

# 2022 ESG Impact Report







How to read the report:

**GRI** Marks the indicators throughout the content.

**!** MATERIAL TOPIC

Indicates the sections where the material topics are.

# Summary

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# Why report our impact?



Carolina Rivas, Chief Impact Officer.

We have never experienced such a severe planetary crisis. What was previously denominated a climate crisis is today called a climate emergency; and I ask myself if this term should have been altered some time ago.

The most diverse societal groups still have no idea how small changes in daily habits can influence the improvement of this extremely serious situation. Small actions can generate big impacts!

What we consume, what we buy, how we travel... If we stop to reflect, our day is full of opportunities. A simple visit to the local grocer's presents an enormous field of possibilities: the fruit we buy doesn't need to be in a plastic bag, taking a reusable bag with us, buying food grown by small producers and, evidently, if the supermarket is not far, why not go by bicycle?

Beyond our responsibility as citizens, there is the responsibility of

companies. After all, they make an enormous contribution to this climate emergency we are facing. Talking about Tembici, offering and encouraging the use of bicycles in cities is the least we should do, it is our core business. But how can we go beyond this?

This was the challenge that made us decide to initiate the journey towards becoming a B Corp. Today, we are the largest micromobility company with B-Corp certification in the world. I am very proud of the advances we have made and confident about what we are building for the future.

The word "impact" is not just in my job title, it shapes our discussions, plans, big and small routine decisions. How to make Tembici a better company for the world, for society and for everyone who works with us is what drives me every day, and this is reflected in our efforts to identify, measure and manage our impacts.

Transparency and accountability are part of this agenda, and we also evolved on this front in 2022. Our second Impact Report was prepared based on the Global Reporting Initiative (GRI) standards, which is the global benchmark in communicating sustainability. The publication also reports Tembici's

material topics, identified in our first materiality process, and the main results of the year in each one of them.

We remain committed to the mobility revolution. We hope our report may inspire more people and organizations to join this movement.

Enjoy reading it!

**Carolina Rivas**  
Chief Impact Officer

## About the publication

GRI 2-1, 2-2, 2-3

**SCOPE:**  
Tembici Participações S.A., which encompasses all the company's operational entities

**PERIOD:**  
January 1 to December 31, 2022

**DOUBTS AND SUGGESTIONS:**  
imprensa@tembici.com



# What we achieved in 2022

GRI 2-22

In 2022, the first year without lockdown since the beginning of the Covid-19 pandemic, we saw people return to the streets, with the resumption of activities in cities and greater use of our systems for travel, leisure and bicycle delivery, which we fostered and expanded alongside our partners.

Compared with 2021, we had 45% more journeys<sup>1</sup> with our shared bicycles. This was equivalent to going around the Earth 4,979 times with a potential saving of 10,000 tons of CO<sub>2</sub>, which corresponds to the clean oxygen produced by over 70,000 trees.

**With that, we had the highest user revenue in the company's history, making it Tembici's main source of income at 48% of total revenue.**

These results consolidate the act of sharing, which has never been so habitual as it is today: more and more people are replacing the need to own with a mentality

focused on using things only when they are necessary.

Electric bicycles (e-bikes) also played a major role in our business. With the support of the bank Itaú Unibanco, the online food delivery platform iFood and the São Paulo (SP) public authorities, in June 2022 we inaugurated the first shared electric bike system in the city of São Paulo. The addition of this mode to the system expanded the possibilities of daily use by facilitating longer distances and steeper streets. Electric bicycles are also fundamental for the future of urban mobility because they help cities achieve their sustainability commitments.

In parallel, we increased the number of e-bikes in Rio de Janeiro (RJ) by around 50%. With the project of bikes for iFood Pedal delivery attendants, we reached another four Brazilian state capitals, with 7.6 million orders delivered by bicycle in 2022.



Tomás Martins, one of the founders and CEO of Tembici.

We initiated our operation in Bogota, Colombia, with one of the biggest and most inclusive shared bicycle systems in Latin America. This is a symbolic achievement given that the city's identification with active mobility is long-standing, with around 10% of urban travel accounted for by bicycles. In 2022 alone, after three months in operation, the system had already become part of the city's daily routine, with over 217,000 journeys<sup>1</sup>.

The year also saw important achievements in our alliances with public authorities. We extended these alliances to new cities, as well as expanding them in the cities in which we already operate. For example, in Rio de Janeiro we extended the term of our partnership for another 15 years, enabling investment in the expansion of our system in the city, which concentrates the highest number of journeys by bicycle in the world.

<sup>1</sup> Journeys: 15 minute bicycle use fractions.



In Porto Alegre (RS), the new agreement signed enables the expansion of the system, adding double the number of bikes and stations in the city. Lastly, we won tenders in three new state capitals – Belo Horizonte (MG), Curitiba (PR) and Florianópolis (SC).

**The robustness of our operation and our results enabled the renovation of the partnership with Itaú Unibanco for another 10 years and the arrival of Claro, leader in telecommunications in Latin America, as one of the new sponsors of our projects.**

Another unprecedented conquest was the first auction of micromobility carbon credits in the world, in partnership with the Rio de Janeiro city government, opening another path to growth for the company. Tembici was also certified as a B-Corp, recognition that the company's financial goals go hand in hand with its commitment to people and to the environment, which, for us, is the only way to do business.

Internally, the year was just as important for the company. We enhanced our management practices and the way we value our team. We strengthened our technology areas – fundamental for delivering service excellence for users –, and we created two new C-Level structures. One dedicated to relations with public authorities and civil society, with whom we work collaboratively. The other to manage and leverage positive impacts inside and outside Tembici, both led by women.

We know the transformation in urban mobility is just beginning. The crucial moment mankind is facing, with the urgent need to combat climate change, reinforces the importance of our sector in the movement to decarbonize the economy. As leaders in technology for micromobility in Latin America, we are determined to ensure bicycles increasingly revolutionize mobility in cities, humanizing them and generating benefits for people who adopt the bicycle in their daily routine, for society as a whole and for the future of our planet.

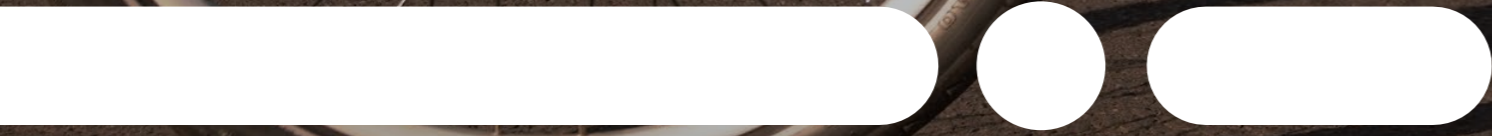
**Tomás Martins**  
CEO







Who we are





# 10 years as the largest micromobility company in Latin America

From 2012 until now, our dream of inspiring a revolution in cities – one person at a time – has gained momentum. Today, we are the largest micromobility company in Latin America, operating in Brazil, Argentina, Chile and Colombia.

In one decade, our systems have completed 202.5 million journeys<sup>1</sup> and reached more than 7.3 million users, who have adopted the bike, either for their daily travel, leisure or deliveries.

**SINCE 2012:**  
**more than 7.3 million users**

**more than 200 million journeys<sup>1</sup>**

<sup>1</sup> Journeys: 15 minute bicycle use fractions.

WHERE WE ARE

## 14 cities in Brazil, Argentina, Chile and Colombia

### Shared bike systems:

#### BRAZIL

- SP: São Paulo and Bertioga (Riviera de São Lourenço)
- RJ: Rio de Janeiro
- DF: Brasilia
- RS: Porto Alegre
- BA: Salvador
- PE: Recife, Olinda and Jaboatão dos Guararapes
- ES: Vila Velha

#### COLOMBIA

- Bogota

#### CHILE

- Santiago

#### ARGENTINA

- Buenos Aires and Tigre (Nordelta)



### Headquarters:

- SP: São Paulo

### Assembly plants:

- MG: Extrema
- AM: Manaus



## HIGHLIGHTS

B-Corp certification

First micromobility carbon credit auction in the world

Adhesion to Global Compact and Women's Empowerment Principles

Access to BNDES<sup>1</sup> ESG Fundo Clima<sup>2</sup> (Climate Fund) and Finem Mobilidade<sup>3</sup> (Finem Mobility) credit lines


<sup>1</sup> Banco Nacional de Desenvolvimento Econômico e Social, a Brazil's national development bank.

<sup>2</sup> Climate Fund: a credit line from the Brazilian Ministry of the Environment, with competitive terms for companies with a strong ESG appeal.

<sup>3</sup> Finem: a credit line funded by the government development bank Banco Nacional de Desenvolvimento Econômico e Social (BNDES).

## Tembici in numbers – 2022

### BICYCLES

 **21,000**  
(+ 20% YoY)

### ACTIVE USERS

 **3 million**  
(+ 11.6% YoY)

### PRESENCE

 **14**  
cities

### OUR INVESTORS

### JOURNEYS

**more than 57.7**  
million (+ 45% YoY)

### IFOOD PEDAL

**more than 7.5**  
million orders delivered

### GROSS MARGIN

Over  
**50%**

IFC, BlaO, Crescera, PIPO, Endeavor, Valor Capital Group and Redpoint eVentures

## Recognitions

Once again, Tembici was distinguished in the Estadão Prêmio Vozes da Mobilidade (Mobility Voices Award). In the 2022 edition, we won in the Innovation category with the Bikes for the Planet project, which enabled the donation of the carbon credits generated by the users of our bikes in São Paulo to the city's local government. We remained in the ranking of the 100 most influential mobility companies in the country.



Our CEO, Tomás Martins, was one of the honorees in the Impact category of the 25<sup>th</sup> edition of Programa Empreendedor do Ano Brasil (Entrepreneur of the Year Brazil), promoted by EY. The category recognizes entrepreneurs and founders of companies that address current socio-environmental challenges and that are orientated to ESG principles.





## E-BIKES

# Electric bicycles

In 2022, we took the initial step towards promoting the first electrified system in Latin America.

Electric bikes had been expected in the city of São Paulo for some time. They began to circulate in the metropolis in June, the result of our partnerships with Itaú Unibanco, iFood and the São Paulo City Hall.

**In December, e-bike usage time in São Paulo was already 20% higher than that of mechanical bikes.**

Also present in Rio de Janeiro, the electric models extend our service to a new user profile, who make longer trips and use our system as a more sustainable and economically advantageous travel option.



## CITIES AND PARTNERSHIPS

## Expansion

RENEWED SPONSORSHIP

Itaú Unibanco  
**+ 10 years**

RENEWED CITIES

Rio de Janeiro  
**+ 15 years**

Porto Alegre  
**+ 5 years**

TENDERS WON

Belo Horizonte  
Curitiba  
Florianópolis

NEW SPONSORSHIP

**Claro**  
leading  
telecommunications  
company  
in Latin America



BOGOTA

# Our debut in Colombia

We broke new ground with the start of our operation in Colombia, the fourth country in which the company operates. Known for its strong sustainable transportation culture, especially in incentives for the use of bicycles, the capital Bogota inaugurated its first bicycle lane 50 years ago; the network currently exceeds 500 kilometers.

For us, it is significant to implement our project in a city where the bike already plays such an important role and contributes to the local authorities' goal of consolidating Bogota as the world bicycle capital.

With investments of over BRL 53 million, the project initiated in the last quarter of 2022 is sponsored by Itaú Unibanco, Mastercard and the Colombian natural gas company Vanti.



BOGOTA PROJECT

3,000 bicycles

1,500 electric

1,500 pedal

+ 300 adapted bikes

+ 300 repair self-repair stations around the city

IN 3 MONTHS OF OPERATION:

11,000 registered users

218,000 journeys<sup>1</sup> made

<sup>1</sup> Journeys: 15 minute bicycle use fractions.





# How we operate





# ESG at the core

GRI 2-13, 2-24

The adoption of the bicycle for daily travel, leisure or work directly affects environmental and social questions, such as reduced emissions of carbon and other pollutants, improved urban traffic, as well as benefits in health and quality of life for cyclists and the population in general. This context alone makes Tembici a business that generates positive socio-environmental impact.

But we must and we want to do more, and as the company grows we are working on boosting our positive legacy. In 2022, we evolved significantly in this respect.

At the beginning of the year we created the position of Chief Impact Officer, which oversees the ESG, People & Management and Diversity & Inclusion areas. This strategic governance is aimed at strengthening and disseminating a sustainability culture and practices inside and outside the company with all stakeholders, while fostering new actions, projects and programs that generate

## Main ESG strategy advances in 2022

- Creation of Impact area (at the company's C-Level).
- Conclusion of materiality assessment – 6 pillars prioritized, boosting effectiveness of ESG management.
- B-Corp certification, reinforcing our commitment to generate positive impact.
- First micromobility carbon credit auction in the world.
- Adhesion to the UN Global Compact, one of the main business sustainability initiatives in the world.
- Access to BNDES ESG Climate Fund and Finem Mobility credit lines.

value for the business. The structure is also responsible for advising the Board of Directors on topics related to people and sustainability.





