks mapping accomplished in 2012.

Two types of environmental audits are also accomplished in all Even's works, including the unities in Rio de Janeiro, Porto Alegre and Belo Horizonte, under the coordination of the Sustainability area. In relation to the Environmental Inspection management, 20 items are verified and among them stands out the waste management; in the Inspection 5 S (methodology of Total Quality) are monitored 14 points related to organization, cleanliness, selection, conservation and self-discipline in the building sites. Besides, we have a Quality Audit, which address certifications.

Due to the processes above described, no significant fines were applied to the company, as well no administrative sanctions related to non-conformity to laws and regulations. **GRI SO8**

PEOPLE MANAGEMENT



Speech on financial education and investment for employees, in São Paulo (SP)

In pursuit of constant improving in the relationship with our collaborators, in 2012 we have advanced greatly in restructuring the Even's Human Resource sector, initiated the previous year, originating the area Human Resources and Organizational Management Division (Gente e Gestão). The strategic management of the area comprises, in effect, the adequacy of the company's remuneration policy, the collaborators performance and the evaluation of their potential.

Led by the Human Resources and Organizational Management Division, the restructuring goes through a new performance evaluation, based on the combination of competencies with the results obtained by the collaborator,

GRI EC5

VARIATION IN THE PROPORTION OF THE LOWEST WAGE COMPARED TO THE LOCAL MINIMUM WAGE									
	Even			Sales			Green		
	SP	RJ	MG	SP	RJ	MG	SP	RJ	MG
2012	79%	94%	0%	57%	78%	0%	57%	0%	0%

in order to measure his performance, determine the value of the variable part of his remuneration and to guide his career plan.

All Even and EvenVendas permanent collaborators are eligible to the program of performance follow-up, which represents 82% of the Even Group. This program has two main goals. The first is to complement one of the three components to quantify the reaching of the results for payment of variable remuneration. The second is to manage the performance and the development of all collaborators, applying specific metrics and concepts, which ensure coherence, and transparency of the process, and the continuous improvement. **GRI LA12**

Even remuneration policy follows the main market practices and we seek to ensure

competitiveness, propitiating to our collaborators satisfactory salaries. See, in the table below, the proportion between the lowest wage paid by Even in the regions we actuate and the local minimum wage.

The quantity of trainings offered in 2012 presented a significant fall in all levels in relation to the previous year due to the area restructuring. We offered a total of 13,353 hours of training to the collaborators, an average of 7,93 hours/lessons per person per year. The focus was efficiency of the operational team. As a reflex of this reduction, the value invested in training was R\$ 298,158, almost one fifth of the amount of 2011. **GRI LA10**

Even has a benefits policy for all collaborators, regardless of their working hours. The benefits



➤ offered by the company are: food subsidy, medical insurance, dental care plan, life insurance, transport voucher and a pension fund. **GRI LA3** In relation to outsourced parties, we comply with current legislation. Regarding our complementary pension plan, to which Even contributes with 100% of the value contributed by the collaborators, the contributions made by the company amounted to R\$590,780.61 up to the end of 2012. **GRI EC3**

Even gives priority to hiring and promoting local collaborators in its different business unities. Such practices are based on local goals, which encourage filling the referenced vacancies by local professionals. In 2012, local collaborators filled 98% of the vacancies opened in Rio de Janeiro. In Belo Horizonte, the index was 100%. **GRI EC7 See in the Figure below**, the number of collaborators according to the region and to the company of the group. **GRI LA1**

Regarding trade union relations, most of Even's collaborators are affiliated to Sintracon (Civil Construction Workers Union). Collective agreements signed with unions comprehend 100% of collaborators as required by law. **GRI LA4**

These agreements do not specify advanced notification or operational changes. However, any occasional changes occurring within the company are always communicated in advance, and we always provide space for dialog, providing any clarification that may be required. For this purpose, Even holds an internal system

called Autodoc, to which all collaborators have access. Whatever procedure alteration is inserted at the Autodoc and automatically sent to the whole of the company. **GRI LA5** In 2012, as in previous years, no case was identified in our operations in which the right to exercise freedom of association and collective bargaining were at risk. **GRI HR5** In addition to the regular channels of communication, such as weekly newsletters (Even Informa) and Intranet daily updated, collaborators also have several channels through which they can communicate with the company, with the Talk to HR, Talk to the President besides the Code of Conduct itself. **GRI 4.4**

Regarding gender issues, Even, as well as the entire civil construction sector still has to evolve in relation to promoting more opportunities for women. We ended year 2012 with 75% male collaborators versus 29% female collaborators. These percentages reflect the dynamics of the market. However, the proportion improves in relation to 2011, for we registered an increasing number of women in management positions, and they also represent the majority at coordination and administration levels. In relation to the number of people with disabilities we ended 2012 with four collaborators, the same quantity as the previous year. We recognize that much remains to be done regarding the inclusion of people with disabilities in the company and we intend to work this issue in the near future. **GRI LA13**

Our employees - 2012 **GRI LA1**

2012	Even	SP	MG	RJ	Vendas	SP	MG	RJ	Green	SP	MG	RJ	Total	SP	MG	RJ
Direct Employees	1042	814	67	161	56	45	0	11	239	239	0	0	1337	1098	67	172
Board	19	14	2	3	4	4	0	0	0	0	0	0	23	18	2	3
Management	92	77	2	13	2	1	0	1	0	0	0	0	94	78	2	14
Coordination	69	53	2	14	8	5	0	3	1	1	0	0	78	59	2	17
Expert	161	122	11	28	7	6	0	1	0	0	0	0	168	128	11	29
Administrator	331	263	20	48	28	24	0	4	2	2	0	0	361	289	20	52
Administrator ½ period	6	4	0	2	5	3	0	2	0	0	0	0	11	7	0	0
Operational	334	260	27	47	2	2	0	0	233	233	0	0	569	495	27	47
Technician	30	21	3	6	0	0	0	0	3	3	0	0	33	24	3	6
Trainees	279	231	12	36	0	0	0	0	1	1	0	0	280	232	12	36
Temporary	27	27	0	0	0	0	0	0	0	0	0	0	27	27	0	0
Outsourced	4187	3241	205	741	509	509	0	0	0	0	0	0	4696	3750	205	741
Total	5535	4313	284	938	565	554	0	11	240	240	0	0	6340	5107	284	949

Ratio of salaries between men and women GRI LA14

Grupo Even	Directors	Managers	Coordinators	Experts	Administrative	Technician	Operational	Trainee
2012								
Men	1,14	0,89	0,87	0,96	0,97	0,96	0,65	0,97
Women	0,99	1,06	1,10	1,05	1,03	1,01	1,01	1,01
2011								
Men	0,99	1,06	1,06	1,12	1,10	1,01	1,00	1,00
Women	1,17	0,90	0,97	1,00	1,00	0,94	0,74	0,99
2010								
Men	1,00	1,09	1,09	1,12	1,05	1,02	1,00	1,00
Women	1,01	0,76	0,95	0,91	0,94	0,92	0,82	0,98
2009								
Men	1,00	1,00	*	1,00	1,00	*	1,00	1,00
Women	0,89	0,97	*	0,92	0,93	*	0,92	1,00
2008								
Men	1,30	1,00	*	1,00	1,13	*	1,00	1,00
Women	1,00	1,08	*	1,00	1,00	*	1,00	1,00

(*) these hierarchical levels were not opened in 2009 and 2008 reports

Calculation Formula: average gender salary of function/group average salary of the function

Directors: considering only non-executive directors

We concluded the year 2012 with 1,337 direct collaborators. Including trainees, temporary and outsourced, we reached 6,340 collaborators, an amount a little smaller than the previous year. Even's turnover was 33,9%. On the sales area, the percentage was 14,3% and at Green 77%. **GRI LA2**

Participation in Associations GRI 4.13

Even is affiliated with associations of the sector, in addition to participating in one of the main entities promoting sustainability in civil construction.

Conselho Brasileiro de Construção Sustentável (CBCS)

Sindicato das Empresas de Compra, Venda, Locação e Administração de Imóveis Residenciais e Comerciais (Secovi)

Sindicato da Indústria da Construção Civil (SindusCon)

Even is affiliated to Sinduscon in the States of São Paulo, Rio de Janeiro and Minas Gerais.

Associação de Dirigentes de Empresas do Mercado Imobiliário (ADEMI/RJ)

Associação Brasileira de Companhias Abertas (Abrasca)



Even employees





Grand Club Vila Ema Building, in São José dos Campos (SP)



Sena Madureira Offices Building, in São Paulo (SP)



TriBeca and Sohooffice Vila Leopoldina Buildings, in São Paulo (SP)

Reasons to believe

Most important awards and recognitions received by Even in 2012: **GRI 2.10**

Revista Consumidor Moderno: elected the company that shows More Respect to the Consumer by the magazine Consumidor Moderno, based on a survey conducted by Shopper Experience. Ranked in first place among all the 42 sectors of the ranking.

500 Melhores Empresas do Brasil: ranked in first place in Innovation and Quality and fourth place in Social Responsibility in the ranking organized by the magazine IstoÉ Dinheiro.

Empresas mais Admiradas: one of the companies more admired in the construction sector according to the ranking organized by the magazine Carta Capital.

Prêmio Master Imobiliário/ADEMI-RJ: winning in the categories Real-Estate Creativity, with Even Day, and Sustainability in Construction, with the development Ideale Offices.

Prêmio Vitae-Rio 2012: winner in the Silver Category, Construção Segura, Empresa Viva.

Top Imobiliário: sixth place in the categories Incorporação e Construtora and tenth place in the category Seller.

Guia de Boas Práticas em Sustentabilidade na Indústria da Construção, of the Câmara Brasileira da Indústria da Construção (CBIC) and Fundação Dom Cabral (FDC): inclusion of three Even's initiatives as examples of good practices in the sector, on the issues Publication of Carbon Inventory, Adherence to the ISE portfolio and Publishing sustainability report nos moldes GRI (**read more in the chapter Certifications**).



SUSTAINABLE
CITIES

High view from the **Plaza Mayor Ipiranga** Building , in São Paulo (SP)

More than 52% of the world population lives today in cities, according to data of the United Nations. In 2030, the expectation is that this index will reach 60% and, in 2050, 70%. In Brazil, presently, the urban population already represents 85% of the total inhabitants.

An urban infrastructure appropriate is indispensable to offer a good quality of life to the population, besides contributing to the economic prosperity. And this means to offer the cities' inhabitants non-polluted air, drinking water, enough energy, effective health services and efficient transportation systems. The lack or deficiency in any of these items has direct economic, environmental and social impacts





The civil construction sector has an essential role in the development of this new city model due to its impact in the creation of better housing conditions for its population. That is why emerged the new concept of sustainable constructions. This concept is based on the integration of economic, social and environmental aspects of real estate developments. Even is a pioneer company in Brazil in the adoption of the concept of sustainable construction. Our efforts in this direction have initiated in 2007, focusing works good practices. Among the practices implemented are the use of kits of doors and frames with certification FSC (forest Stewardship Council), the adoption of concrete shapes in plastic, and the separation and reuse of waste generated in construction works.

We also invest in professionals' capacitation and in the performance of actions near the community to improve conviviality during the construction. Besides, we adopt systems that allow economy of resources, control of greenhouse gas emissions and maintenance ease viewing to deliver a more sustainable product to our customers.

We have been the first company in the sector imparting a carbon emissions inventory, sharing our methodology with the market. We are also the only civil construction company integrating the portfolio of the Corporate Sustainability Index (ISE) of BM&BOVESPA. And we have been the only construction company participating in the project Rio Cidade Sustentável, initiative presented at the Conference Rio+20 (**read more about the project in the box Rio Sustainable City**). Due to our commitment in the last years, we have won recognition for projects and actions developed and we were among the three finalists of the Award Green Building Brazil.

Meet below the processes and initiatives aligned to the concept of sustainable construction, conducted by Even in all stages of our business.

In 2012, we have taken an important step to consolidate sustainability increasingly in the company's business. Even became the first construction company, and real estate development in Latin America receiving the **Empreendedor AQUA certification**, High Environmental Quality.

Even's project aims to empower communities from Rio de Janeiro to improve the quality of their homes - Chapéu, Mangueira and Babilônia Communities - Participation in Rio +20 Conference



Rio Sustainable City

A prominent external initiative of Even in 2012 was the participation in the project Rio Sustainable City, coordinated by the Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (CEBDS) and by Axia Consultoria, whose results were presented during the Conference Rio+20.

Through our unity in Rio de Janeiro, we have integrated the Improving Sustainable Housing Front (in portuguese, Frente de Melhoria Habitacional Sustentável), supporting the remodeling of houses within the communities Chapéu Mangueira and Babilônia, located in valued regions of the city and that already have received Police Pacification Units (UPPs – from portuguese Unidades de Polícia Pacificadora). The goal was to capacitate the community into improving their housing condition, ensuring more comfort, safety and sanitary conditions for their residents. Even was the only construction company that made part of the project.

Among the activities performed, 69 collaborators of Even actuated on a voluntary basis mapping the main problems of the housing types in the communities, capacitating the local inhabitants in technologies of sustainable construction, giving orientation about access to credit to buy construction materials, organizing the cooperative work among their own houses in order to construct and monitoring results.

During the project, which lasted one year, ten construction "mutirões" (voluntary and cooperative work) occurred, and 110 people received basic training in a variety of trades becoming electricians, bricklayers, plumbers and locksmiths. Moreover, 17 houses were remodeled. Our collaborators promoted the engagement of partners suppliers into selling material at cost price and offering free technical support, as well contact with the unions of the civil construction sector for participation in the main events held in the community.

REAL ESTATE DEVELOPMENT PROJECT

Allegro Jardim Avelino Building, in São Paulo (SP) - Solar panels



Thinking about construction

R real estate development is the first stage of Even's business cycle. It involves the business planning, the purchase of land plots and the development of the product.

The area Novos Negócios (New Business) is responsible for the definition of the business which will be launched by Even and by land plots prospection. All Even's investments in purchasing new land plots are discussed in the Comitê de Incorporação (COIN) in which participate all members of the Statutory Board besides de diretores executivos and the other directors. The team of economic studies is responsible for proving to the committee that the investment will generate not only financial return but also will answer to all premises of the company's strategic planning, including the socio-environmental ones.

After the acquisition of the land plot, the work of the Development of Products area initiates. In this stage we define the distribution and flows of independent units, the zoning of common areas (leisure environments, service and technical space) and specifications of the indoor and outdoor finishing

of the development. Together with the projects area we incorporate all the technical and structural specifications of the development. It is also defined the sustainability items which will made part of the building, such as spaces for selective waste collection, for instance. Moreover, we consider the impacts of the materials to be used in the construction, using only normative products, which follow health, safety and quality premises. And we present also in the manual delivered to the owners and to the building managers all care procedures that the residents have to follow in order to maintain health and safety in the use of the development. **GRI PR1; PR2**

For this reason, the initiatives for the **EMPREENDE-DOR AQUA certification**, won in 2012, were initiated in the Real-Estate Development Project. With this seal we make the public commitment to conceive and prepare for the certification all our residential products in the city of São Paulo, without partners, and built by the company itself. The certification is composed by three phases (Program, Conception and Construction) and comprehends since the development planning to the delivery of the housing units. **GRI EN26**

Adapted from the French certification HQE (Haute Qualité Environnementale) AQUA was introduced in Brazil in 2008 and it is internationally recognized by entities which made part of the Sustainable Building Alliance, international alliance whose goal is to

accelerate the adoption of sustainable construction practices. In Brazil, the responsible for the certification is the Fundação Vanzolini, connected to the Departamento de Engenharia de Produção da Escola Politécnica of the University of São Paulo (USP).

Besides the sustainable practices already common in Even's products, the new projects will give yet more privilege to the initiatives regarding water and energy economy, the solutions to minimize the transmission of the noise level between apartments as well ensure thermal, visual and olfactive comfort, besides promoting the adaptation of the development to its surrounding area and transmit information to customers and users of the housing unities about the adoption of actions of respect for the environment.

The first Even's development already certified with the AQUA in conceiving, program and realization was the True Chácara Klabin project, in São Paulo. It is the first residential project in Brazil to achieve certification in the realization phase.

The information material of the developments AQUA will have a table with their performance in the 14 categories of the certification process. **GRI PR3** This way, our customers will be able to know in detail the sustainability aspects of the building they are purchasing. More information on each one of the categories are available at the address **www.even.com.br/certificacaoaqua**.

Alto Alto de Pinheiros Building, in São Paulo (SP)



LAUNCH SALES

Building the first impression

The launching of a new development is, in general, the moment of the first contact between the customer and Even. It occurs through actions and communication and marketing materials and by the attendance of our real estate agent at the sales stands. It is the moment of enchantment and attractiveness. For this reason, for Even, transparency in this relation has to start this moment.

All Even communication and marketing materials' are evaluated by the Compliance area

> To ensure that this communication be efficient and clarifying, all Even's communication and marketing material are evaluated by the Compliance area. Communication guidelines include procedures for disseminating advertisements and promotional actions, internal policy for publishing marketing campaigns (product launches) and footnotes standards for advertisement. As requirements for advertisement material approval, we seek to respect the basic principles of consumer protection through releasing clear and objective information. **GRI PR6.**

In reason of these measures, in 2012 Even did not register any cases of non-compliance with regulations and voluntary codes of marketing and advertisement communication. **GRI PR7**

Even Vendas and partners companies make commercialization of our developments. Both Even's real estate agents and those of our partners, that are autonomous and have 100% of their remuneration linked to sales, receive training and constant guidance in order to commercialize the unities with

as much transparency as possible, according to the company's guidelines. The goal is to make the sale moment, as well all communication, clear, ethical and precise.

To that end, we provide the customer who purchased the property with a copy of all the documentation he signed at the sales booth, together with the contact details for the Customer Service Center, which is the main point of contact with Even from that moment on. In addition, all contract closure is carried out in the presence of a lawyer who read the contract with the customer and highlights the most critical points, such as adjustment rates, the incidence of interest payments, financing commitments and procedures for receiving the keys.

Moreover, we give special attention to protection and confidentiality of the customer's data. Guidelines and procedures to prevent any information leaking or the loss of information are expressed in the data protection and confidentiality policy, which has

to be practiced by all collaborators and suppliers. There are still in our contracts confidentiality clauses on information, resulting of the preventive work realized by the Compliance division together with the Suppliers division. In case of customers complaints, we send a notification to the service provider. In 2012, 14 complaints were registered related to violation of registration data. **GRI PR8**

In order to prevent such new problems it was implemented a policy of password management system, which restricts significantly access to the customers' information.

Even's sales tem also has the responsibility to pass on to the customer, since the first contact, the development sustainability aspects. To that end, they receive training and communication material to be distributed to the customers. This is a great challenge for Even, as, although the real estate agent are the first point of contact of the customer with the company, they are autonomous workers, with 100% of their remuneration tied to sale.

In 2012, Even Vendas team, with 509 brokers, was responsible for 57% of the sales of units launched in 2012 and 63% of the sales of unities in inventory (developments launched before 2012) in São Paulo and Rio de Janeiro, regions where they work. The total sales value in the year was around R\$ 2,1 millions.

As a result of these practices, Even was elected the Company which More Respects the Customer by the magazine Consumidor Moderno, based on a survey conducted by the company Shopper experience with approximately 4 thousand costumers. Even was the first among all 42 sectors of the ranking, reaching the average 9.03, at the head of companies such as Zaffari, Unilever and Apple. Among Even's strong points highlighted by the customers are the quality of the customer service and honest media communication.

We have also improved our rates in the Customer Satisfaction Survey, which we conduct annually near that public in different stages of our relationship, as it is described in the chapter **Deliveries and post-delivery**



Valuation of public sidewalks - Promenade of Even's building in Campo Belo neighborhood, in São Paulo (SP)

CONSTRUCTION PROCESS

E

Innovating the details

Even maintains a series of actions and initiatives aimed at a cleaner and less impacting production. We have several mechanisms for control over the generation of residues and emissions as well as practices that monitor our performance, such as internal audits of environmental and operational routines at the construction sites.