Another milestone in 2022 was the company's materiality process (detailed on pages 27 and 28) to identify relevant topics for the business from the standpoint of our stakeholders and to boost management effectiveness. The six topics prioritized were incorporated into our strategic planning for 2023 and for the coming years.

Monitored by our Executive Board, we advanced in external commitments: we received B-Corp certification

and became signatories to the United Nations (UN) Global Compact, two of the biggest business sustainability initiatives in the world.

With B-Corp certification, we reaffirm our role as a positive impact company, and we reinforce our commitment to the sustainable growth of the business.

By participating in the Global Compact, we commit to achieving and disseminating

its ten universal principles, linked with human and labor rights, the environment and anti-corruption, and we affirm our support for the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda. Our next step will be to advance in the definition of internal mechanisms, roles and responsibilities to guarantee that the Compact principles are increasingly embedded in the routines of the diverse business areas.

Maintaining an active role in these key efforts by the international community to build the future that we want reinforces the importance of the micromobility sector in the global ESG agenda. It also inserts us in the main discussions and increases our proximity to important actors who may inspire new socio-environmental initiatives in our business and leverage future partnerships to generate impact.

It should be noted that all ESG actions are governed by the guidelines set forth in our Sustainability policy, approved by the Executive Board. [GRI 2-12, 2-23](#)

## Contributions to the SDGs

Tembici contributes directly to four SDGs:



José Maciel da Silva Fonseca, yard operator in São Paulo.



## The largest bikeshare company in the world certified by the B System

### CERTIFICATION HIGHLIGHTS

Impact business model: fostering the use of active, non-pollutant transportation

Presence in the carbon market

Diversity & Inclusion measures

In 2022, we became the largest bicycle sharing company in the world to receive B-Corp certification, an initiative of global importance in measuring impact in the business sector. The process, initiated the previous year, involved a detailed diagnosis of five impact areas: governance, environment, workers, communities and customers. After a rigorous and extensive verification process, our final score was 87 points, almost 10% higher than the required minimum, attesting to the excellence and effectiveness of our social, environmental and governance practices, as well as our transparency and accountability in generating shared value for all our stakeholders.

Our impact business model, based on the use of an active, non-pollutant mode of transport that generates value for people, cities and the environment (and enables reduction in the consumption of materials), was one of the major highlights of the certification. Also noteworthy were

our pioneering actions in the carbon credit market and the measures adopted to promote diversity and inclusion.

The certification process permitted us to evaluate the effectiveness of our strategy and management model, which have always pursued a balance between profit and purpose, and to enhance some internal procedures, a task that involved 10 areas in the company. Examples include the insertion of the B clause in our Articles of Association, making explicit the commitment to generate positive impact and the adoption of a socio-environmental practice checklist when contracting suppliers.

Joining this global movement, whose ambition is to consolidate a more inclusive, equitable and regenerative economic system, strengthens our positioning as an important player in the ESG agenda throughout our value chain and, most importantly, drives us to pursue continuous improvement in our practices.

## Certified



®

## Corporation



## Tembici materiality GRI 2-29, 3-1

To boost the effectiveness of our ESG strategy, in 2022 we concluded the Tembici materiality assessment, which defined our priorities in six pillars. The process, conducted with support from a specialized consultancy, involved:

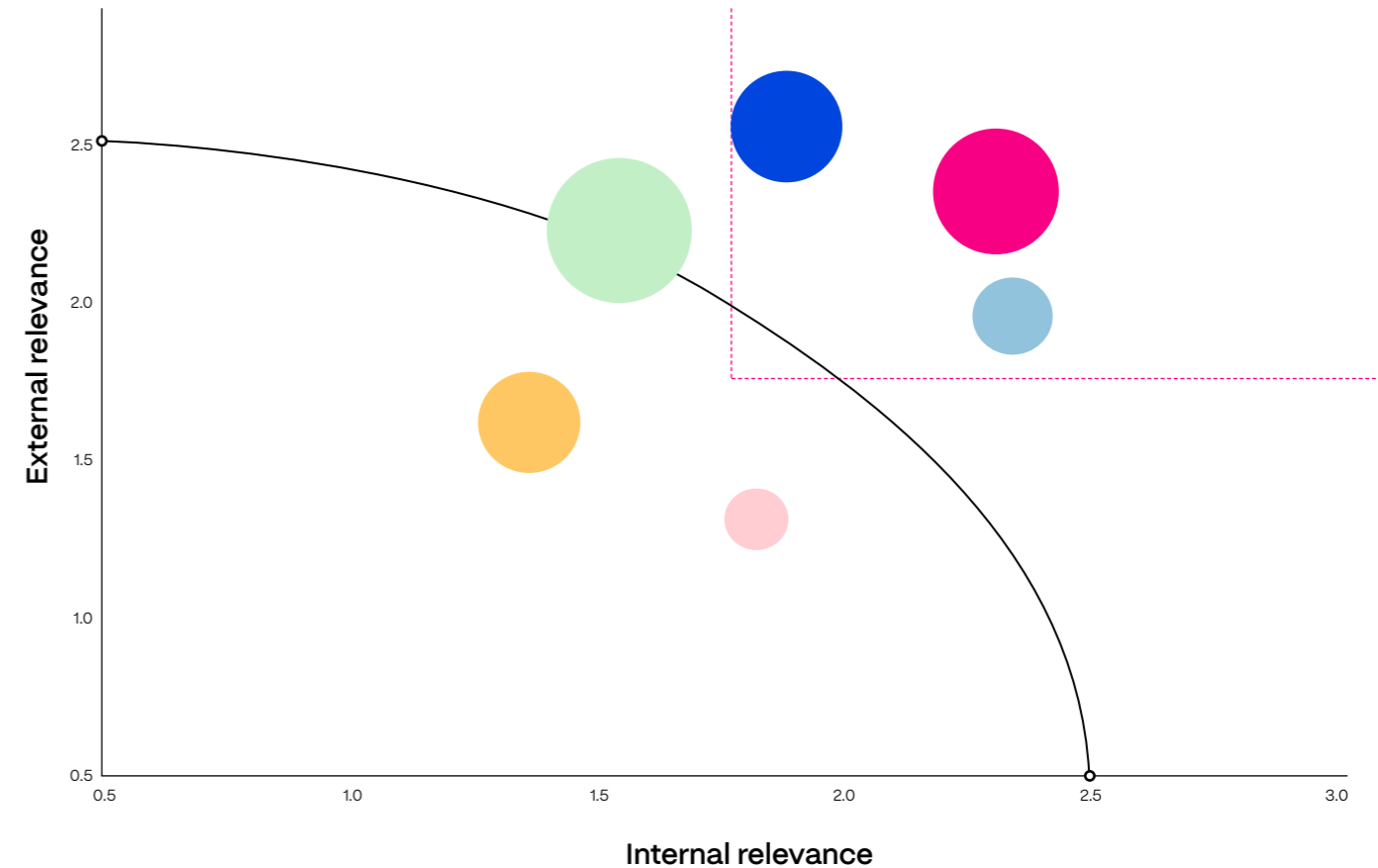
- Analysis of internal and external documents for the selection of 15 potential topics.
- Listening and engagement:
  - 15 interviews with representatives of company leadership, investment funds and sponsors.

– Online consultation of other stakeholder groups that impact the company or that are impacted by it: employees, users, suppliers, investors, public authorities, bike activists, NGOs and the press.

- Prioritization of the topics and validation by senior management.

From page 101 in the Attachments section, we present a summary of how we manage the impacts related to each material topic.

## Material topics GRI 3-2



- Safe and democratic mobility
- Mobility for the climate and the environment
- Technology for sustainable mobility
- Financial sustainability
- Culture and human development
- User experience



**922** people consulted in the materiality process, including all the investment funds, sponsoring companies and public authorities



# Operational excellence

## HOW EVERYTHING BEGINS

After signing a partnership contract with the public authorities in a new location, extensive pre-work is necessary before making our bikes available to the public.

**1** Field studies to determine the size of the system and its distribution throughout the city.<sup>1</sup>



**2** Definition of partnership with the sponsors of the new project (if there is one).



**3** Acquisition of the parts and components to assemble the bikes in the Tembici assembly plants.



**4** Configuration and adaptation of the digital platforms (application and website) to provide service in the new location.



**5** Communication actions with the communities surrounding the stations.



**6** Installation of the system and communication with future users.



After the installation of the system, we maintain close collaboration with the public authorities and civil society to ensure the continuous improvement of our services.

<sup>1</sup> The definition occurs based on the number of bicycles and stations established in the Request for Proposals; the installations must be approved by the public authorities.



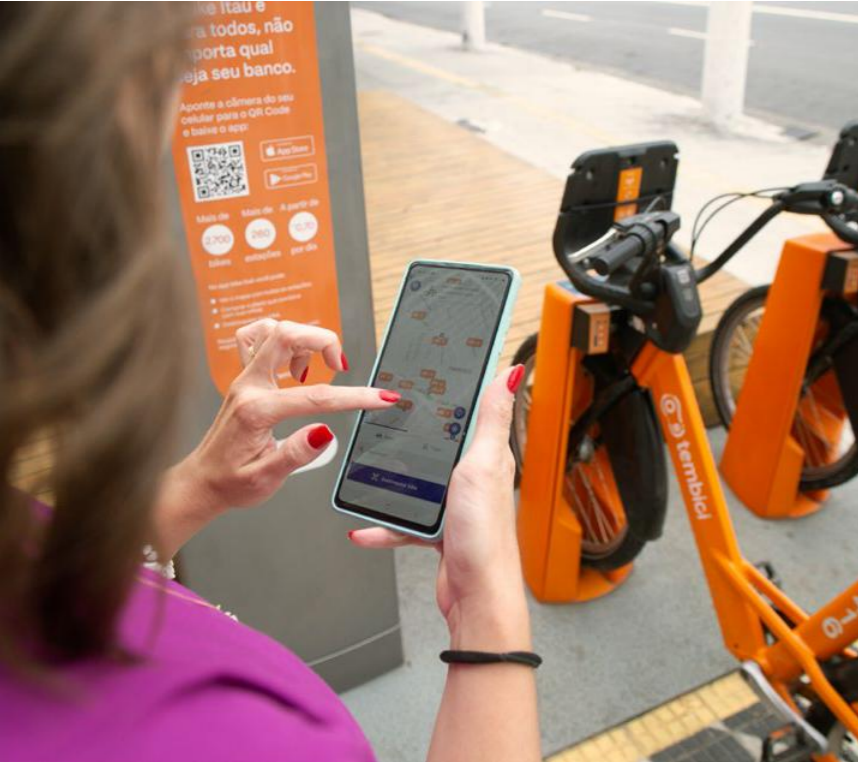
## Factors considered to determine the location of the stations:

- Proximity to public transportation (bus lines, train and subway stations).
- Locations where demand for transportation is concentrated.
- Reasons for travel (work/study, leisure, sport).
- Walking distance between stations to ensure a dense and efficient network.
- Bicycle lane infrastructure available.



**IN OPERATION**

To ensure users have the best possible experience, our stations, bicycles and application must work together to a high standard of excellence.



**Simple and versatile**

- Registration for identification, including foreigners.
- Trip summary (time, calories and CO<sub>2</sub> potentially avoided).
- In-app customer service.



**Value chain**

GRI 2-6

Going beyond the Tembici team, our bikeshare systems only come to life because of our collaboration with an extensive value chain:

- Public authorities;
- Bicycle part and component suppliers;
- Sponsors;
- Other strategic partners, such as media partners (advertising panels);
- Users;
- Financial institutions, academia, bicycle activists and other civil society organizations.



**Ease and safety**

- Intelligent docks to ensure easy release of the bikes.
- Solar panels that ensure the functioning of the stations.
- Some stations with a charging option for electric bicycles.



**Quality, comfort and safety**

- Dynamo-powered lighting system.
- Front and rear reflectors.
- Comfortable, adjustable, theft-proof saddle.
- Basket for hand luggage.
- Traditional 3-gear model and pedal-assisted electric model (3-gear).
- Station locking device with anti-theft system.
- Resistant, cut and puncture-proof tires.
- Light, durable and ergonomic frame, exclusively for sharing.



# Governance and ethics

GRI 2-9, 2-10, 2-12, 2-17

Our highest governance body is the Board of Directors, comprising nine members (as of Dec.'22) with a two-year term of office. The selection takes into account each member's experience and knowledge in strategic areas for the business.

**The body is directly involved in defining company strategies. Business impacts and economic and socio-environmental results are monitored in quarterly meetings.**

Our business model guarantees that sustainability-related questions are always incorporated into meeting agendas.

Our Executive Board, subordinated to the Board of Directors, comprises seven members and is responsible for running the business.