Although Even operates mainly in metropolitan areas and does not do construction work in the Environmental Protection Areas (EPAs), the management of impacts on biodiversity issue is being treated by the Sustainability Committee and will be subject of study and analysis. At present, there is no specific policy on this subject. **GRI EN11** Occasionally wild animals are found in construction works located near EPAs in Rio de Janeiro and Belo Horizonte. In such cases, employees are instructed to act in accordance with the values and principles of the company, not touching and not feeding the animals and informing the local environment agency immediately. **GRI EN12;**

EN13; EN14; EN15

As a result of such actions, no fines and nonconformities related to the environmental legislation were recorded in 2012. **GRI EN28**

Carbon Emissions **GRI EN18**

Even was the first homebuilder in Brazil to publish a Greenhouse Effect Gases (GHG) emissions inventory.

Even's carbon emission inventory follows the standards of the Greenhouse Gas Protocol (GHG), the tool most commonly used internationally to quantify and manage emissions, and also ISO 14064-1, which sets the rules and standards for preparing inventories. The calculation includes emissions within the following scopes: I) emissions direct from the company; II) indirect emissions from power purchased; and III) indirect emissions related to activities occurring outside the company as, for example, production of raw materials by suppliers. Scope III has the highest impact in our inventory, corresponding to 98% of our emissions, due to the activities of our supplies.



Speech organized by the Sustainability area over the emission inventory of greenhouse gases for suppliers



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

New carbon emissions inventory **GRI EN16; EN17**

In 2012, we developed the engagement of the whole value chain with our major suppliers in order to know the emission index of their products and thus improve our inventory's database of Brazilian sources. This initiative proved to be necessary as we were forced in the previous year to use global emission factors for certain materials for which no Brazilian sources were available. Accordingly, the results of our 2012 inventory were more precise, evidencing the efficiency of our management system and the

GRI EN20

Substance	Source	Emissions (tCO ₂ e)
N ₂ O	Scope I - Direct Emissions	8,971
N ₂ O	Scope II - Indirect Emissions	1,769

proximity and engagement of this specific stakeholder.

With the determination of our suppliers' emission factors, Even's 2012 inventory presented a reduction of 3,3% as compared to the previous year. This work was performed with our Costs and Planning area and covered over 70 construction works, equivalent to 1,800,000.000 m² constructed and/or under construction. Our 2012 index was 172.13 kg CO_e/m².

The emissions index by type of development was calculated based on the average rate of emissions generated by constructed area delivered.

As in 2011, the 2012 emissions inventory has been verified by the KPMG external audit firm, which ensured the coherence, relevance and amount of information, in addition to the operating systems and internal controls that were the basis for drawing up the inventory.

Even's compilation of data for carbon inventories has been evolving as a result of higher proximity of suppliers of the most significant materials, such as

concrete, steel, cement and blocks. With each passing year we are successfully improving our calculations to obtain results more aligned with what actually occurs. In 2012 we were able to optimize the calculation of GHG emissions by creating a standard mask that appears automatically in the pre-budgets of constructions. Thus, the budget of every construction work launched in 2012 included the respective carbon emission estimates, which data was disclosed in the sales flyers.

We have also quantified direct stationary combustion emissions generated by the maintenance of diesel-operated equipment. Nitrous oxide (N₂O) is one of the gases generated recorded in these atmospheric emissions (see table allow). **GRI EN20**

We have also measured the emissions generated by employee transportation, by air or by road. Emissions generated in 2012 by road transportation (439 tons) increased by five tons in relation to 2011. As to air transportation, a 31% reduction was obtained as a result of the decrease in the number of trips of over 3,500 kilometers – from 299 tons in 2011 to 206 tons in 2012. **GRI EN29**

No substances capable of destroying the ozone layer are used in the construction process of our developments. **GRI EN19**

See in the tables below the measurement of Even's emissions by the construction method, in relation to the constructed area and gross profit, and by region.

GRI CRE3

Scope I + Scope II Emissions by the Construction Method			
Construction Method	kg CO ₂ e	Constructed Area (m ²)	kg CO ₂ e/m ²
Conventional Structure - Residential	910,878.31	398,135.45	2.28786
Conventional Structure - Commercial	128,237.41	108,024.32	1.187116
Masonry Structure - Residential	97,426.16	175,259.29	0.555897
Pre-cast - Residential	4,541.57	39,908.70	0.113799
Total	1,141,083.46		

GRI CRE4

Scope I + Scope II Emissions / Gross Profit			
Construction Method	kg CO ₂ e	Gross Profit (Mi)	kg CO ₂ e/Mi
Conventional Structure - Residential	910,878.31	R\$ 615,869,000.00	0.0018528
Conventional Structure - Commercial	128,237.41		
Masonry Structure - Residential	97,426.16		
Pre-cast - Residential	4,541.57		
Total	1,141,083.46		

Emissions reduction program

Based on the 2011 emissions inventory results, Even launched a carbon emissions reduction program. Technical discussion groups formed by engineers, works managers and supplies managers were created, coordinated by the Sustainability area, to study the works activities that generate more greenhouse effect gases. The activities analyzed by the groups were: structure (foundations, infrastructure and superstructure); finishing (masonry, mortar coating, subfloors and dry-wall); installations (electrical, hydraulic, air conditioning and elevators); works (construction site processes); and frames (aluminum, wood, iron).

The groups' target was to present a GHG emissions reduction project in accordance with the following criteria: reduction potential; replicability potential; and feasibility analysis. The groups held monthly meetings with GT Emissões, formed by the company's management, and with the Climate Changes consultant to evaluate the implementation of the projects up to the final result.

A project that is being studied for possible implementation is the replacement of diesel B50 for diesel B20 as fuel for the truck fleets of residue collection companies. Upon this substitution, the biodiesel percentage in the total fuel concentration will go up from 5% to 20%, with direct impact in Even's GHG emissions. The company is expected to reduce its emissions by 1%. Before beginning its implementation, the study group in charge of the project must establish some assumptions. **GRI EN7**

One purpose of our emissions reduction program is to engage the civil construction sector in the Climate Change subject, especially our suppliers, requiring continuous engagement year after year. Thus, in 2012, Even presented to the Construction Industry Union (Sinduscon/SP) its GHG emissions management program. As a result, this entity took the initiative of creating a work group, with the participation of several civil construction companies, to define a GHG quantification methodology for the sector, which would make it possible to make comparisons between the different companies. The objective of this work group is to develop a methodology guide to make civil construction GHG inventories for the real estate sector, to guide public policies on the subject. **GRI SO5**

To access our annual report of greenhouse gas emissions made in 2012 as well as our calculator, go to www.even.com.br/carbono

Residue Management **GRI EN22**

In 2012, Even generated over 65 thousand tons of residues. We separate residues by type in our construction sites: gypsum, debris (masonry and concrete), mix of wastes (not sent to sanitary landfills), wood and recyclables.

In 2012, the company extended the reverse logistics projects to materials with higher generation volume (debris of concrete blocks) and destination/use (gypsum), in anticipation of the National Policy on Solid Residues.

The project of reverse logistics of concrete blocks was implemented in 11 construction sites with the participation of 92 trained employees. More than 150 tons of debris were returned to suppliers to be incorporated into the production of nonstructural blocks. In 2013, this project has become a company routine.

The gypsum recycling project reached 25% of total residues from the material generated in the second half of 2012. In total, 558.4 tons were recycled. As the composition of cement includes 5% of gypsum on average, the quantity sent to the cement industry for recycling resulted in a production of 11,167 tons of cement.

Even standard bays - Reverse Logistics





This tree has been preserved during the construction of **Giardino** building, in São Paulo (SP)

> We have also extended the ceramics packaging removal systems to the Rio Grande do Sul business unit and increased the remittance of wood residues from the construction sites to a company that turns them into biomass for the production of clean energy.

Another highlight of 2012 was the development of a solution for the destination of one of the biggest construction residues generators: the cement bag. After many unsuccessful attempts to establish partnerships with cement suppliers, we directed our efforts to other important agents in our chain, the scraps companies.

In partnership with São Paulo scraps company, Even changed its residues management system for recyclable materials, replacing the dumpsters with recyclable residues containers, which facilitates the collection of cement bags and their remittance for recycling. Since April 2012, all construction works in São Paulo use 1 m³ raffia bags (big bags) for the removal of these residues, to avoid the waste of materials and remittance to sanitary landfills, in addition to increasing the added value of the discarded cement bags.

As a result, we managed to send 76% of our residues to recycling, as compared to 71% in 2011, thus meeting the goal established for the year. Our goal in 2013 is to reach 80%.

Monitoring environmental indicators practice

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

Materials management

Consumption of the most used materials in the construction site (steel, mortar, recycled crushed rock, aluminum, sand, blocks, ceramic parts, ceramics parts, cement, concrete, complete door kits, crushed stone, wood and glass) is monitored since 2008.

The purchase of recycled crushed rock dropped by 37% from 2011 to 2012 due to the challenge of identifying suppliers with accessible prices and advantageous logistics to the company. The consumption of the other materials did not vary significantly from one year to the other and sometimes it has a direct relation with the production stage of the works. **GRI EN1**

In order to increase indicator precision, we have developed a SAP (business management system) Business Intelligence (BI) tool, which will allow increasing the number of inputs, that is, monitoring the quantification of more materials.

The engagement, awareness and qualification of the production chain are fundamental aspects for suppliers to consider the possibility of using less polluting production processes, adding a percentage of recyclable materials to the final product. Many suppliers do not use recycled materials in their production process for fear of decreasing the quality of the final product. **GRI EN2**

In 2012, the suppliers of concrete, one of the principal construction materials, started to inform the content of recycled inputs their products. Another highlight in 2012 was the 4% increase in the total amount of recycled material incorporated into steel. As informed by scrap and pig iron suppliers, it was easier this year to purchase metallic scrap to incorporate in total steel.

Energy consumption

The direct energy consumed at the construction sites is the energy that feeds cranes, racks, elevators and engineering office installations, among other equipment. As Brazil has a unique system of electricity distribution, consisting of a mix of energy, it is not possible to determine the sources. As a rule, our consumption has been decreasing along the years in view of the cost saving measures established in our

units and construction sites. **GRI EN3**

See below Even's electric energy consumption in the construction process by area and construction method. **GRI CRE1**

Electric Energy Consumption by area of construction in progress			
Construction Method	KWh	Area of construction in progress (m ²)	Rate (KWh/m ²)
Contentional Structure - Residential	3,474,959.76	371,226.63	9.36
Contentional Structure - Commercial	200,733.02	76,964.53	2.61
Structural Masonry - Residential	553,923.98	99,858.86	5.55
Pre-Cast - Residential	36,074.30	16,588.96	2.17

The indirect energy consumed at the construction sites refers to diesel and biodiesel used as fuel for generators, bobcats and dragshovels. **GRI EN4**

The large consumption increase noted in 2012 is mainly due to the use of diesel-operated generators for the production of electric energy at **Clube Paulistano Morumbi Building**, the biggest current Even construction, which was necessary due to the delay by concessionaires in establishing the energy supply, for which the project's partner was responsible.

Another source of indirect energy used in the construction sites is natural gas, which is used to heat the water of showers in the living quarters of workers. The increase in 2012 results from the increase in the number of construction works carried out during the year.

Based on the history of three years of monitoring our direct energy consumption, we established in 2012 an energy savings goal for construction site operations: 5% of the consumption by construction works stage, at rate of kWh/m² of work in progress.

We have also made a study on the possibility of acquiring direct energy from clean sources (aeolic, biomass), aiming at the reduction of Scope 2 GHG emissions (purchase of direct energy). In both cases it has not yet been possible to measure the results. **GRI EN5**

Water Consumption

The water used in all of Even's construction works is obtained from the network of concessionaires. In 2012, we obtained a water consumption reduction of 15% in relation to the previous year consumption. The sewage system used by Even is offered conventionally by the water supply companies. The amount of water consumed is equal to the amount discarded. **GRI EN8; EN21**

Consumption of Water by area of construction in progress

Construction Method	Consumption (m³)	Area of construction in progress (m²)	Rate (m³/m²)
Contentional Structure - Residential	2,961,113.89	371,226.63	7.98
Contentional Structure - Commercial	243,132.29	76,964.53	3.16
Structural Masonry - Residential	1,029,545.40	99,858.86	10.31
Pre-Cast - Residential	30,020.48	16,588.96	1.81

See in the table below Even's water consumption in the construction process by area and construction method. **GRI CRE2**

As in the case of electric energy, reduction goals for the consumption of water from the network of concessionaires were established by works stage and by area of construction in progress (m³ H₂O/m²).

In 2012, in addition to quantifying the removal of water in accordance with its source, Even identified the water bodies considerably affected by such consumption. We performed a survey of the consumption of our construction works in São Paulo, Rio de Janeiro and Belo Horizonte and mapped the hydric sources. The analysis showed that Even did not impact significantly any water body. All indices were lower than 1%. **GRI EN9; EN25**

The construction sites adopt a washing system and reuse the water to wash floors and garages and to water the gardens, among others. It was not possible, however, to quantify the total amount of reused water. This measurement is being studied and should be implemented in the coming years. **GRI EN10**

Degraded or remediated areas

In 2012, we ended the year with a land bank (landbank) with 2.77 million m², of which 6.6% required some kind of assistance, have some degree of contamination. These areas have undergone remediation processes to be fully rehabilitated for use and occupation without risk, duly approved by the competent authorities when necessary. Already 0.33% had some degree of change, but without need for intervention / remediation because it did not generate risk for the use, and 93.04% had no contamination.

It is noteworthy that these data are obtained only because we analyze and environmental contamination in 100% of our land and not only those whose areas are part of the Cetesb's registration. **GRI CRE5**

Recovered products and packaging

Even understands that the real estate product – house, apartment, commercial building – do not technically have a packaging, although, for marketing purposes, the real estate's aspect, the standard of its finishing and front are considered. Because of the construction's durable characteristic, Even provides Technical Assistance to the customer for a warranty period of up to five years for certain items. This is the area that caters to the requests for repair during the building's warranty period (**see further information in the Delivery /Post-sale chapter**). The customer receives, upon delivery of the keys, in addition to an Owner Manual, a leaflet that informs in detail the care that should be taken when making renovations in their units, providing guidance with what may and may not be made and the responsibilities of each party involved in the process – from the engineer and architect responsible for the construction work to the service provider, the owner, the building superintendent and the construction company. In 2013, this leaflet will be revised to include suggestion on the disposal of the residues from such renovations. Even, however, does not manage the renovations that customers may perform in projects already delivered **GRI EN27**

Investments in sustainability

In 2012 Even invested approximately R\$ 11million for instituting control and preventive actions referent to sustainability-related issues.

Part of the investments are slated for control actions such as, auditing of the Greenhouse Gas Emission (GEE) Inventory, production and external verification of the 2011 Annual Sustainability Report, further to actions referent to the transportation and destination of residues. As to investments in preventive actions, such as costs involved in the Entrepreneur Seal certifications AQUA, OHSAS 18.001 and ISO 9001, in the purchase of certified lumber destined to our operations and actions of tree-protection, are all present among other initiatives (**see table below**). **GRI EN30**

2012 Investments in Sustainability

Control investments	R\$ 7.333.031,20
Preventive investments	R\$ 3.740.586,39



Grand Club Vila Ema Building, in São José dos Campos (SP)

Certifications

Excellence and commitment with sustainability in Even's productive process are all duly attested for by the most important certifications in the sector. One of the highlights was the 2012 achievement of the **Empreendedor AQUA certification** (High Environmental Quality). As per a public commitment assumed in August of 2012, ever since that date, all residential developments launched in the São Paulo metropolitan region hold an **Empreendedor AQUA certification**. This volume already accounts for 45% of the Even total. This index shall systematically elevate with projects concluded prior to this date. However, with new launches carrying this concept, mainly with the conclusion of the accession to the certification process referent to regional developments in RJ and BH in 2013, which will expand our commitment beyond the São Paulo metropolitan region and thus our action will be completed. **GRI CRE8**

We also held on to the NBR ISO 9001:2008 certification, which attests for the implementing of a quality management system using process optimization tools in an organization, besides uninterrupted improvement of supplied products and services. Furthermore, the Brazilian Program for Quality and Productivity of the Habitat (PBQP-H) stimulates the implementing of actions for improved quality of the habitat and productive modernizing. **GRI**

4.12

In 2012, we started implementing a management system for the OHSAS 18001 certification, geared towards health and safety at work, internationally renowned, yet adopted by few companies of the civil construction sector in Brazil. Internal audits have been performed to prepare the company for this certification.

Further to risks and dangers, the Work Health and Safety management system implements and monitors compliance with all legal requirements applicable to EVEN topics. It further establishes objectives and targets, all monthly monitored through the Autodoc system, which the entire company has access to. Results are then divulged to collaborators and third parties at the work site's bulletin board or other means. Therefore, 100% of our own collaborators and 100% of outsourced personnel all work in operations certified by internationally acknowledged norms, further to these operations being internally audited by Even, in accordance with accepted norms. **GRI CRE6.**

Even also integrates Santander Bank's Sustainable Building program which strictly assesses the development's extension of socio-environmental impacts in order to grant financing to an operation. In 2012, Viverde (RJ), Vista Mariana (SP) and Alameda Santos Corporate (SP) projects obtained certification. With that, we have reached notch 6 in acknowledged operations.

Another important initiative in which Even participates, albeit not carrying a certification in the strict sense, is the Guia de Boas Práticas em Sustentabilidade na Indústria da Construção, produced by the Brazilian Chamber of the Construction Industry (CBIC) jointly with the Dom Cabral Foundation (FDC). Even was invited to present three of its practices: publishing of their carbon inventory; accession to the ISE portfolio and publication of the sustainability report along the GRI lines.

Initiatives for the reduction of environmental impacts

Even is constantly seeking for alternatives and technologies to reduce impacts resulting from their constructions and products. Even prior to the **Empreendedor AQUA certification** that contemplates reduction to power consumption, Even operations had already been displaying an economy in energy 18% lower than in standard constructions. With the certification, this rate reached 39%. As to water, consumption posted by Even operations was 25% lower than a standard operation. After AQUA, savings moved up to 27%.

In new projects, motion sensors with automatic switch-off were implanted in garages. This measure allows for a 60% reduction to consumption compared against conventional

processes where fixtures are kept lit the entire time. We have also improved effectiveness of the lighting system through the use of halogen fluorescent bulbs that consume an average of 60% less power than conventional bulbs. **GRI EN6**

Currently, all of our operations utilize an access shaft system which makes eventual maintenance to pipelines possible with no need for large restorations. Moreover, we apply double-action flushing with the objective of reducing water waste, considering that this system saves 3 liters of water in comparison with the conventional system. We also use low-VOC paints (Volatile Organic Component) that contains less solvents, thus reducing air pollution and risks to human health; tiles are glued directly over the block reducing a need for re-coating; use of recycled gravel for drainage of underground floors and gardens, reducing the volume of residues generated from the construction; and flow-control for showers to save water.

In case of wood, Even acquires all of the wood used in the construction from Ibama-certified suppliers. In all cases, deliveries are all monitored, and documents prove the production comes from sustainable forest management areas. In 2012, 125,303.02 tons of sawn timber and 690,12 tons of kits with ready-made certified doors were used. **GRI EN26**



> Innovation

The New Technologies area is accountable for developing options of new materials, constructive systems and products to be used in new projects. As a result from performed studies, in 2012 two pilot-projects were put in place: a water reuse system at the **True Chácara Klabin Building** further to a photovoltaic system at the **Open Allegro Jardim Avelino Building** development.