**Compensation**  2-19, 2-20

Our compensation strategy is supervised by the Board and is aligned with market practices, contributing to the team's commitment to strategic business goals.

The entire team has a flexible benefits package. C-Level executives, directors and executive managers are also

entitled to long-term incentives (stock options program).

To ensure alignment and focus on results, the company's profit share program is tied to the achievement of financial, environmental and personal targets, including Diversity & Inclusion goals.



**Integrity as a principle**

 2-15, 2-23

One of the principles of our organizational culture is related to our commitment to integrity, which means always acting in compliance with the law and with Tembici's Integrity Manual, which establishes as requirements maximum transparency and zero tolerance for corruption.


The Manual, approved by the Executive Board, makes our respect and promotion

of human rights and a plural work environment clear. It governs interactions with stakeholder groups and sets forth our commitments to sustainability, the generation of positive impact and social and urban development. The document also rules that potential cases of conflict of interest must be reported to the Compliance area and that any transactions with related parties must be approved by the Board of Directors.

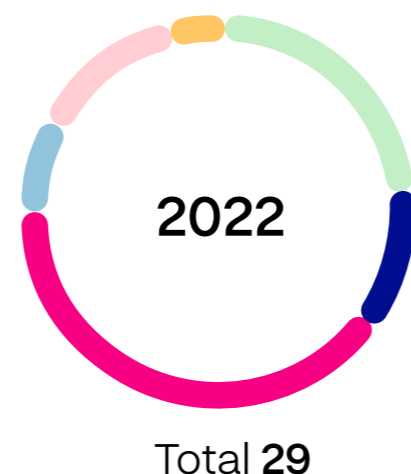


Beyond the righteous conduct in relations with employees, users, partners and society, since we work with public authorities, any interactions with representatives of the Executive and Legislative spheres must comply with an internal standard that establishes, among other points, the formal request of agendas and written formalization (minutes or emails) of the topics discussed in meetings.

During the onboarding process, all new employees receive the Manual and must indicate their formal acceptance of the conduct guidelines set forth in it.

There is a Reporting channel for potential deviations in conduct. This is managed by an independent, specialized third-party, which ensures that all reports are treated with impartiality, confidentiality and the guarantee of non-retaliation. Reported cases are investigated by the Ethics Committee. In 2022, 29 reports were analyzed. 

Reports recorded in the channel




- Investigation in progress **12**
- Disqualified **7**
- Finalized as unsubstantiated **4**
- Insufficient data for investigation **3**
- Forwarded to the Ethics Committee **2**
- Finalized as substantiated **1**

**REPORTING CHANNEL:**  
<https://canal.ouvidordigital.com.br/tembici>  
 and 0800 591 3296

**Integrity Manual: available on the [Tembici websites](#)**

## Risk management

The main risks are classified in accordance with the size of their impact and likelihood of occurrence. In accordance with our Sustainability policy, the precautionary principle is always adopted in managing socio-environmental risks. 

The risk management area is part of the Audit and Internal Controls structure, under the Director of Finance.



Vitória Barnabé  
Tembici headquarters, São Paulo





Tayde de los Santos Diaz Brito,  
maintenance clerk, in São Paulo.

# Our impact





# Financial sustainability

! MATERIAL TOPIC

In 2022, we strengthened our growth plans even amidst the supply chain challenges that affected the industry as a whole, as an ongoing consequence of the Covid-19 pandemic, as the socio-political conflicts in Eastern Europe.

One of the major differentials of our business model is the diversification of revenue sources: we generate revenue from users, sponsors and from the media panels installed next to our stations. These three sources guarantee a secure and reliable system that is affordable for our users. The long-term contracts ensure predictability and stability for our cash flows.

In this regard, we continued to pursue new opportunities for diversification throughout the year, such as the partnerships with Claro in Brasilia and with JCDecaux, Vanti, Itaú Unibanco and MasterCard in Colombia. Another

## 2022: we ended the year with positive Ebitda

approach to diversification was the first micromobility carbon credit auction in the world, held in partnership with the Bolsa Verde Rio (Rio Green Exchange), from the Rio de Janeiro city government.

We also created an area focused exclusively on partnerships which, among other initiatives, enabled an agreement with MetrôRio to promote sustainable transportation in Rio de Janeiro through the integration of different modes of transport.





## In the last quarter user revenue reached a record level, consolidating it as Tembici's main source of revenue

## Gross margin above 50%

In the first semester, we inaugurated the assembly plant in the Manaus free economic trade zone (in the Amazon region), which will help us to address our strategic goals. In addition to the tax benefit, in Manaus we will be able to use maritime logistics to transport our assets, whenever economically viable, reducing our carbon footprint.

Our strategic, tactical and operational decisions elevated us to an unprecedented level: we reached the mark of 57.7 million journeys in 2022, 45% up on 2021, with 11.6% growth in the number of people cycling compared with

the previous year. The increase in the use of the system was accompanied by impressive growth in revenue, particularly the component corresponding to users – our clients accounted for 48% of turnover, the company's highest user revenue ever.

Consequently, at the end of 2022 our Ebitda, a financial indicator that measures operational gains and functions as a thermometer of productivity and efficiency, was positive, once again demonstrating the robustness of the business.

## 15% increase gross profit (YoY)

## Climate Fund and Finem Mobility

In an unprecedented operation, we were approved by Banco Nacional de Desenvolvimento Econômico e Social (BNDES), Brazil's national development bank that supports companies of different sizes and sectors through loans and financing, to access two ESG credit lines – the Climate Fund and Finem Urban Mobility –, amounting to BRL 160 million (BRL 80 million each), with competitive rates and an extended payment schedule.

With this financial support, we intend to expand the offer of electric bicycles, increasingly stimulate the industry and supply chain in Brazil, as well as fostering key technological innovations for the development of sustainable cities.





# The power of technology

## ! MATERIAL TOPIC

A key element in our business, technology is indispensable for keeping us at the forefront of the micromobility market, creating and promoting improvements to make our cities smarter, healthier and more sustainable.

Thanks to our platforms and the work done by our analytical intelligence and software development teams, we access and monitor a series of data that help make the operation more efficient and ensure that the experience of riding our bicycles is how it should be: simple, reliable, safe and high quality.

**Our bikes are equipped with IoT (Internet of Things) devices that enable us to monitor every trip made in all cities, every day of the week.**

By cross-referencing this information with the data captured in our app, we can make the best decisions related to balancing bicycle supply and demand at the stations (in accordance with location, usage profile, day and time) and design solutions that truly make sense for the users, enhancing their experience and generating greater engagement in the system. All data usage is compliant with our internal Information Security policy and our terms of use.





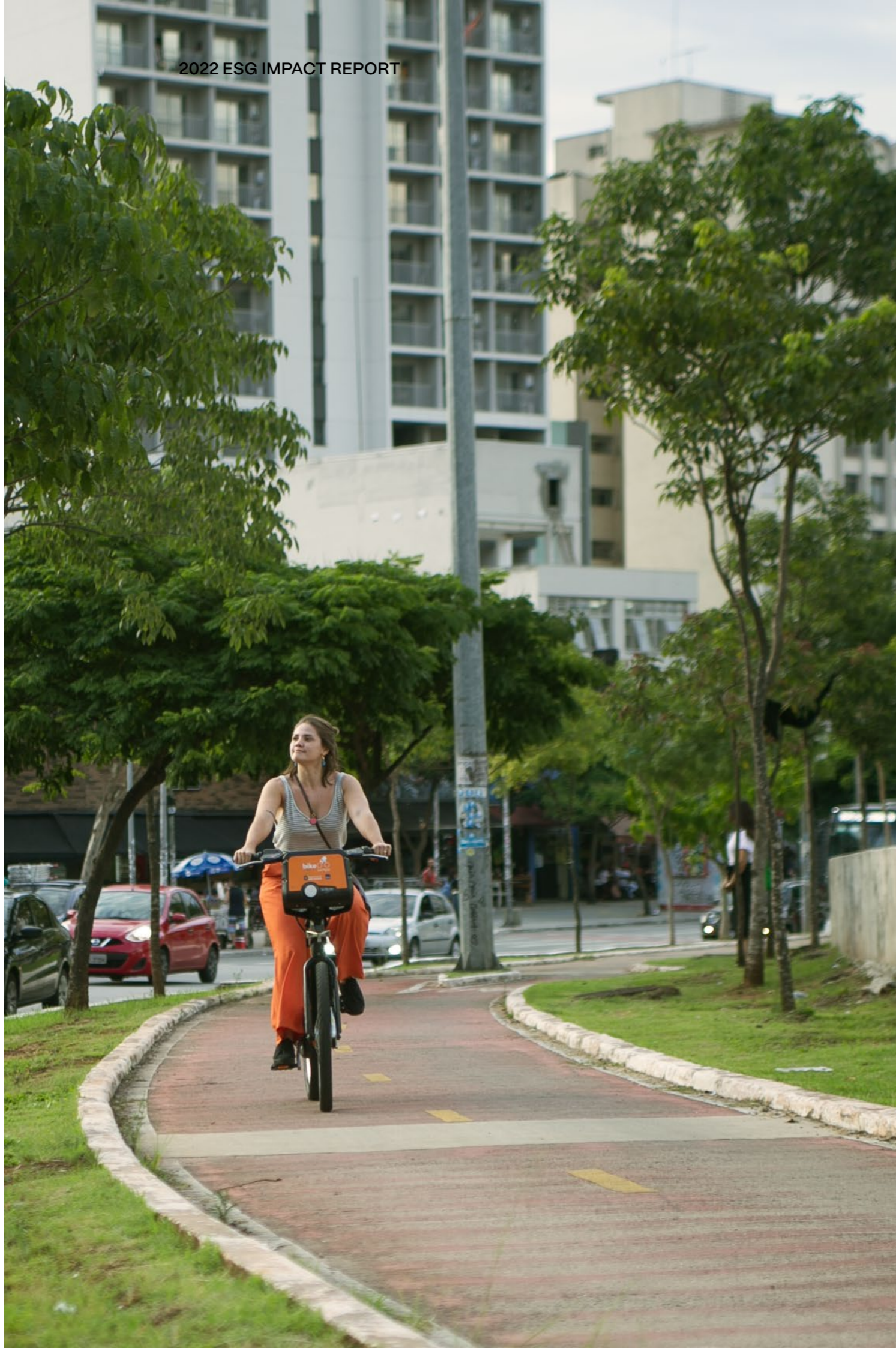
## Satisfaction

GRI 2-29

We monitor user satisfaction by means of the trip rating, the Net Promoter Score (NPS) survey and the ratings for our application in the App Store for iOS devices, and in the Google Play Store for the Android system. The Customer Experience (CX) team also conducts specific, discrete surveys that enable us to map potential improvement opportunities.

The trip rating is the assessment conducted by users on our own app, after finishing each trip. Whereas the NPS survey is sent by email on a daily basis to a sample of users and measures how much they recommend our system.

The results are tracked continuously by our teams and drive improvement plans. There is also a specific forum, the Voz do Cliente (Client's Voice), which the company's senior management participates in, that evaluates our performance in the indicators monitored and rapidly determines any necessary corrective measures.



**4.5 and 4.2**  
are the ratings  
received by our app  
in the App Store and  
Google Play Store  
respectively

**more than**  
**47,000**  
users heard  
in the NPS survey

**14 qualitative**  
surveys with more  
than 2,000 customers  
in 2022. As a result of  
the company's action  
plans, the average  
NPS rating grew 50%  
from the first to the  
second semester



# For the climate and the environment

! MATERIAL TOPIC

Like any company, our activities impact the climate and the environment, but as part of the urban revolution that we want, our efforts will always be concentrated on leveraging our positive effects and mitigating the negative ones.

Since 2020, we have offset the greenhouse gas (GHG) emissions that could not be avoided. And, based on our core business, we seek to leverage our participation in the voluntary carbon credit market to further engage our users in the climate action agenda and help other companies to reduce their footprints.

As members of **Bikes for the Planet – the first micromobility carbon credit generation project in the world** –, we have issued 2,400 credits certified

by the international Verified Carbon Standard (VCS) since 2019. Each credit is equivalent to one ton of CO<sub>2</sub>e avoided or removed from the atmosphere.