Furthermore, the following projects were approved: optimizing and reutilizing of temporary water facilities to supply the towers ; creation of a calculation/dimensioning spreadsheet for the temporary electrical facilities; creation of bicycle racks at the work site; substitution of conventional sales stands for more sustainable ones, reduced GEE emission and a more rational consumption of energy and natural resources; drawing up of project guidelines, hiring, installing and providing maintenance to a Pressurized Hydraulic system with no need for an elevated water reservoir; utilizing of blinds systems for purposes of closing above ground structures at the Aratãs project (SP); creation of further options for Excluseven products, such as the single control lever and linear drainage; and the creation of a new control and management of Excluseven information.

The area has also developed studies for a new, more sustainable vegetable oil-based release agent, having also performed a comparative analysis of the Ebes company's solar heating system, who in

turn has prepared a prototype for the **Open Allegro Jardim Avelino Building** that carries the new Solar Energy supplying system.

Still assessed were alternatives for the concrete acquired by Even from its suppliers. The objective here is to utilize material with a higher percentage of slag, substituting the currently in use cement for a type that generates a smaller amount of carbon emission during its production.

Relationship Management

Responsible management of the relations with these publics is of utmost importance in implementing the Even sustainability strategy. This is a great challenge that requires intense work of engagement, awareness and collaboration to achieve our aim of positive results while simultaneously contributing with an actually sustainable construction of cities.

Suppliers

Supplier management is an issue of high relevance to Even. Decisions related to this public are under the charge of our Supplies area that centralizes the hiring of suppliers for all operations in all of the states. The selection process, further to costs, quality and the partners' delivery ability, also contemplates issues such as financial health, legal restrictions, environmental performance and human rights. In 2012, we implemented a global process for appraisal of our partners. This process is conducted by external consultants who regularly verify these issues. We also analyze prices practiced by them in order to detect

eventual distortions that may cause negative impacts to the supply of products and services during the course of operations. In this manner, we try to ensure that Even maintains relationships only with companies that act responsibly, in such manner as to minimize risks for the company. e.g., material shortage, and also problems for our customers.

With an aim at aligning suppliers through this view, we have made periodic technical visits to their units where we assessed their socio-environmental practices in loco. Further to that, our standard contact with suppliers contains clauses that contemplate issues of human rights. In 2012, 25,775 investment agreements (involving alterations to equity stakes or projects of capital investments) were signed, out of which 88.04% included these clauses and that were submitted for assessment. **GRI HR1** In reference to the prohibition of child and slave labor, specifically in agreements signed with suppliers, 97.61% carried this clause. **GRI HR2**

In 2012, via initiatives from the Suppliers Work Group (GT Suppliers), we gave sequence to a process for the development of Even services suppliers through workshops conducted in partnership with Sebrae (Brazil's Micro and Small Business Support).

GT Suppliers remained active in 2012. Among activities carried out to engage our partners, highlight goes to the creation of a Relationship with Suppliers Manual and a dedicated channel for communicating with this public, available on the Even site. Another initiative was the launch of 'Most Sustainable Supplier' award which gives recognition to efforts of our partners in adopting responsible practices when performing their activities. This is an essential condition for them to enter and remain at the Even supplier chain. The process was executed in 2012 and the award was in 2013, handed to the five best suppliers of materials and five best services suppliers.

Even further intensified its hiring policy of local suppliers in Rio de Janeiro and in Belo Horizonte, with the objective of generating job opportunities in cities where it is operating, thus contributing with regional development while simultaneously favoring its own business. In 2012, 70.11% of these units' contracts were signed with local partners. **GRI EC6**

Collaborators

All operations have formal committees for safety management composed of site managers, site engineers, site safety engineer, foremen, work safety technicians, site supervisors, administrative managers

In 2012, roughly
460 persons
were part of the
committees of
safety management

and interns. In 2012, roughly 460 persons were part of the committees that convene monthly, representing 28% of the company collaborators. These forums further count with participation of representatives from outsourced companies, contributing continuous improvement to our productive processes. **GRI LA6**

Even also counts with an Internal Commission for the Prevention of Work Accidents (CIPA), composed of 22 members, whose focus is to contribute to preserving life and promoting health of a worker at the workplace. Once a year, CIPA holds an Internal Week for the Prevention of Work Accidents (SIPAT).

In addition to all those measures, for purposes of minimizing risks of accidents, 100% of the Even collaborators and 100% of the outsourced workers undergo an integration training module, updated every other year. There, topics such as basic notions of firefighting, use of individual protective gear (EPI), use of collective protective equipment (EPC), notions of hygiene and cleanliness at the worksite, the company's Safety Policy, notions of first aid and information on occupational diseases, respect to human rights and humane treatment shown to all collaborators, suppliers and customers. **GRI HR8**

In 2012, Even posted 10 accidents with leaves equal to or above 15 days, 19 accidents with leaves under 15 days and 6 accidents with no lost time away from operations in São Paulo. Also registered were two fatalities this year. Even took all of the appropriate action further to duly communicating to the occurrences to the respective trade unions. **GRI LA7**

This year, we have inserted at our worksites, specific controls for entrance of visitors, informing

and making them aware of the existing risks at the location in order to preserve their safety during their permanence. Another action put into practice was improvement to the monitoring of safety at the sites, via a review made to the inspection form which contemplates items of greater relevance in the occurrence of accidents. Also implanted were control measures for all risks and dangers involved in our constructive process, including activities at the central office, plus identification methods, assessment and monitoring of all legal requirements applicable to the civil construction sector. We finally reviewed our internal safety standards implementing a new system to control and for what action to take in myriad emergency situations at worksites and administrative areas.

Besides attempting to offer a safe work environment at operation worksites, Even still holds actions geared towards promoting health to collaborators. In this sense, we have complied with the commitments made with unions, such as the distributions of sunscreen to all collaborators. They all have at their availability, cafeterias with Formica tables, proper lighting and ventilation, gas-operated warm showers, liquid soap and clean towels daily, all offered through the Towel Project. **GRI LA9**

We also carry out programs for following up on occupational health, such as the Hearing Control and Preservation Program, further to actions of awareness on the importance of routine health control tests. In 2012, we once again held our campaigns for Carnival and World Day for the Fight Against AIDS, with distribution of condoms and flyers

with information on cost-free tests of immediate results at Free Clinics; campaigns about preventing diseases such as conjunctivitis, dengue and STDs; campaigns of vaccination against flu, hepatitis B, tetanus, diphtheria, measles and German measles, also involving collaborators' family members and outsourced collaborators. There were still lectures on the topics of health and safety, such as protecting your hands and first aid. **GRI LA8**

In order to contribute towards increasing our own and outsourced collaborators' educational levels, we have enlarged the School Project that provides contents ministered at Elementary and High School levels. In 2012, twelve operations were served by the project, benefitting 120 collaborators who received their certificates from the Ministry of Culture (MEC). Since the start of the project in 2008, over 500 collaborators were qualified.

The Mãos à Obra Academy conducted, jointly with Senai, nine training modules in 2012 directed to worksite collaborators split into four topics: Cleaner Production, Even Conduct Code, Enhancement for Green Foremen and New Reading on Leadership. 170 collaborators took part in the training courses.

Even also carried out an annual volunteer program that turned out to be even more intense than the 2012 version, counting with a larger participation of collaborators than in previous years. This was due to a hefty investment in collaborators' information and capacity-building to act in volunteer projects. One of the results was the creation of a Social Responsibility front, incorporated to the Sustainability area that has taken charge of volunteer actions and engaging the

internal public and partners around this topic.

Community

Even implements a range of care actions to minimize impacts even before the launch and opening of a sales stand.

We perform surveys in homes and commercial premises in the neighborhood of all operations, not only the directly neighboring ones but also those farther away, depending upon the project's dimensions. These surveys check in detail the state of conversation of the structures in order to make a forecast of possible direct or indirect impacts to the region – for example, the need to implant waste collection. **GRI EC9** Should there be complaints about structural damage to real estate property, Even may foot renovation costs for pertinent cases of property damage.

We also perform a series of actions to avoid disturbances to neighbors, such as optimizing schedules for delivering materials – although we are subject to the legislation that restricts schedules for the circulation of trucks in the cities– and worksite operations and application of materials that raise dust in the surrounding areas. We still act in the sense of making our own and outsourced teams aware of unnecessary noise and cleaning of the worksites and surrounding areas.

In addition to all that, we promote a reduction to and correct discarding of residues, and re-usage of materials, further to reducing expenses with energy and water. We also perform periodical surveys at worksites with the objective of assessing and identifying any eventual problem



Ação Vizinho Project - dedicated to the community surrounding the Even's works



Cleaning Concern surrounding the works - “Lava Rodas” project

> with sidewalks, dumpsters, litter out on the street, among others, all described in reports sent to everyone accountable for the construction and to the Compliance area. We also make available to the neighbors, a dedicated communication channel inside our Relationship Central so that any request may be met in the most appropriate manner. **GRI SO1**

Among measures for improvement and compensation of the surroundings, demanded or not by the legislation in effect, the company renovates sidewalks, plants trees, recovers public squares, green areas, paints walls and façades. Besides that, in case the operation generates heavy traffic flow, under the orientation of public organs, we perform improvements to traffic lights and signs in the local traffic infrastructure. Investments in infrastructure and services in 2012 went beyond R\$ 13 million. **GRI EC8**

With the objective of also engaging the community around the sustainability issue, in 2012 we are, at all the worksites, moving on with the Ação Vizinho project (Neighborly Action), a selective waste collection program that takes place during the construction period and whose objective is environmental awareness through recycling waste residues, while simultaneously informing residents of the surrounding area about the most impacting phases at the worksites.

In 2012, Ação Vizinho was being implemented next to hoardings built around all our worksites. This year the collection posted a total of, 22,567,26 kg of recyclable material among paper, plastic, ferrous metal and glass. As of 2013, Ação Vizinho will also be including a selective collection of oil and all kinds of batteries.

Even actions for the community surrounding our operations still involve volunteer actions performed by company collaborators, both from the head office as well as from units located outside of São Paulo. Several campaigns took place throughout 2012 to raise funds for Easter eggs, books, toys, Christmas gifts, warm clothing and blankets that were forwarded to non-profit organizations. There was also blood donations. Collaborators were also invited to conduct vocational lectures to high school students from communities surrounding worksites. Seven schools were catered to benefitting 835 students.