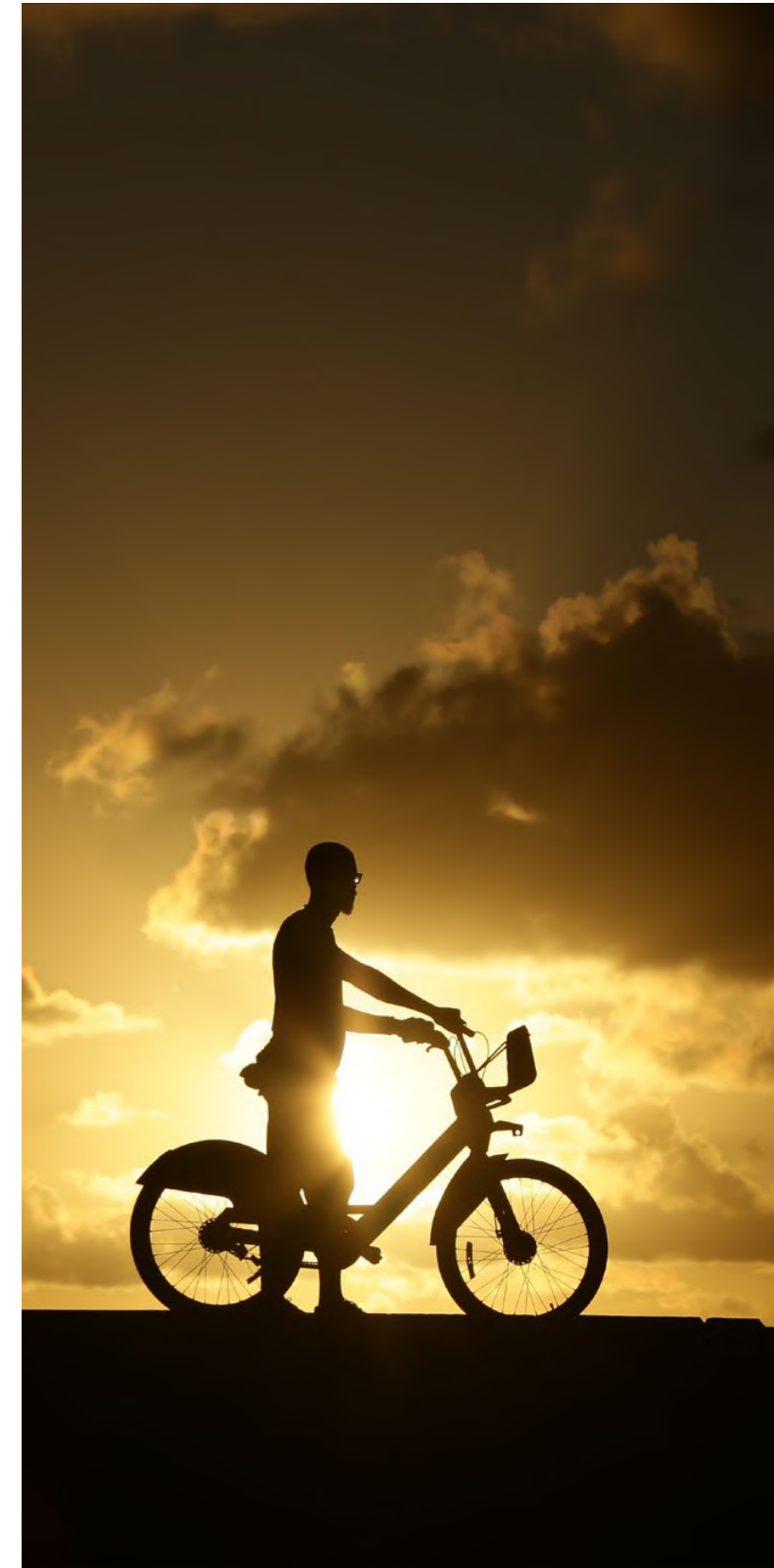
While a significant part of the carbon credit projects are based on forest conservation and reforestation initiatives,

**2,400**  
credits issued by  
Verra since 2019



our differential in the carbon market is precisely in the way the credits are generated – in urban centers and by means of the collective power (our users). Our project has also gained recognition because of its co-benefits, such as the positive effects of cycling on health and well-being, which contribute directly to preventing and controlling chronic diseases and the consequent potential to reduce public health service costs. Further information in the infograph on pages [53](#) and [54](#).

By encouraging people to replace polluting forms of transport with the bike, our business also helps the transportation and mobility sector to stop being just a source of emissions and to consolidate its position as a strategic element in addressing the climate emergency.





## 1<sup>st</sup> micromobility carbon credit auction in the world

Our activity in the carbon market was reinforced in 2022 when we conducted the first micromobility carbon credit auction in the world.

Idealized in partnership with the Rio de Janeiro municipal government's Green Rio Exchange, this pioneering initiative took place at the end of April on the AirCarbon Exchange<sup>1</sup> platform. We offered two lots of 750 carbon credits each, generated by trips of users of our system in Rio de Janeiro.

To draw society's attention to climate change and make people who use our bikes in Rio de Janeiro and the local population in general aware of this unprecedented initiative, the result of the auction was publicized on the media

<sup>1</sup> AirCarbon Exchange: a global carbon credit trading platform headquartered in Singapore.

panels spread around the city, generating 18 million impacts in two weeks.

At the moment, we are studying which mechanisms we may adopt to boost the engagement of our users in the climate agenda. Since 2021, at the end of each trip the application informs the estimated amount of CO<sub>2</sub> potentially avoided, in line with two of our main beliefs: individual decisions impact the whole and transformation can begin with just one person at a time.

Reinforcing the importance of our project, in 2022 we were also one of the companies selected in the first public call for proposals by the development bank Banco Nacional de Desenvolvimento Econômico e Social (BNDES) to commercialize part of our certified credits to the institution up to 2027.

more than 100  
companies  
accompanied  
the auction

21.4%  
appreciation over  
the initial value

more than  
USD 12,000  
raised





# The positive impact of our bikes

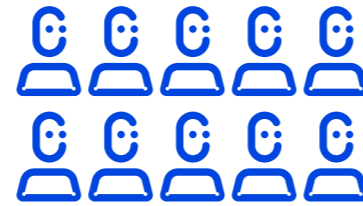
## RESOURCE OPTIMIZATION



**1**  
bicycle

One bicycle is able to meet the travel needs of up to 10 people per day.

**10**  
people



## GREATER INCLUSION

The proportion of women who use our system is higher than among cyclists in general.



**6 times**  
higher in  
Brazil



**12 times**  
higher in  
Chile



**1.5 times**  
higher in  
Argentina

iFood Pedal also favors the inclusion of people working with delivery

## AFFORDABLE MODE OF TRANSPORT

Cycling is more economical



Adopting bikes on feasible routes can reduce travel<sup>1</sup> costs by up to

**96%**

## DEMOCRATIZATION OF THOROUGHFARES<sup>2</sup>

**75%**  
of the streets in  
Brazil are occupied  
by cars...

...that transport only  
**20%**  
of the population.

The adoption of the bicycle fosters traffic reorganization, optimizing access to the streets and making mobility more collective.

## EYES ON THE STREET



The theory says that the informal surveillance that people conduct when occupying the urban environment boosts everyone's feeling of safety.

## HEALTH AND WELL-BEING

Cycling helps people to fulfill daily exercise recommendations.

- +** physical and mental health
- chance of premature death

## PUBLIC HEALTHCARE SYSTEM

**BRL 34.4 million**

is the estimated saving for the São Paulo public health system with more people using bikes<sup>3</sup>.

## CLIMATE AND POLLUTION

Micromobility helps to reduce the consumption of fossil fuels and emissions of GHG and other pollutants because the car is the main offender in urban pollution<sup>4</sup>.

- +** bicycles
- GHG emissions

<sup>1</sup> <https://www.tembici.com.br/pt/calculadora/>.

<sup>2</sup> Data from the Associação Nacional das Empresas de Transportes Urbanos (NTU or National Urban Transport Company Association).

<sup>3</sup> *Social impact of the use of the bicycle in São Paulo*, elaborated by the Centro Brasileiro de Análise e Planejamento (Cebrap - Brazilian Analysis and Planning Center).

<sup>4</sup> *Light vehicles pollute more than industry in São Paulo*, Companhia Ambiental do Estado de São Paulo (Cetesb - São Paulo State Environment Authority):[https://cetesb.sp.gov.br/inventario-gee-sp/wp-content/uploads/sites/34/2014/01/250411\\_nossasp.pdf](https://cetesb.sp.gov.br/inventario-gee-sp/wp-content/uploads/sites/34/2014/01/250411_nossasp.pdf)



## Resource management

### Carbon

We also take steps to reduce the use of fossil fuels in our operation and, consequently, our emissions. Since 2021, all the motorcycles in our operations in Brazil have been replaced with electric models.

The contract signed in Bogota also stipulates that the fleet used in the logistics and maintenance operations should be 100% electric. The models are being acquired gradually.

In 2022, our emissions corresponded to 1,194 t CO<sub>2</sub>e (0.021 kg of CO<sub>2</sub>e per

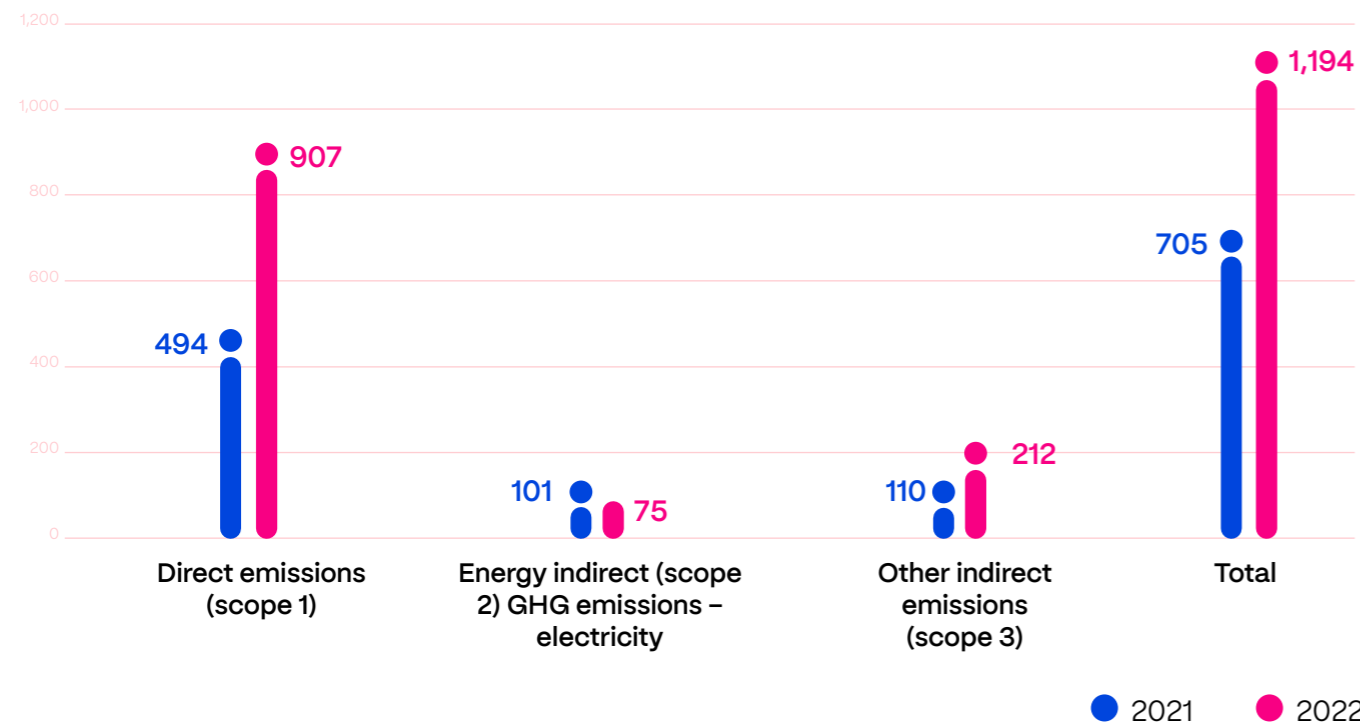
journey<sup>1</sup>). The increase compared with 2021 is explained mainly by the expansion of the operation to new cities. Additionally, with the end of the lockdown, the trips in the cities where we already operated increased, which required a greater logistics effort to balance and maintain the fleet.

# 0.021 kg CO<sub>2</sub>e per journey

GRI 305-4

<sup>1</sup> Journey: 15 minute bicycle use fraction.

### GHG emissions (t CO<sub>2</sub>e) GRI 305-1, 305-2, 305-3







**Waste** 306-1, 306-2

Our business model based on sharing bicycles is inserted directly in the circular economy due to the reduced need for ownership, thus optimizing resource use.

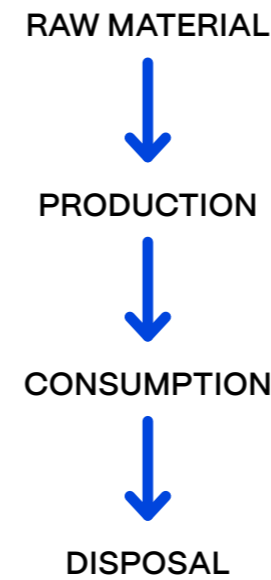
To continually reinforce this new way of thinking about business, our bicycle models are designed for sharing and are the most robust on the market. They are highly durable, offering users guaranteed safety and comfort.

In our operation, we have a waste management plan, through which we drive employee awareness, monitor our

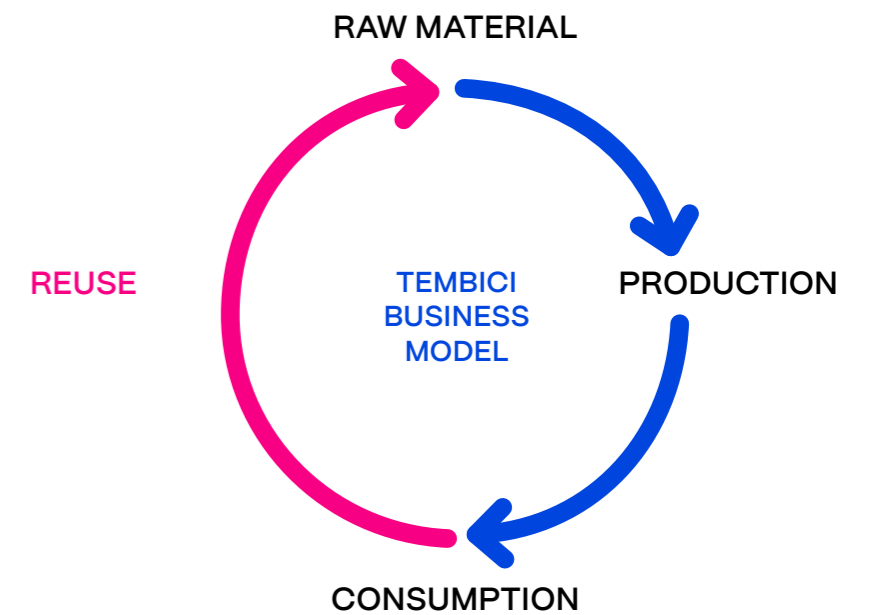
performance and conduct internal audits to ensure the environmentally adequate disposal of waste, avoiding potential soil and water contamination.

Reusing materials is always the priority. Any damaged parts on the bicycles are examined by technicians and mechanics and, whenever possible, repaired. Materials that cannot be reused are recycled, returning as raw materials for the manufacture of other products.

**LINEAR ECONOMY**



**CIRCULAR ECONOMY**



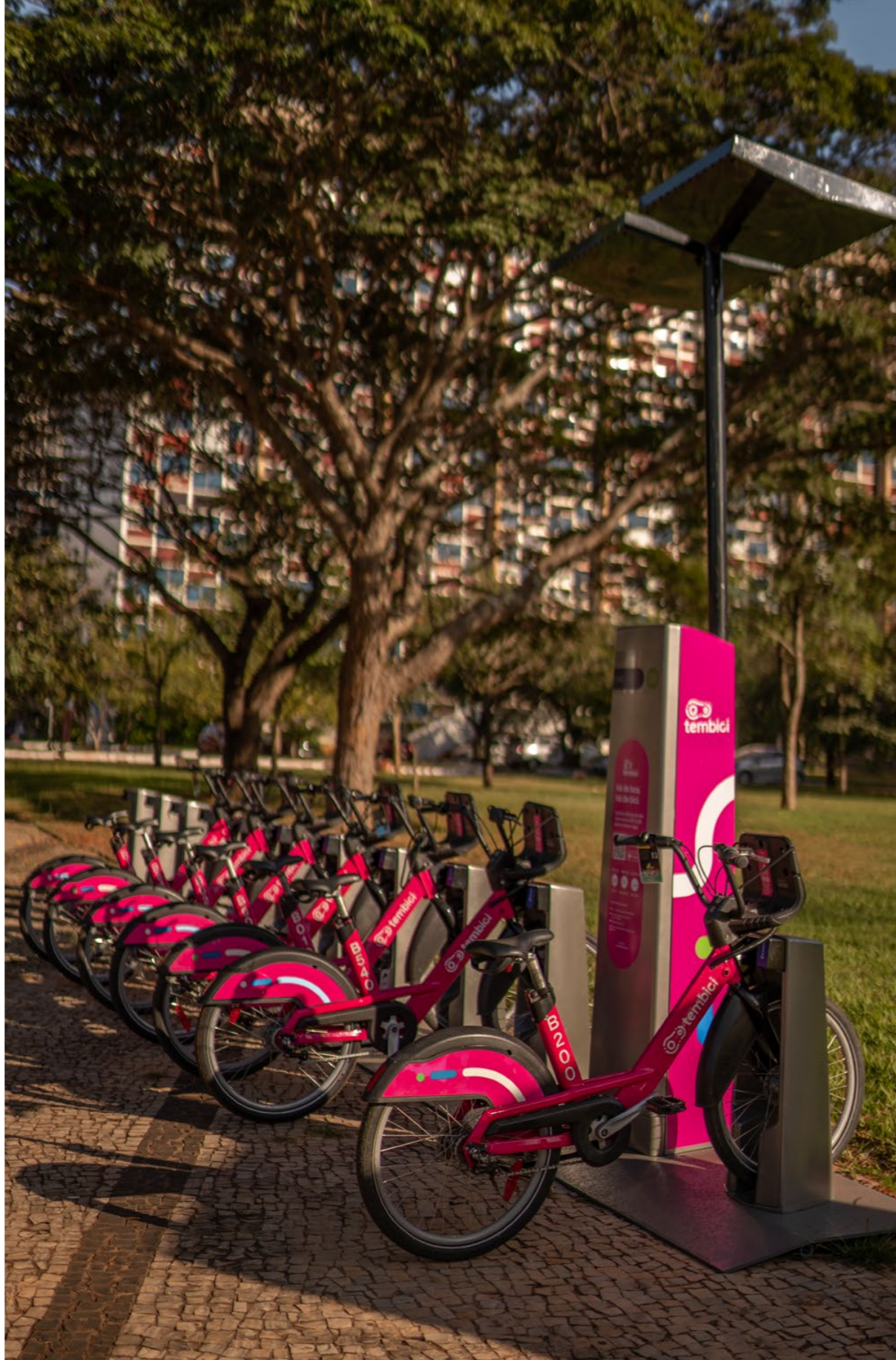


In 2022, the volume of waste from the operation diverted from disposal reached 96%, against 65% the previous year. The remaining percentage is co-processed, which means that we do not dispose of any operational waste in landfills.

During the year, we disposed of 168.4 tons of waste compared with 37 tons in 2021 (0.003 kg per journey in 2022, versus 0.001 kg in 2021). In addition to the expansion of our system, this significant increase was due to the storage of waste from the previous year. This was only disposed of in 2022 to optimize logistics processes.

**96%**  
of operational waste sent for recycling

**0.003 kg**  
of waste per journey



Waste management<sup>1</sup> (t) 306-3, 306-4, 306-5

Hazardous waste	
2022	
<b>Generation</b>	<b>11.1</b>
<b>Destination</b>	
Recycling <sup>2</sup>	4.1
Final disposal <sup>3</sup> : co-processing (incineration with energy recovery)	7.0
Non-hazardous waste	
<b>Generation</b>	<b>157.3</b>
<b>Destination</b>	
Recycling <sup>4</sup>	157.3

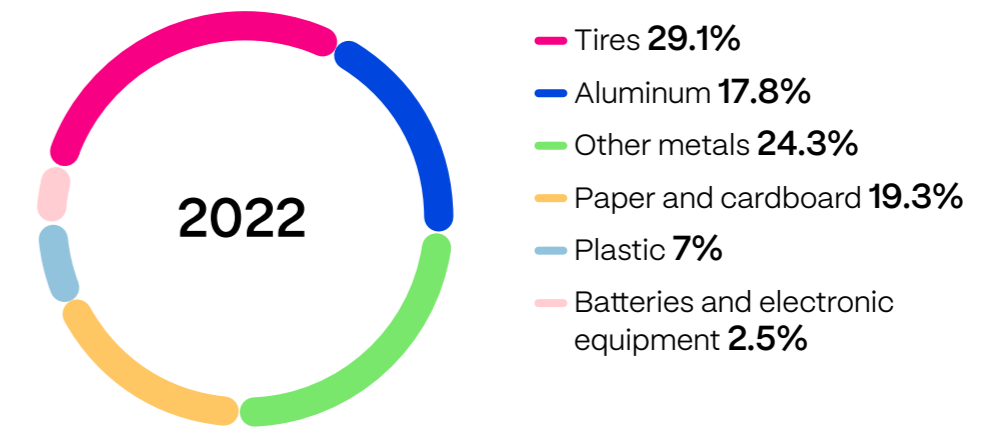
<sup>1</sup> Based on data from the waste transportation manifests and final destination certificates issued (MTR and CDF in the Portuguese acronyms). This does not include organic waste (food consumption) and sweeping, which are hardly significant and are disposed of by public collection in most of the operation. All the waste is processed externally.

<sup>2</sup> Batteries (4 t) and electronic equipment (0.1 t).

<sup>3</sup> Packaging and mix of contaminated waste.

<sup>4</sup> Tires (47 t), metal (39.2 t), paper and cardboard (31.1 t), aluminum (28.7 t), plastic (11.3 t).

Main types of waste diverted from disposal



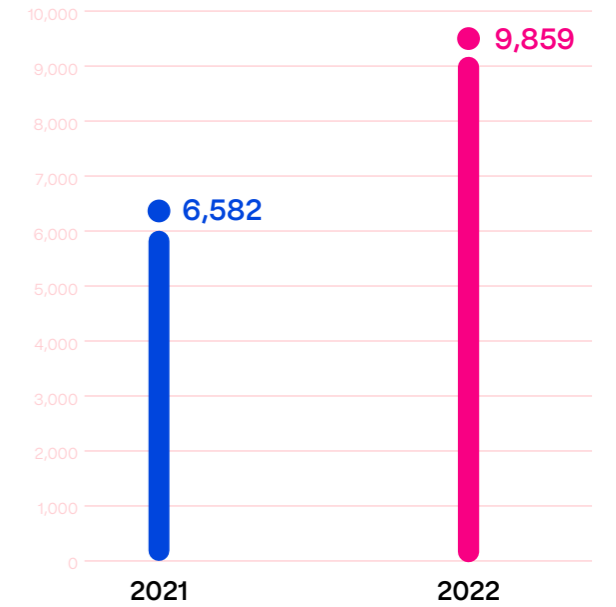




### Water

Our total water consumption increased by 49.8% in 2022, reflecting the expansion of the business. The average consumption per journey was 0.171 liter (0.051 liter in 2021). We remain committed to eco-efficiency in our operations and continually seek to identify opportunities for optimization. For example, in the second semester the company started to wash floors using machines that reduce water consumption by up to 70% compared with manual washing.

### Total water consumption (m<sup>3</sup>)

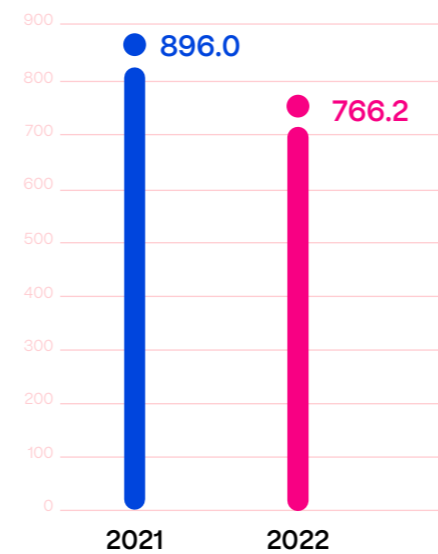


**0.171 liter**  
per journey

### Energy GRI 302-1, 302-3

Our total electric energy consumption was 766.2 MWh in 2022, a 14.5% reduction over the previous year. For each journey, we consumed on average 0.013 kWh compared with 0.023 kWh in 2021. In terms of renewable energy, we have solar panels installed in our stations that produce the energy used by the system. Considering the production potential of the equipment, annual generation is estimated to be up to 396.8 MWh.

### Total consumption of electric energy<sup>1</sup> (MWh)



<sup>1</sup> Does not take consumption of solar panels into account.

**0.013 kWh**  
per journey





# Human development

! MATERIAL TOPIC

GRI 2-29

At Tembici, we believe that a revolution in a city begins with each person's life. And, to achieve our purpose of transforming cities and people, we need to start at home. At the beginning of the year, we created the Impact area to connect our external and internal socio-environmental commitment so we can build a team that is ever more engaged and proud of belonging to the company.

One of the most important actions in the year was the extension of the Profit Share program to the entire team, with an advance payment of part of the bonus in 2022.

Because we value autonomy and responsibility, we opted for a hybrid working model for the corporate teams. Also noteworthy was the launch of the Opportunity Program to manage all promotions and job changes within the team.

These and other actions focused on developing and recognizing the teams were fundamental in supporting our growth in 2022. The results of the climate survey held at the end of the year indicate that we are on the right track. The survey showed an 8% improvement in our organizational climate and indicated that we advanced in communication and transparency, balance between professional and private life, compensation and well-being (read more about the survey on page 67).