Another initiative was Construindo um Dia das Crianças (Building Children’s Day), where 18 volunteer collaborators from Even held workshops for around 895 students from nine educational institutions surrounding the worksites. The workshops were about recycling, consumption awareness, residues and financial education. There were also three editions of the ‘Introducing an NGO’ event that brought to the company work

developed by different non-profit organizations with the objective raising collaborator awareness to the causes defended by those NGOs.

Even established a partnership with the São Paulo Lyceum of Arts and Crafts, with the objective of disseminating sustainable construction concepts and aligning practice to theory for students of the Building Technical course. The project, initiated in 2012 to be continued in 2013, involves making monthly technical visits to students of **Praças da Lapa Building** in São Paulo, further to drawing up reports and quarterly seminars on the topics dealt with.

Customers

Still in the construction phase, Even offers customers of some developments a possibility to adopt a differentiated floor plan for their real estate property, further to being able to choose different options of finishing. This system, called Excluseven, further to contributing to increasing customer satisfaction with the product, collaborates in avoiding environmental impacts that may be caused when the customers, upon receiving the keys, decides to make alterations to the property on their own. Options for the floor

plan and finishing are joined together, reflecting major market trends and innovations proposed by Even.

Through the Excluseven system, within a certain timeframe, pre-determined by Even and informed in advance, customers may adapt their units in accordance with several company-defined models. These models meet all of technical feasibility requirements and safety norms. Should this accession not take place within a stipulated timeframe, the property is then delivered with the original floor plan, with finishing items according to those established in the contract.

Customers may also make programmed visits to the building during its construction. During these visits, they have an opportunity to check progress made at the worksite and enjoy a first contact with their own units.

One other practice for engagement that we initiated in 2012 and that we will maintain in 2013 is having focus groups gathering customers of specific profiles to discuss critical topics such as deadlines, delivery and quality of the operation. As of the gathered information during these encounters, improvement plans are drawn up.

Meeting (AGI) - Ideal Alto da Lapa, in São Paulo (SP)



Customer visit to the prototype apartment - New Age Michigan in São Paulo (SP)



Deliveries and Post-delivery

Fulfilling your dreams

In 2012, on account of improvements to our construction processes and situation of the real estate market, we have been successful in reducing the number of delays to forecasted deliveries. Aware of the impact a delay to a construction causes to a customer's life, we always try to keep them well-informed about deadlines for concluding the property acquired by that customer. This task is conducted by the Customer Relationship Central.

Even faced with the pressure of deadlines, we make a commitment to deliver the real estate units with prime technical quality and complete legal documentation, protocol of registration included so that customers may proceed with their financing processes and other actions necessary upon receiving units after conclusion of the works.

The handing of the keys to the units takes place at a very special moment so that once more we may establish a closer relationship with our customers. At that moment, we show the customers the important points in the Proprietor's Manual, procedures that follow the handing over of the keys, further to available services for an adequate use of the property. These are Technical Assistance and Assets Conservation and Condominium Management.

Technical Assistance

The Technical Assistance area is responsible for catering to requests during the entire post-delivery period which starts three months following the meeting for establishment of the condominium and ends at the closing of the period of warranty. These requests may come through the Relationship Central or through an Ombudsman.

All solicitations made by customers and their addressing are registered and analyzed during monthly meetings with the Technical Directorate. Problems detected spawn action plans to different areas in the company, such as Products, Engineering and even Customers. This process enables the identification of risks and opportunities, the implementing of preventive initiatives in developing the operations.

The main Technical Assistance challenge in 2012 was absorbing the increase to demand due to a sizeable delivery of new real estate properties during that year. We moved from 7 thousand active units in 2011 to 11 thousand. To preserve quality and the deadline for services, there was

an increase to the team from 35 persons in 2011 to 43 collaborators in late 2012, a number that should move up to 50 in 2013. We also made investments to training the customer services professionals and in optimizing the area flow. With these measures, we were able to excel in our targets: 90.9% of the registered calls to Technical Assistance were addressed inside the target deadline.

Assets and Condominium Management

There are two attributions designated to the Assets and Condominium Management area. The first one is to protect company assets which are not directly linked to the customer: their land sites inventory and remaining units in the enterprising. This includes financial management and physical management all of which contribute to our sales potential for selling our stock.

The second attribution is to give support to condominium management established in operations delivered by Even. The objective is to guarantee the condominium concept just as it was conceived, i.e., 100% implemented. Furthermore, the area helps establish rules that assist the functioning rules of the common areas in the buildings trying to ensure that these are efficient and meet all the needs of the users. Our professionals monitor the operations as of the initial phase of establishing a condominium until its full maturity, which on average, corresponds to five years.

With the growth posted to the volume of deliveries and profile-change to our products, we have noticed



> that we were short on people qualified to manage the condominiums. This ended up generating a strong services demand for the company, eventually even carrying problems to the company image. Currently, all of our delivered operations rely on support services to condominium management, further to a direct services channel with building supervisors, who are in turn responsible for making solicitations referent to the common areas in the developments.

Currently, the area has a team of nine collaborators that cater to 110 buildings in São Paulo and in Rio de Janeiro. Demands are compiled and studied to pinpoint opportunities for improvement to the projects. Also in development are several sustainability projects to be implanted at condominiums receiving services. In 2012, we instituted a pilot-project for recycling kitchen oil in five operations with a total of 1.200 units. The buildings received kits containing informative flyers about the initiative and collectors for the oil later to be picked up by an NGO for recycling.

Customer satisfaction GRI PR5

In 2012, we gave sequence to implementing initiatives contemplated in the Customer Care project initiated in the previous year. Among the actions was an increase to transparency and clarity in the company's buying and selling documents; creation of Support, Planning and Operations areas; establishing of an Ombudsman; and the definition of the Assertive Communication guidelines.

With that we managed to offer greater quality to the information transmitted to customers, to act in a way that is closest to the day-to-day of the delivered condominiums, obtain great

effectiveness in problem-solving and implementing more effective deadline controls.

In 2012 we also performed customer satisfaction surveys in all our regions of acting. 2.687 customers from 87 operations were interviewed. In comparison with 2011, we posted a 27% growth to the volume of spontaneously answered research. These researches are presented to the company at two moments of the year.

In reference to 2011, we posted a 0.1 percentage point increase for the General Satisfaction with Even item. In spite of this being a small variation, it still can be considered very good if we take into account that there has been a 36% increase to our customer base from one year to the next. This means that even in a phase of growth to our base when we could have had problems in preserving our processes, we managed to increase the final satisfaction result. Items that still stood out were the good appraisal during the first two relationship phases that involve a sales process (sales stand, contracts) and the middle of operations (visit to an Excluseven prototype unit). The research pointed out that we must develop improvement actions in phases when the company has closer, more constant contact with the customer's unit, such as when handing keys and post-delivery.

Based on the data gathered from the research, we have developed several initiatives. Among those is the production of the Real Estate Financing booklet, the elaborating of Corporate Governance projects, such as Assertiveness and Deadline Control and Assertiveness and Quality Control, and creation of the Satisfaction Management sector in 2013, which is now included in the Satisfaction Survey, Segregate Estates and Ombudsman areas.

"Sua Casa na Medida" Event



Even Ombudsman

The civil construction sector has posted expressive growth in the past few years. This has as reflex, the increase to our customer base and the amount of demands. This expansion to the sector has also been accompanied by the creation of new channels for customers to express themselves, e.g. social networks (Facebook, Twitter, blogs), further to space in traditional communications means (newspapers, radios), and strengthening of consumer protection services (Procon, Idec and others).

Therefore Even felt a need to reflect about how to act before such a scenario, enhancing relationships with the customer. This, more than ever is something crucial to ensure competitiveness and company survival. After all, the great brands are those that daily build a good reputation for themselves.

As a result, we have once more innovated through the creating in 2012, of the first Ombudsman in the construction and residential incorporation sector in the country. The Even Ombudsman works in the sense of re-establishing a customer /company relations when all remaining communication channels have been exhausted. The area acts in after-services, mediating conflicts with diplomacy and impartiality. It handles complaints, allegations, compliments, critique or suggestions, always in search of transparency in relationships with the customer. It becomes important to stress that Ombudsman services also provide subsidies for uninterrupted improvements in work processes, Even internal practices and norms.

The Customer Relationship Center still remains as a direct channel to cater to customers' solicitations, doubts and complaints. An Ombudsman is only activated when neither the CRC nor any other means have proved effective to solve some issue. Access should be made via Talk to Us in the site www.even.com.br or by e-mail ouvidoria@even.com.br. In 2012, 324 calls were placed to the Ombudsman, out of which 64% were related to Technical Assistance.