**2022**  
First year in which  
100% of positions  
in all the countries  
participated in the  
Profit Share program



## INTERNAL OPPORTUNITIES – CAREER DEVELOPMENT (2022)

**187** promotions<sup>1</sup>

**136** recognitions<sup>2</sup>

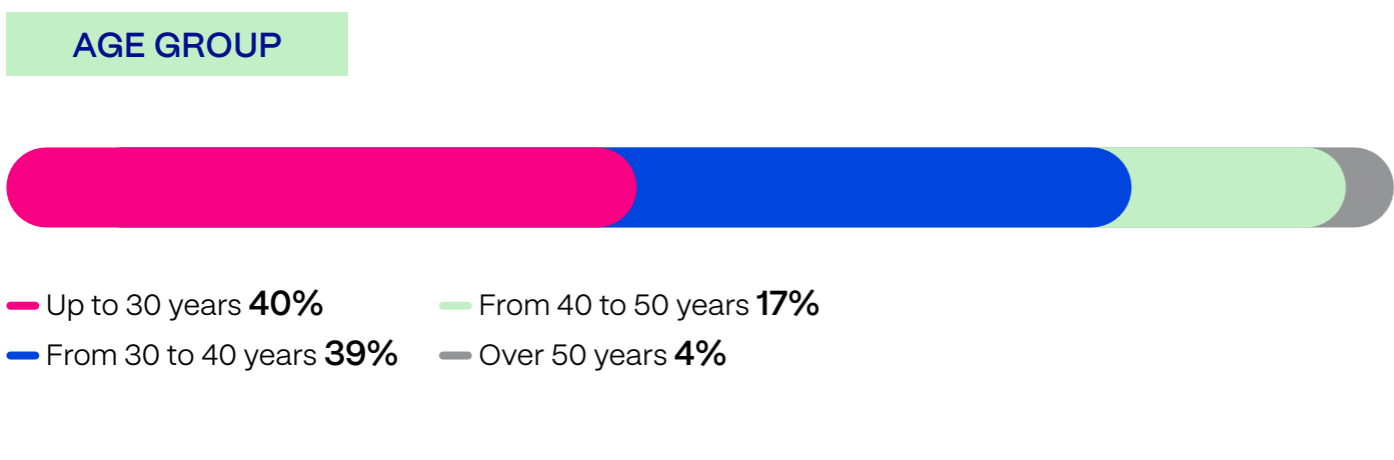
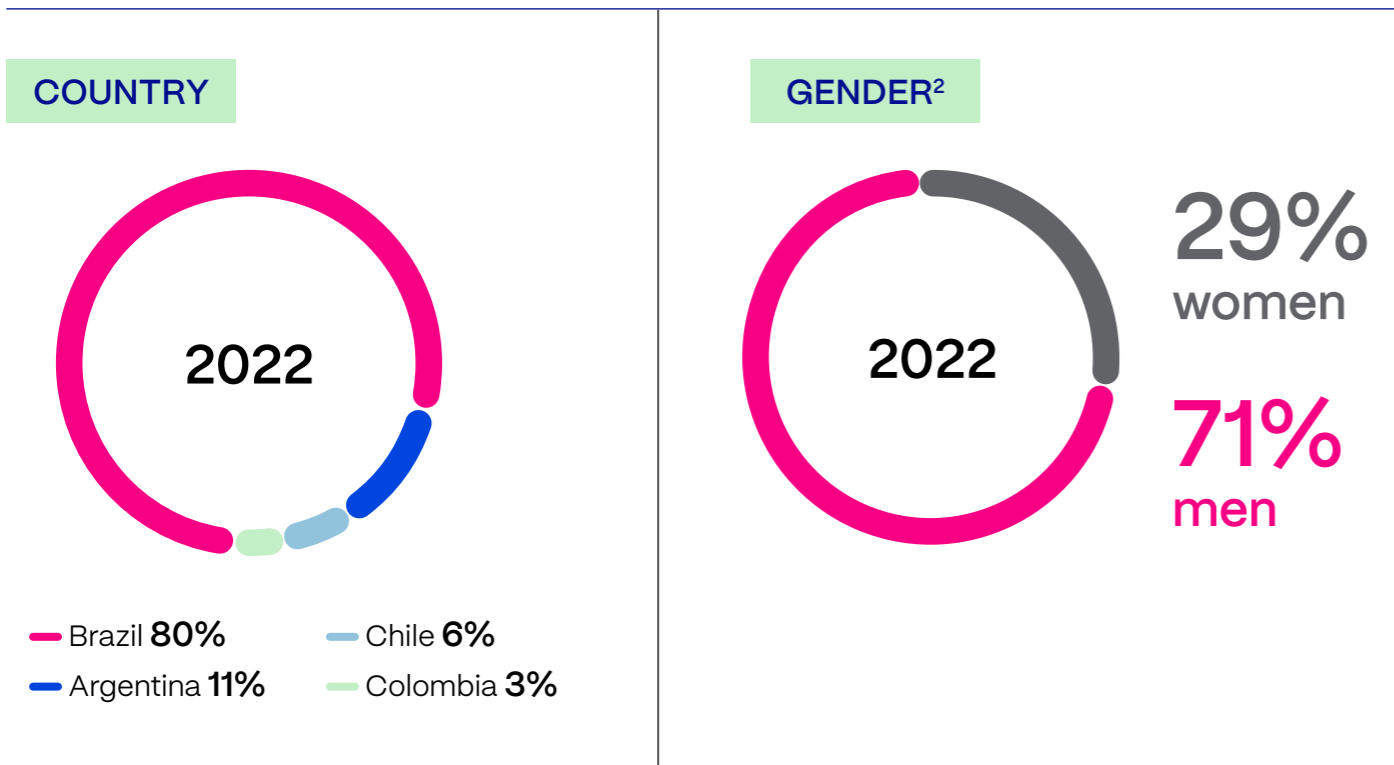
<sup>1</sup> Ascension to position of greater complexity in the organizational structure, with salary increase.

<sup>2</sup> Recognition of individual growth of employee, with salary increase.



## Our team<sup>1</sup>

**1,104** employees were in the Tembici team as of December 2022



<sup>1</sup> More information about the team in the Attachments section, from page 107.

<sup>2</sup> The company informs these data to the federal government e-Social platform, which only permits classification as male and female. In other internal processes, such as the diversity census (described on pages 73 and 74), we guarantee the employees' right to declare the gender they identify with.

## VIA – Você Integrado ao Aprendizado (You Integrated into Learning)

We launched the VIA development platform, comprising five schools of knowledge (Technical, Leadership, Business, Technology and ESG). Fully digital, learning is through video-

classes, podcasts, texts and other formats. Employees are encouraged to take learning into their own hands.

The subjects and competencies each employee should prioritize are set forth in their Individual Development Plan. This is designed after the Performance Cycle review, which all employees participate in.

The platform was complemented by the introduction of Multiplica VIA, a series of meetings in which employees share their knowledge with other people in the company, enabling the entire work force to develop.



**1,760**  
hours of training



## Climate survey

To monitor the effectiveness of our people management practices and each employee's level of engagement in the company, we conduct a bi-monthly climate survey called Impulso, which adopts e-NPS methodology.

On average, 88% of the team participated in the surveys. The survey assesses 23 dimensions linked with our purpose, internal processes and the relationship between leaders and the team. The December rating was Tembici's highest

ever, with an 8% improvement compared with the same period of the previous year. The survey also measures employees' perception of their area of activity. In this dimension, the consolidated result also grew 7%.

The aspects which most evolved throughout the year in the team's perception were communication and transparency, balance between personal and professional life, remuneration and well-being.



Tháísa Bombicini  
Tembici headquarters, São Paulo



**88%**  
of the employees  
participated in the  
Impulso surveys

**8%**  
improvement in  
organizational  
climate, with Tembici  
achieving its highest  
rating ever

## Diversity and inclusion in practice GRI 2-23

As with cycling, we believe that the strength of our business is in our people. Our plurality and union have brought us this far, and they will continue to drive us further.


Our measures to promote plurality are implemented by the Diversity and Inclusion (D&I) area, together with the Elos Committee, consisting of voluntary Tembicers. In Brazil, the committee is made up of five affinity groups which totaled 35 volunteers in 2022, including


representatives of the corporate, operational and customer service areas. At the end of the year, we set up affinity groups in Argentina, Chile and Colombia, an essential step for us to progress in D&I actions in these operations from 2023.


During the year, the Elos Committee and the D&I area undertook over 20 actions that impacted more than 500 team members. Worthy of note among the initiatives were:







elos na eStrada  Guarantee gender equality

elos sem barreiras  Eliminate barriers and promote acceptance of all types of bodies and disabilities

elos amadure SER  Change perspective on the contribution and importance of the different generations, promoting greater age inclusion

elos SOU  Ensure a safe and welcoming environment for all the gender and sexuality spectra

elos raízes  Combat all types of racial intolerance inside and outside the work place

- **Caravana Elos (Elos Caravan):** 20 hours of rounds of conversation in the operating units in São Paulo, Rio de Janeiro, Porto Alegre, Brasília, Salvador and Pernambuco, impacting 380 employees. Some of the topics addressed were gender equality, ableism, gender identity, racism and the role of our Reporting Channel in combating discrimination in these topics.
- **Fórum Elos (Elos Forum):** monthly company-wide meetings to discuss topics defined previously by the affinity groups. There were over 350 individual participations in all the meetings in 2022. In some editions, we invited external specialists to enrich the debate.

- **Web series, communications, campaigns and practical measures,** such as the web series on gender violence in the work place and types of racism, as well as the experience that enabled company leaders to feel what the routine of a visually impaired person feels like.
- **LGBTQIAPN+ Pride Month:** reinforcing our external positioning as a company that believes in and promotes diversity, 100 bikes were painted in the colors of the LGBTQIAPN+ flag in June.
- **Diversity Handbook:** material in Portuguese and Spanish explaining the company's positioning on this theme.

We also became signatories to the Women's Empowerment Principles/ WEPs from UN Women and to the Global Compact, reaffirming our commitment to combating any kind of gender discrimination at Tembici and to increasingly empowering the women in our organization. Our initial diagnosis corresponded to 43%, which demonstrates the company's recognition of the importance of this subject and the adoption of concrete measures to promote gender equality. For 2023, we are working on increasingly integrating gender questions into our commercial operation.

**All the D&I measures ensured that 70% of employee hires were plural/affirmative**





## Elos Monitor

Another key measure in 2022 was the creation of the Elos Monitor, the company's Diversity and Inclusion index. This enabled Tembici to measure and report on its main D&I challenges during the period.

The performance of the monitor was included as a target on the Tembici Panel, a set of company goals that establishes the conditions for payment of all the employees' variable remuneration. Consequently, the diversity and inclusion strategy becomes a responsibility of the entire company, leveraging team involvement in this question and driving success in achieving results.

## The increase in women in leadership positions and people aged over 40 contributed to the evolution of the Elos Monitor in 2022



At the end of the year, the Elos Monitor recorded a 7% improvement, worthy of note being:

- Women in leadership (**36.4% of the total**). Thirty women assumed leadership positions in 2022.
- People aged over 40 on team: growth of **35%**.
- More people in the operation declaring they are LGBTQIAPN+, driving an increase of **23%** in this indicator.
- Increase in the number of people stating they know how to report harassment (**72% of the respondents**).



## Diversity census

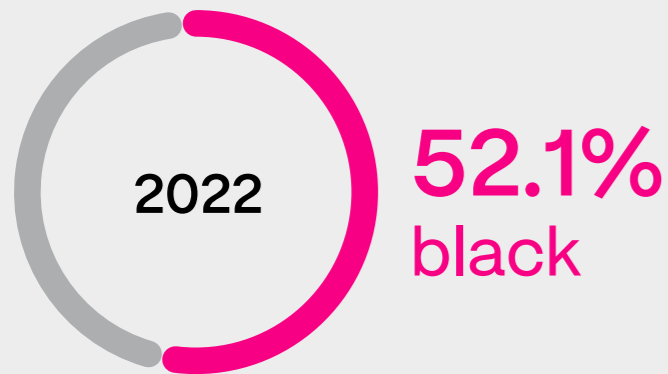
Annually we conduct a diversity census, the results of which serve as a thermometer of how the diversity and inclusion initiatives in progress are transforming our organizational

environment. They are also used as inputs to define our priority targets and actions for the coming year. See the main results of the 2022 census.

# 88.1%

 engagement rate in the third edition of the census

### EMPLOYEES



## 13.8%

 trans and non-binary

## 18.8%

 LGBTQIAPN+

## 5.7%

 Disabled

Over 40 years

### LEADERS BRAZIL



## 1.7%

 trans and non-binary

## 8.3%

 LGBTQIAPN+

## 20%

 black

Over 40 years



## Health and safety

GRI 403-3, 403-9

Our health and safety management system was restructured at the beginning of 2022, reinforcing our control processes even further. The main risks our employees and third-party personnel working at our units are exposed to are noise, handling of chemical products, ergonomic risks, contact with electricity and driving/riding vehicles. To minimize these, we invest in improvements to equipment, periodic training and awareness measures for the team, as well as monitoring the correct use of personal protective equipment (PPE). We also implemented a process to check the condition of the vehicles in our fleet.

With a focus on prevention, we periodically track the health of our team. All related data, such as examination results, may only be accessed by the People and Health and Safety teams.



In the Health and Well-being program, we offer guidance on ergonomics, as well as work place exercises and quick massage sessions for operational personnel. Employees working 100% remotely or in the hybrid model can do work place and mindfulness exercises using the partnering application Posher. The Tem Apoio (Support) program provides employees with healthcare, psychological, nutritional, legal and financial support and advice.

## There were no fatal accidents or ones resulting in severe injuries in 2022

### Accidents<sup>1</sup>

	2022
With leave	34
Without leave	9
<b>TOTAL</b>	<b>43</b>

<sup>1</sup> The health and safety indicators are available in the Attachments section – page 108.



# For safe and democratic mobility

! MATERIAL TOPIC

GRI 2-29

It is only by joining forces with representatives of the public and private sectors, bicycle activists and other civil society actors that we will be able to go further and promote the changes that we want in urban spaces. The importance of generating this synergy made us consolidate a new C-Level structure in the company at the end of 2022. This is the Chief External Affairs Officer/CXO, whose main attribution is to systemically bolster relations with all these stakeholders.

**We share our expertise and operational data with the public sphere to contribute to the formulation of regulatory frameworks and public policies that favor active mobility and guarantee widespread, accessible and safe bicycle infrastructure.**

Moreover, we work with public authorities to define the size and distribution of the systems, increasingly fostering the adoption of the bicycle in daily routines. In 2022, through the External Affairs area we further strengthened our alliance with

municipalities to expand operations in Rio de Janeiro and Porto Alegre, and we won tenders in three new markets: Curitiba, Belo Horizonte and Florianópolis. Furthermore, we supported the creation of regulations and public policies to incentivize the use of bicycles, for example fostering systems with new revenue sources (panels in Bogota and cobranding in São Paulo) and the bicycle lane plan in Rio de Janeiro.

We collaborate with civil society and other stakeholders – associations, universities, research centers and other institutions–, to increase the number of cities and persons that engage in the bicycle culture and benefit from it. We maintain periodic contacts with bike activists and take their perceptions into account before expanding our system.







## 2022 Summit

Our annual event to think about and collectively build solutions that help drive micromobility in the country reached its fourth edition with a record number of participants.

More than 95,000 people accompanied the four – panel discussions transmitted by our YouTube channel, including bike activists, researchers, partners and representatives of public authorities and civil society.

In addition to discussing the role of public policies, organizations and people in these transformation movements, we debated how these changes can move from micro to macro, one person at a time.

**more than  
95,000**  
people accompanied  
the 4<sup>th</sup> edition of the  
Tembici Summit



## Doe 1 Viagem (Donate 1 trip)

Our trip donation program was maintained in 2022. For each four trips donated by our users, we complement the donation, making it into a monthly plan for socially vulnerable persons served by six partnering institutions.



**743**  
people benefited  
from free monthly  
plans in 2022



## Vai Longe (Go far) Project Acceleration Program

In the second edition of our acceleration program, which supports innovative projects focused on active mobility, we literally went further, doubling the amount of the 2021 prize. BRL 100,000 was awarded to the four projects selected from diverse parts of the country.

- **Promotion of Bicycle Use Category:**

**CARGO BIKES:** recycling of cargo bikes and donation of new models to 24 waste picker cyclists in Brasilia, as well as workshops on mechanics and other social actions.

**PEDALANDO TODO DIA (PEDALING EVERY DAY):** a five-episode web series from the Vá de Bike (Go by Bike) project that shows how to adopt the bike as a means of transport.

- **Transformation of Cities Category:**

**PEDALZITO/ROTA ESCOLAR AMIGÁVEL (PEDAL/FRIENDLY SCHOOL ROUTE):** in partnership with Apezito, this involved students and teachers in Salvador in the co-creation of a game to encourage young people to adopt healthy travel habits. It included a traffic education event for the children.

- **Education and Awareness Category:**

**WOW! APRENDENDO A PEDALAR (LEARNING TO PEDAL):** developed by Bike Anjas, the children's book talks about children's friendly relationship with the bicycle, underscoring how it can transform people and society. There were story-telling events during the launch.

# BRL 100,000

awarded to the four projects accelerated in the 2022 Go Far program





## Relations with surroundings

We are attentive to the regions where our stations are located. In 2022, we designed Relations with Surroundings plans. These established the prior mapping of the community profile, targeted communication actions, offer of special plans, face to face and online events to foster the use of the bicycle and an exclusive email address and relationship channel.

Our goal with this plan is to build more and more continuous improvement solutions for the system and surrounding regions together with the local communities.



## ENABICI

Furthermore, we collaborated in the formulation of the Estratégia Nacional da Bicicleta (ENABICI or National Bicycle Strategy), from the União de Ciclistas do Brasil (Brazil Cyclists Union), which contains diverse proposals to transform micromobility in the country by 2030. It addresses topics set forth in international pacts, such as the Sustainable Development Goals (SDGs), the New Urban Agenda and the Decade of Action for Road Safety. In 2023, ENABICI will be submitted to public consultation.



## Driving worlds through partnerships

During the year, we also supported 35 social actions (events, webinars, bicycle rides and campaigns) to democratize the use of the bicycle and disseminate its potential for individual and social transformation, impacting over 600 people. More than 540 bikes were loaned in actions such as these in the cities in which we operate. Examples are:

- **Pedalada das Mulheres Negras de Salvador** (Black Women's Ride in Salvador), in partnership with the collective La Frida.
- **Amazônia Passa Aqui**, (Amazonia This Way) in partnership with Coalizão Clima e Mobilidade Ativa (CCMob or Climate and Active Mobility Coalition). We supported 14 bicycle rides in the cities of São Paulo, Rio de Janeiro and Porto Alegre, the objective of which was to rethink the relationship city-countryside-forest.
- **Pedala Queimados**: 3 bike rides during the year and the donation of a professional tool kit to the NGO that operates in the Rio de Janeiro metropolitan region.



**35 actions**  
to promote the  
use of the bicycle  
supported by  
**Tembici in 2022**

**more than 540**  
bikes loaned

**more than 600**  
people impacted



## Greater accessibility in Bogota

The start-up of our operation in Colombia was characterized by inclusion. In addition to the 3,000 mechanical and electric bicycles, the system has 150 bikes adapted for the disabled, 150 with a cargo transportation compartment and 150 special children's seats that can be attached to the bicycles.

The cargo bikes and the hand-cycles were developed exclusively for the project by our partners. The hand-cycle, the only one of its kind in the world, may be fitted to any model of wheelchair.

Another new feature is the discount offered to socially vulnerable people on a register maintained by the Colombian government.

As a legacy for Bogota, we also installed 400 para-cycles in diverse regions of the city, further encouraging the public to cycle. In accordance with the contract signed with the local government, new para-cycles will be delivered every six months.



**300** adapted bikes

**150** special children's seats

**400** para-cycles installed in various parts of the Colombian capital to encourage people to use bicycles

We developed the **Bogota Social Management Plan**, which led to more than 20 events to present our system to key actors in the city and people in the neighborhood of the stations



## Bicycle delivery leverages the business's social impact

Our business front sponsored by iFood, called iFood Pedal, became operational in 2020 (first year of the Covid-19 pandemic). This was when the need for social isolation grew, boosting the demand for delivery services in cities and, consequently, the use of bicycles by delivery attendants.

Inaugurated in São Paulo and soon extended to Rio de Janeiro, currently iFood Pedal is also available in Brasília, Porto Alegre, Recife and Salvador.

**more than 7.5 million deliveries in 2022**

**2,500 e-bikes**

**6 Brazilian state capitals**







DIFFERENTIALS

Customized plans for longer periods of use at differentiated prices

2 options of picking up and returning the bikes:

- Our stations distributed around the city.
- Support stations, in strategic regions with rest areas for riders, bathrooms, kitchen with microwave oven and power outlets to recharge cellular phones.

IN 2022:

4,700 tons of CO<sub>2</sub>e potentially avoided

15,000 delivery attendants impacted

90% satisfaction among delivery attendants on trip rating

Everyone wins

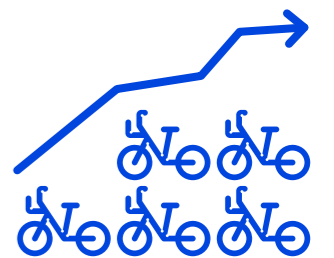


**Delivery attendants:** opportunity to generate income, with reduced investment and cost (it is not necessary to buy a motorcycle, get a driver's license and pay for fuel). Cycling also offers benefits in health and quality of life.

**iFood:** opportunity to address the company's internal target of investing in clean and sustainable modes of transport.



**Tem bici:** opportunity to increase profitability and expand the business by diversifying the use of the bicycles.



**Cities:** opportunity to address public policies to promote active mobility, as well as improving traffic and decreasing pollutant emissions.





## Delivering for those who deliver

During the Covid-19 pandemic, delivery services grew and so did the number of people who saw this activity as an opportunity to generate or complement their income.

To serve and support the development of the delivery attendants, the iFood Pedal project also offers Pedal Responsa (Responsible Riding), an online learning trail for the attendants who join our system. Road safety, the use of the electric bikes and communicating with customers are some of the subjects included. More than 14,000 people took the course in 2022, an increase of 30% over the previous year.

In addition to Responsible Riding, we promote harmonious coexistence between the bike attendants, the team in the support stations and the surrounding community by means of engagement and awareness measures. During the course of the year there were 22 rounds of conversation, 27 workshops and 12 commemorative events, totaling over 1,400 participations.

**20,284**  
bicycle delivery attendants have concluded the Responsible Riding course since the beginning of iFood Pedal

**91%**  
is the average satisfaction rating for the course

**1,421**  
cycle delivery attendants impacted by the engagement measures



## Campanha Liberdade (Freedom Campaign)

After two years of mobility restrictions due to the pandemic, one of our main communication actions in 2022 was the Freedom campaign, an invitation for people to resume their relationship with the city by means of the bicycle and to take advantage of the freedom it permits.

The star of the campaign was the Brazilian singer Marina Sena, who performed an exclusive version of the song "Essa tal liberdade" by the Brazilian band Só Pra Contrariar, a classic from the 1990s. In the social networks, more than 12.4 million people interacted with the campaign pieces (likes, comments, sharing, among other interactions).

more than  
**12 million**  
people interacted  
with the Freedom  
campaign pieces



IN THE SOCIAL NETWORKS  
AND THE MEDIA

**46.8 million**  
people were  
impacted by all our  
posts in 2022

more than  
**2 million**  
people interacted  
with our contents in  
one way or another

more than **1,700**  
articles mentioned our  
brand during the year



# The continuation of our journey

Our commitment to make the bicycle a major driver of the transformation of people, society and cities grows stronger every day.

In 2023, we will extend our systems to new cities, we will expand our operations, and we will continue to focus on new activity fronts and on our ESG strategy:

- **New cities:** we will arrive in three new state capitals in Brazil. It is expected that Belo Horizonte, Curitiba and Florianópolis will initially receive 50 stations and 500 bikes each.
- **Expansion of our operations:** we will put more bicycles in circulation in the cities where we already operate and with which we renewed our contacts in 2022, including electric models.

- **New avenues of growth:** we will continue to establish new partnerships and activity fronts, such as the commercialization of carbon credits generated in our system.
- **ESG management:** after mapping the priority topics for the business in 2022, we will evolve in governance and management of these drivers to leverage positive impacts inside and outside of Tembici.

Our impact journey is just beginning!