Empreendedor AQUA certification



- 1 Blackouts or blinds that block 100% light
- 2 Accessible Shaft
- 3 Thanks to the use of dual flush toilets, faucets with flow reducers and domestic wastewater reuse, the water savings in apartments and common areas can reach 27% in relation to a development that does not have these features
- 4 Area for screening and intermediate storage of domestic residues in the apartment
- 5 Solar power heating can lead to savings of up to 40% in the consumption of gas (for heating of water of showers and faucets)
- 6 Window frames that provide better light and ventilation ensuring energy savings and comfortable ambient temperature



Energy savings can reach 39% in common areas if you use the following:

- Presence sensors not only on the stairs and halls but also in the garages
- Luminotechnical project for use of lamps that combine adequate luminosity with low energy consumption
- Automation system that turns on the landscape lights at dusk and turns them off at given times leaving only security lighting on
- Solar heated pool
- Spaces that favor natural light

Use of special materials such as FSC certified wood and water based paint that have components that do not harm the environment

Green roof on the first floor and barbecue that helps to give a comfortable temperature

Landscape with native species with preference for those that require less water

Este é o Aquinha



ABOUT THE REPORT

For the second consecutive year, we have published the Even Annual Sustainability Report, where we give an account of our economic, social and environmental performance in an integrated form, as per the guidelines for the Global Reporting Initiative (GRI). The previous report was published in 2012. **GRI 3.2**

In this document, we present results and information referent to the company's calendar year of 2012, which includes operations of Even Construtora e Incorporadora S.A., Even Vendas (Evenmob), Green (Green Civil Construction Services Ltda.) and business units in Rio de Janeiro and Minas Gerais. As we did with previous reports, we did not separately report

data referent to Melnick Even Incorporações e Construções S.A., our joint venture located in Rio Grande do Sul, although we make references to its operations in different chapters. The joint venture's accounting results are contemplated in the Even consolidated balance sheet. **GRI 3.1; 3.6; 3.7; 3.8; 3.9.**

In spite of having control of Melnick, the incorporation of the operation is still in progress. The business unit counts with a Sustainability Committee that has initiated a diagnosis and initiated the process of incorporation of the topic to routine operations, putting in movement a profound work of behavioral change in accordance to the local reality. Some initiatives already in place at Even have already been implemented, such as the Ação Vizinho program, the Roda Limpa project, the Carbon Inventory, Check List for Sustainable Measures applied to the product, as Environmental Routines at the Worksites and 5S. Further to that, Melnick Even has received recognition and been awarded several prizes in the Sustainability area due to its commitment to the topic in Brazilian states that have one of the strictest environmental legislations in the country. Nonetheless, in spite

of all these efforts, its practices are still not 100% aligned with the Even vision of Sustainability, including in that which refers to collecting GRI indicators. For that reason, we decided not to report them on account of their not having reached a level of maturity.

To present our economic-financial information, we have followed the CVM norms (Brazil equivalent to the SEC), Brazilian Public Companies Association (Abrasca) and the Corporate Sustainability Index (ISE) from BM&FBOVESPA.

We have also adopted the standard **G3.1** from GRI and, for the first time since we started publishing our Annual and Sustainability Reports, we have met the requirements for level A of the application – resulted from the company's maturity process against last year's topic. We presented data relative to 79 essential indicators which are part of the sector complement, and 52 additional indicators. **GRI 3.3** The report was submitted via an external verification process performed by BSD Consulting, to ensure consistency and transparency to the presented data and information. **GRI 3.10; 3.11; 3.13**

Even volunteering in public schools located around our buildings: Sustainability workshop and vocational speech, taught by volunteer employees



> We attempted to consider suggestions made by BSD based on the verification of the 2011 report and stakeholders appraisals performed in the engagement panel and construction materiality occurred in 2011, 2012 and 2013.

In order to maintain a dialogue with Even about the company's sustainability practices and information contained in this report, please get in touch via e-mail sustentabilidade@even.com.br. **GRI 3.4**

Building Materiality

It is our understanding that building materiality is a continuous, evolutionary process. In the past three Even reports, referent to calendar years 2009, 2010 and 2011, we held public consultations with our public of interest via stakeholders panels, events that brought together representatives from different publics of interest for one day of discussions. These encounters counted with the following publics:

- **Customers:** whoever has had contact with SAC or with topics related to sustainability.
- **Suppliers:** companies that provide services related to the development of our product and to involvement with environmental issues.
- **Community :** commercial partners and representatives from civil society, such as associations, co-ops and civil construction sector councils .
- **Collaborators:** members of Technical, Incorporations, Strategic Planning and Corporate Affairs directorates , including one representative from each location where Even acts.

• **Financial Institutions:** Even sites financiers. **GRI 4.14**
However, in this model of consulting, we have found two critical publics for Even – customers and shareholders – no accession to the process. For that reason, seeking enhancement recommended in

the external verification of the report performed by BSD, in 2012 we focused on these two publics with the objective of complementing the a Materiality Matrix. **GRI 4.15**

The methodology for updating the Materiality Matrix has been based on individual interviews with customers and shareholders in January of 2013, and whose results were compared with those of public consultations performed in 2011.

For both publics, the same 69 topics of the previous matrix were considered with the objective of generating the same parameters. As a result, some topics displayed increased relevance to the Publics of Interest axis.

Throughout all of 2012, we kept constant, close relationships with several publics, through different dialoguing channels that Even makes available, which also made a contribution to the building of materiality. Among those, customers stood out (Relationship Central , Ombudsman and focus groups performed by the Customer Services area), suppliers (GT Suppliers and appraisal program) and community (neighbors of Relationship Central, Ação Vizinho, participation form work groups in sector unions or associations). **GRI 4.16**

For this report, meetings were held with members of the Even high management and managers from different areas, under the coordination of Sustainability management. The 16 topics considered of high relevance both by Even as well as by publics of interest compose our Materiality Matrix of 2012. In this report, we tried to present Even's positioning in reference to each of these aspects, considering criteria that contemplate impacts and opportunities related to the construction sector and their relation to the company's strategic commitments. **GRI 3.5; 4.17**

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The full content of this report, with more detailed information on the topics discussed here, is available on the website of Even at www.even.com.br/sustainability (accessible web).

GRI Content Index

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2	ORGANIZATIONAL PROFILE		
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2.4	Location of organization's headquarters	Fully	27
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Fully	27
2.6	Nature of ownership and legal form	Fully	25
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	Fully	23
2.8	Scale of the reporting organization	Fully	28
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3	REPORT PARAMETERS		
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3.3	Reporting cycle (annual, biennial, etc.)	Fully	97
3.4	Contact point for questions regarding the report or its contents	Fully	98
3.5	Process for defining report content	Fully	98
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	Fully	97
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	Fully	97
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	Fully	97
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols	Fully	97
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	Fully	97
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4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	Fully	37
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4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	Fully	41
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4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Fully	44
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4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or ittees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic	Fully	50
4.14	List of stakeholder groups engaged by the organization	Fully	98
4.15	Basis for identification and selection of stakeholders with whom to engage	Fully	98
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	98
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	98
ECONOMIC PERFORMANCE INDICATORS			
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other unity investments, retained earnings, and payments to capital providers and governments	Fully	32
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change and other sustainability issues	Fully	45
EC3	Coverage of the organization's defined benefit plan obligations	Fully	48
EC4	Significant financial assistance received from government. Reason: There was no financial transaction with the government or any other financial benefit received or receivable for any operation.	Fully	*
Market presence			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Partially	47
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Fully	83
EC7	Procedures for local hiring and proportion of senior management and all direct employees, contractors and sub-contractors hired from the local unity at significant locations of operation	Fully	48
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through ercial, in-kind, or pro bono engagement	Fully	88
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Fully	85

Item	Issue	Status	Page
ECONOMIC PERFORMANCE INDICATORS			
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EN1	Materials used by weight, value or volume	Fully	74
EN2	Percentage of materials used that are recycled and reused input materials	Fully	74
Energy			
EN3	Direct energy consumption by primary energy source	Fully	75
EN4	Indirect energy consumption by primary source	Fully	75
EN5	Energy saved due to conservation and efficiency improvements	Fully	75
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Fully	81
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Fully	70
Water			
EN8	Total water withdrawal by source	Fully	76
EN9	Water sources significantly affected by withdrawal of water	Fully	76
EN10	Percentage and total volume of water recycled and reused	Fully	76
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Fully	67
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Fully	67
EN13	Habitats protected or restored	Fully	67
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Fully	67
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Fully	67
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight	Fully	68
EN17	Other relevant indirect greenhouse gas emissions by weight	Fully	68
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Fully	67
EN19	Emissions of ozone-depleting substances by weight	Fully	69
EN20	NOx, SOx, and other significant air emissions by type and weight	Fully	68; 69
EN21	Total water discharge by quality and destination	Fully	76
EN22	Total weight of waste by type and disposal method.	Fully	71
EN23	Total number and volume of significant spills. Reason: There was no spillage during the period reported.	Fully	*
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. Reason: In 2013 a new storage system will be deployed of all hazardous waste bay specific, more efficient and adapted to current standards, allowing an appropriate destination for each type.	Partially	*
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Fully	76
Products and services			
EN26	Initiatives to enhance efficiency and mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	61; 81
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	77
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	67

Item	Issue	Status	Page
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	69
Overall			
EN30	Total environmental protection expenditures and investments by type.	Fully	77
SOCIAL: LABOR PRACTICES AND DECENT WORK			
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	48
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	50
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	48
LA15	Return to work and retention rates after parental leave, by gender.	Not	-
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	48
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	49
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety ittees that help monitor and advise on occupational health and safety programs.	Fully	84
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	84
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or unity members regarding serious diseases.	Fully	85
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	84
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category	Partially	47
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. Reason: The theme will be duly assessed by the Sustainability Committee.	Not	*
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Partially	47
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	49
Equal remuneration for women and men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	50
SOCIAL: HUMAN RIGHTS			
Investment and procurement practices			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	83
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	83
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	44
Non-discrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	44

Item	Issue	Status	Page
Freedom of association and collective bargaining			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	49
Child labor			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not	-
Forced and compulsory labor			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Not	-
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	84
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. Reason: Not applicable to the business because there are no operations in indigenous reservations.	Fully	*
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments. Reason: There was no evaluation of the impacts of operations related to human rights involving employees during the reporting period.	Fully	*
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms. Reason: There were no strikes recorded during the reporting period.	Fully	*
SOCIAL: SOCIETY			
Local unities			
SO1	Percentage of operations with implemented local unity engagement, impact assessments, and development programs.	Fully	88
SO9	Operations with significant potential or actual negative and positive impacts on local unities. Reason: The data are known for Even, however, were not consolidated for 2012 report. Be postponed until 2016.	Not	*
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local unities. Reason: The data are known for Even, however, were not consolidated for 2012 report. Be postponed until 2016.	Not	*
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	43
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	43
SO4	Actions taken in response to incidents of corruption.	Fully	43
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	70
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. Reason: No contribution classified in order political party or similar was recorded.	Fully	*
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. Reason: No legal action for unfair competition, anti-trust practices, monopoly practices and their outcomes was recorded.	Fully	*
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	45

Item	Issue	Status	Page
SOCIAL: PRODUCT RESPONSIBILITY			
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	61
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	61
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	61
Product and service labelling			
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes. Reason: No non-compliance was recorded in the reporting period	Fully	*
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	92
Marketing unications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing unications, including advertising, promotion, and sponsorship.	Fully	64
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing unications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	64
Customer privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	65
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. Reason: Fines for non-compliance in the reporting period were not recorded.	Fully	*
Real State Sector Supplement			
CRE1	Building energy intensity.	Fully	75
CRE2	Building water intensity.	Fully	76
CRE3	Greenhouse gas emissions intensity from buildings.	Fully	69
CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity.	Fully	69
CRE5	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.	Fully	77
CRE6	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system.	Fully	80
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project. Reason: There was no case of resettlement and / or displacement of people in the development of construction operations	Fully	*
CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.	Fully	80

Warranty Statement

BSD Consulting held, for the third consecutive time, an independent verification of the preparation process of Even's Annual and Sustainability Report, developed according to the GRI G3.1 guidelines (Global Reporting Initiative). The verification process is intended to provide Even's stakeholders with an independent opinion on: the quality of the report; the engagement processes with stakeholders; adherence to the AA1000AS standard (2008) principles; and the company's sustainability management.

Independence

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

Our Competence

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

Even's and BSD's Responsibilities

Preparation of the Annual and Sustainability Report, as well as the definition of its content is Even's responsibility. The assessment of the report and checking of the implementation level of the GRI G3 guidelines were BSD's work task.

Scope and Limitations

The scope of our work includes information in the printed version of Even's 2012 Annual and Sustainability Report for the period covered thereby. The process of independent verification was conducted according to the AA1000AS standard (2008) (AccountAbility 1000 Assurance 2008 Standard), Type 1, providing a moderate level of assurance. The process includes the adhesion evaluation of Even's accountability process on three principles: Inclusion, Materiality and Responsiveness. The verification of financial data was not the object of the work of BSD Consulting

The process of independent verification was conducted according to the AA1000AS 2008 standard (AA1000 Assurance 2008 Standard), Type 1, providing a moderate level of assurance. The aim of the Warranty Statement is to inform Even's stakeholders of BSD's evaluation process conclusions about the adherence of Even's accountability process to three principles: Inclusion, Materiality and Responsiveness. Verification of financial data was not BSD Consulting

Methodology

The AA1000 verification process approach consisted of:

- Evaluation of the content of the 2012 Annual and Sustainability Report;
- Understanding of the flow of the achievement and generation processes for the Annual and Sustainability Report;
- Research of public information about the industry and the company (press, legal bases and sites);
- Interviews with managers of key areas in relation to the relevance of informa-

tion for the report and sustainability management;

- When relevant, confirmation of information on sustainability performance with the company's governing body;
- Revision of the evidences of the consultations with external stakeholders;
- Analysis of the relevance of the information provided by the Sustainability Report under the viewpoint of external public;
- Based on sample tests, confirmation of the information provided by the Sustainability Report with supporting documentation, internal management reports and official correspondence;
- The activities of this assurance process were performed in the corporate offices in São Paulo – SP, through distance interviews with the persons responsible for the Sustainability Committee in Rio de Janeiro – RJ, and visit to the New Age construction site in São Paulo - SP.

Main Conclusions

In 2012, the sustainability management division enhanced the engagement with specific strategic public (customers and shareholders) through direct consultations. A great highlight in 2012 was the certification "Empreendedor AQUA" obtained in relation to residential developments in the State of São Paulo. This certification will support the development and formalization of a robust sustainability strategy, which will have to contemplate sustainability in the main operations: Real Estate Development Project, Construction and Sales.

Main conclusions regarding Adherence to the AA1000AS 2008 Principles

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

In 2012, Even showed an evolution in its engagement strategy through specific consultation with two groups of priority stakeholders with whom the dialog was difficult in previous processes: customers and shareholders. For the next period, it is important to keep and enlarge the consultation processes and define clear criteria viewing to prioritize stakeholders.

The engagement process focuses the region of greater Even's operations, in São Paulo. To improve this practice, the company must consider the gradual inclusion of its other operational sites in order to obtain a comprehensive and complete vision of its strategic public.

From the internal point of view, both the consultation process with stakeholders and the report process contributed to the dissemination of the sustainability theme among Even's areas, representing a further step towards consolidating the theme across the company. It should be noted that the integration trainings related to the socio-environmental themes must be kept and expanded, mainly in order to comply with **Empreendedor AQUA certification's** requirements.

The local sustainability committees in the regional units of Minas

Gerais, Rio de Janeiro and Rio Grande do Sul strengthened their operations next to the corporate sustainability area through the development of social projects. It is important to establish a social investment policy structured viewing more alignment with the criteria applied to the projects which Even supports.

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

The main sustainability themes were defined from the updating of the materiality matrix presented in the 2011 report, to which it was incorporated a qualitative and quantitative analysis of customers and shareholders perception, a strategic public with which the company had little interaction in previous processes. The identified themes were addressed in the report. In the next report it will be possible to contemplate the results achieved with **Empreendedor AQUA certification** (for instance: energy and water consumption).

It must be observed that the materiality process must be periodically revised so that it is important, in the next cycle, to accomplish a new analysis of relevant themes in order to update the results and identify the materiality of the themes within the company's present context, including the subsidiaries in the states of Rio de Janeiro, Minas Gerais and Rio Grande do Sul. The themes' revision can consider other sources of information such as researches, sectorial analysis, and local context analysis, among others.

Empreendedor AQUA certification for residential developments is a great highlight in 2012. In order to enlarge the certification benefits, it is essential that the internal public, particularly the sales force be capacitated to adequately disseminate information to customers and other strategic public.

3. Responsiveness - addresses the actions taken by the organization as a result of specific demands of stakeholders.

The Human Resources and Organizational Management division restructured internal processes related to career development, performance evaluation and definition of positions and salaries. The processes follow clear criteria and seek to improve the company's commitment with staff development.

Supplier's management shows improvements in relation to the activities developed by the Suppliers and Emissions Work Groups. This process can be improved by involving representatives of other areas such as Strategic and Works Planning in the Suppliers Work Group.

In 2012, the data processing for the Greenhouse Gas Emissions Inventory was enhanced through integrating indicators measurement with the materials consumption control.

The Sustainability area uses the result of the assurance process as a way to support management enhancement and practices development. An example is the focus assigned, in 2012, to the specific consultation with customers and shareholders in order to define materiality.

All of Even's areas have sustainability goals. It is recommended to report an efficiency indicator of this practice, such as the percentage of sustainability goals achieved in the year.

This report intends to formalize a sustainability strategy for 2013. It is important that the strategy clearly contemplates the main company's operations: Real Estate Project Development, Construction and Sales.

GRI-G3 Application Level

Following the GRI - G3.1 guidelines, BSD declares an Application Level A+ for Even's Sustainability Report related to the year 2012. The Report presents information about items related to the company's profile and provides a wide description of the management processes as well as approaches to sustainability. Relevant information is provided for all categories of performance indicators: economic, environmental, human rights, labor practices, society and product responsibility as well as the indicators of the "Construction and Real Estate" Sector Supplement.

São Paulo, May 17, 2013

BSD Consulting - Brasil





Statement GRI Application Level Check

GRI hereby states that **Even Construtora e Incorporadora S.A.** has presented its report "Even 2012 Annual and Sustainability Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 16 May 2013

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The "+" has been added to this Application Level because Even Construtora e Incorporadora S.A. has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 9 May 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

Who made the report

In 2013, Even's Sustainability area brought the Annual and Sustainability production management home, dealing with the connections between all of the interfaces. This was an evolution, as we managed to strengthen the engagement of the people from the different business areas involved in this work.

The Even Team

Responsible Director: Silvio Luiz Gava

Sustainability Manager: Flavia Sinopoli Lafraia

Coordination of Report: Flavia Sinopoli Lafraia and Mariana Ugeda Sanchez de Brito

Area of Sustainability: Caio Guerreiro Granja, Djanio Alves, Flavia Sinopoli Lafraia, Joana Scheidecker Rebelo dos Santos, Mariana Ugeda Sanchez de Brito and Renan Kasputis

Collaboration

Directors of Even SP, BH, RJ and Even Vendas.

Participants: Amanda Pimenta Knijnik, Ana Paula Samico Soares de Moura, Antonio da Silva, Ariel Mizrahi, Carla Christina Ourique Altman, Carlos Ricardo Laun, Carolina Piccinin Guidugli, Christiano Carlo Boa Nova Ribeiro, Daniel Armando Elias Ribeiro, Daniel Basto Amabile, Fernanda Calcopietro, Flavio Leandro Cevallos Morado, Gabriel Osório Padovani, Geovana Luiza Berta, Gilson Carlos Zaqueu, Juan Canet Font, Karlla Fernanda Lins Leitão, Marcelo Pereira de Paula, Maria José Sousa de Oliveira, Matheus Padovani Pereira, Natalia Vano Lopes, Priscila Handa Sano, Rene Gomes da Silva, Solange Gomes Santana Almeida, Thais Martins de Moraes, Tiago Krall Barreto, Vanessa Guerreira Mogi, Vania Maria Del Guercio and Vinicius Mastroso

Partnerships

Even's Annual and Sustainability Report is based on the guidelines of the Global Reporting Initiative (GRI). To achieve level A, we counted on the collaboration of partners who are leaders in their respective fields.

The consulting of indicators was made by Rellato Comunicação e Sustentabilidade.

Examination and warranty by BSD Consulting.

Materiality matrix, editorial project and report content were developed by ÓGUI – Comunicação da Sustentabilidade.

Creation, layout and production of the graphic project are performed by Ageisobar.

Images were pictured by photographers Paulo Brenta and Marcio Shiguenaga.

Website that contains the complete version was developed by MPP Interativa and ludic summaries were prepared by Recheio Digital. The website was managed at Even by its E-business team formed by Cezar Calligaris, Fernando Custódio Soares and Katia Yuri Inamine.

Texts were translated into Braille by Efeito Visual and into English by Central de Traduções.

Finally, printing was done at the Stillgraf printing plant. Even conducted an internal campaign to collect the paper used in its units and sent it to recycling in order to prepare the cover of the report. The NPO Correspondência Poética collected the material and each cover was hand-made.