## EXPANSION PLAN

### SÃO PAULO

another 125 stations and 1,490 electric bikes

### RIO DE JANEIRO

another 108 stations and 1,425 e-bikes

### PORTO ALEGRE

another 59 stations and 590 bicycles

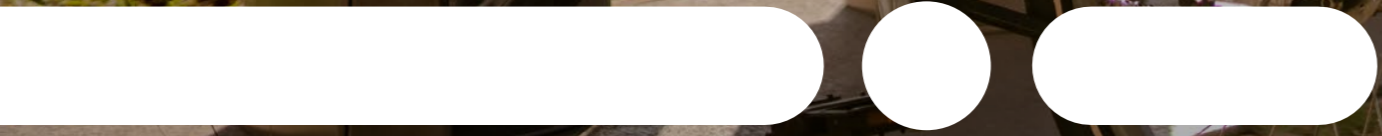
### BELO HORIZONTE, CURITIBA AND FLORIANÓPOLIS

50 stations and 500 bikes each





Attachments





# Summary: managing impacts of material topics

GRI 3-3

Definition <sup>1</sup>	Tembici		
	Involvement <sup>3</sup>	Commitments and management <sup>4</sup>	Monitoring <sup>5</sup>
<p><b>+</b> Positive impacts/ opportunities</p> <p><b>-</b> Negative impacts/ risks<sup>2</sup></p>			
<p><b>TOPIC: Technology for sustainable mobility</b></p>			
<p>Technology solutions that meet the needs of users and urban society, enabling more integrated, intelligent and sustainable cities</p>	<p><b>+</b></p> <p>Customer satisfaction: easy access to system (use of app, acquisition of plans, easy pick up and return of bikes at stations, system with dense network interlinked with other modes)</p> <p>Efficient customer service channels</p> <p>Predictability and ease in planning use of system</p> <p>Reduction in incidents (theft, accidents)</p> <p>Awareness and engagement of users and society regarding urban mobility, healthy habits and climate change</p> <p>Use of strategic data to foster public policies</p> <p><b>-</b></p> <p>LGPD (Personal Data Protection Law)</p>	<p>Direct</p> <p>Indirect: customers (expansion of use of bicycle as factor in driving more sustainable cities)</p>	<p>Active identification of user needs and expectations (surveys, service channels, social networks, Reclame Aqui – a Brazilian website that receives consumer complaints about the products, services, purchase experience and customer service channels of companies)</p> <p>Decision making based on a data intelligence system that identifies location and use profile</p> <p>Information Security policy and compliance with Brazil's Personal Data Protection law (LGPD)</p>
			<p>Station efficiency indicators</p> <p>User satisfaction survey</p> <p>Net Promoter Score (NPS)</p> <p>Community relations channel</p> <p>Total carbon avoided by use of bicycle</p>

Definition <sup>1</sup>	Tembici		
	Involvement <sup>3</sup>	Commitments and management <sup>4</sup>	Monitoring <sup>5</sup>
<p><b>+</b> Positive impacts/ opportunities</p> <p><b>-</b> Negative impacts/ risks<sup>2</sup></p>			
<p><b>TOPIC: User experience</b></p>			
<p>Ensure our modes of transport are affordable, available and high quality, influencing the reliability of our systems</p> <p>Establish a company-user relationship that adds value in considering the use of our services, promoting the use of our modes of transport and including income generation</p>	<p><b>+</b></p> <p>Consideration of bike as possible means of daily transportation, with a positive impact on urban mobility</p> <p>Reduction in conflicts with surrounding communities</p> <p>Driving customer loyalty</p> <p><b>-</b></p> <p>Relations with surrounding communities</p> <p>Churn</p>	<p>Direct</p> <p>Indirect: customers (improvement in urban mobility through consolidation of use of bicycle)</p>	<p>Internal team focused on data intelligence</p> <p>Diversification of relationship channels</p> <p>Stakeholder engagement plan, with different approaches for implementation or expansion of the system</p> <p>Active management of customer satisfaction (surveys, action plans)</p> <p>Customer satisfaction as target on company performance monitoring indicator panel</p>
			<p>User satisfaction survey</p> <p>Net Promoter Score (NPS)</p>

<sup>1</sup> Aspects considered, in accordance with materiality process.

<sup>2</sup> Potential and actual impacts of topic, risks and opportunities considered in management. (caption) + Positive | - Negative

<sup>3</sup> Tembici involvement in impacts mentioned (direct, by means of its activities and services; indirect, by means of company relations with the value chain).

<sup>4</sup> Policies and commitments related to the topic, impact management initiatives.

<sup>5</sup> Monitoring of advances in the topic.



Definition <sup>1</sup>	Tembici		
	Involvement <sup>3</sup>	Commitments and management <sup>4</sup>	Monitoring <sup>5</sup>
<p><b>+</b> Positive impacts/ opportunities</p> <p><b>-</b> Negative impacts/ risks<sup>2</sup></p>			
<p><b>TOPIC: Financial sustainability</b></p>			<p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p>
<p>Solutions to enable business model and ensure its financial sustainability so that it remains affordable and functional</p>	<p><b>+</b> Continuity and expansion of service offering</p> <p><b>-</b> Concentration of revenue in sponsors, for example, generating dependence on this source</p> <p>Increase in user tariffs, reducing section of population served by the system</p>	<p>Direct</p>	<p>Continuous pursuit of diversification of revenue sources</p> <p>Focus on B2C, leveraging share of revenue from services provided to end users</p> <p>Tracking of Ebitda (earnings before interest, taxes, depreciation and amortization)</p> <p>Operational indicators (number of bicycle trips per day, overall number of trips, costs and expenditures)</p>

Definition <sup>1</sup>	Tembici		
	Involvement <sup>3</sup>	Commitments and management <sup>4</sup>	Monitoring <sup>5</sup>
<p><b>+</b> Positive impacts/ opportunities</p> <p><b>-</b> Negative impacts/ risks<sup>2</sup></p>			
<p><b>TOPIC: Culture and human development</b></p>			<p><b>1 NO POVERTY</b></p> <p><b>5 GENDER EQUALITY</b></p> <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>
<p>Safe, healthy and inclusive work environment, that ensures well-being of all employees</p> <p>Attraction, retention and engagement of talents aligned with the company culture and values, capable of delivering on the business's current and future challenges</p> <p>Incentivize and facilitate the development of all the employees</p> <p>Actions focused on building a diverse team that is representative of society</p>	<p><b>+</b> Greater internal engagement and strategic alignment, ensuring more consistent results</p> <p>Increase in innovation capability</p> <p>Greater perception and valuing of growth opportunities</p> <p>Diffusion of good practices and strengthening of model focused on respect for human rights</p> <p><b>-</b> Risks related to employee turnover with consequent loss of knowledge in a very specialized market</p>	<p>Direct</p> <p>Indirect: labor market (dissemination of good practices, consolidation of more balanced labor relations)</p>	<p>Signatory to the Women's Empowerment Principles (WEPs), the UN Women initiative, and to the Global Compact</p> <p>Signatory to Global Compact</p> <p>Certified B-Corp</p> <p>Commitment to UN Sustainable Development Goals (SDGs)</p> <p>Elos Committee (from page 68)</p> <p>Flexible benefits package</p> <p>Ethics channel</p> <p>VIA Platform for training and preparing the work force</p> <p>Internal climate survey (bi-monthly)</p> <p>Diversity and Inclusion Census (annual)</p> <p>Diversity and Inclusion target on company targets panel</p>

<sup>1</sup> Aspects considered, in accordance with materiality process.

<sup>2</sup> Potential and actual impacts of topic, risks and opportunities considered in management. (caption) + Positive | - Negative

<sup>3</sup> Tembici involvement in impacts mentioned (direct, by means of its activities and services; indirect, by means of company relations with the value chain).

<sup>4</sup> Policies and commitments related to the topic, impact management initiatives.

<sup>5</sup> Monitoring of advances in the topic.



Definition <sup>1</sup>	Tembici			
	Involvement <sup>3</sup>	Commitments and management <sup>4</sup>	Monitoring <sup>5</sup>	
<p><b>+</b> Positive impacts/ opportunities</p> <p><b>-</b> Negative impacts/ risks<sup>2</sup></p>				
<p><b>TOPIC: Safe and democratic mobility</b></p>			<p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	
<p>Initiatives and actions with users, delivery attendants, partners, society and public authorities to make micromobility safer and more accessible for everyone</p> <p>Development of safer, more inclusive and accessible digital and hardware solutions</p> <p>Educational and awareness actions and campaigns on road safety</p> <p>Advocacy to improve infrastructure, foster use of the bicycle and increase tax incentives</p> <p>Actions to democratize the use of our systems for the most diverse purposes</p>	<p><b>+</b> Strengthening of micromobility and democratization of public space</p> <p>Reduction in traffic jams</p> <p>Increase in road safety</p> <p><b>-</b> Cultural barriers: circulation model centered on cars</p> <p>Precariousness or lack of adequate infrastructure (lighting, bicycle paths, bicycle lanes, road signs), influencing the decision to use the bicycle</p>	<p>Indirect: public authorities, customers, society (adoption and consolidation of circulation model in cities less dependent on the car)</p>	<p>Proactive dialogue with public authorities</p> <p>Knowledge: <u>Manual do Ciclista (Cyclist Manual)</u> available for all users, <u>blog</u> with tips and news on the world of cycling, course for iFood Pedal delivery attendants</p> <p>Quarterly meeting with cycle activists to publicize results and share market information</p> <p>Tembici Summit - annual event to discuss subjects in active micromobility agenda</p> <p>Surveys and studies</p> <p>Go Far project accelerator (see page 81)</p>	<p>Participation in training sessions and meetings, blog accesses</p> <p>Tracking number and severity of accidents</p> <p>Tracking iFood Pedal training</p>

Definition <sup>1</sup>	Tembici			
	Involvement <sup>3</sup>	Commitments and management <sup>4</sup>	Monitoring <sup>5</sup>	
<p><b>+</b> Positive impacts/ opportunities</p> <p><b>-</b> Negative impacts/ risks<sup>2</sup></p>				
<p><b>TOPIC: Mobility for the climate and the environment</b></p>			<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p><b>13</b> CLIMATE ACTION</p>	
<p>Initiatives to enable the low-carbon economy and combat the climate crisis</p> <p>Manage emissions linked with all the stages of the business</p> <p>Foster sustainability throughout the value chain, ensuring best internal practices, influencing partners to adopt sustainable and circular practices and guaranteeing risk management in the chain</p>	<p><b>+</b> Reduction of greenhouse gas (GHG) emissions and pollution by motor vehicles</p> <p>Fostering a circular economy and the more efficient use of natural resources</p> <p>Development of the value chain</p> <p><b>-</b> Risks related to managing the operation's waste, including batteries</p> <p>Logistics impact from GHG emissions</p>	<p>Direct</p> <p>Indirect: customers (emissions reduction through migration to bicycle), suppliers (good environmental management practices)</p>	<p>Signatory to the Global Compact</p> <p>Certified B-Corp</p> <p>Commitment to UN Sustainable Development Goals (SDGs)</p> <p>Standard for contracting suppliers with application of supplier socio-environmental screening checklist</p>	<p>GHG emissions inventory</p> <p>Supplier assessment</p> <p>Operational indicators</p>

<sup>1</sup> Aspects considered, in accordance with materiality process.

<sup>2</sup> Potential and actual impacts of topic, risks and opportunities considered in management. (caption) + Positive | - Negative

<sup>3</sup> Tembici involvement in impacts mentioned (direct, by means of its activities and services; indirect, by means of company relations with the value chain).

<sup>4</sup> Policies and commitments related to the topic, impact management initiatives.

<sup>5</sup> Monitoring of advances in the topic.



## People management indicators

### Employees<sup>1,2</sup>

	PERMANENT	TEMPORARY	TOTAL
<b>GENDER<sup>3</sup></b>			
Men	726	53	779
Women	312	13	325
<b>COUNTRY</b>			
Argentina	87	34	121
Brazil	876	10	886
Chile	47	22	69
Colombia	28	0	28
<b>TOTAL</b>	<b>1,038</b>	<b>66</b>	<b>1,104</b>

<sup>1</sup> Based on total number of employees on December 31. All contracts are full-time. There are no employees whose work load is not guaranteed.

<sup>2</sup> Does not include apprentices, interns and third-party workers, who totaled 34 people in 2022. [GRI 2-8](#)

<sup>3</sup> The data in the indicator are what the company informs on the federal government e-Social platform, which only permits classification as male and female. In other internal processes, such as the diversity census (more information on pages 73 and 74), employees are free to inform the gender with which they identify. The census data show voluntary participation (88.1% of the work force) in the month the survey was held (November 2022).

### Diversity – gender, age group and PWD<sup>1</sup>

	GENDER <sup>2</sup>		AGE GROUP				PWD
	Men	Women	Under 30 years	From 30 to 40 years	From 40 to 50 years	Over 50 years	Persons with disability
Leaders <sup>3</sup>	63.6%	36.4%	12.1%	60.1%	24.2%	3.6%	0.5%
Other employees	72.1%	27.9%	46.2%	34.0%	15.7%	4.1%	0.7%
<b>TOTAL</b>	<b>70.6%</b>	<b>29.4%</b>	<b>40.1%</b>	<b>38.7%</b>	<b>17.2%</b>	<b>4.0%</b>	<b>0.6%</b>

<sup>1</sup> Based on total number of employees on December 31.

<sup>2</sup> The data in the indicator are what the company informs on the federal government e-Social platform, which only permits classification as male and female. In other internal processes, such as the diversity census (more information on pages 73 and 74), employees are free to inform the gender with which they identify. The census data show voluntary participation (88.1% of the work force) in the month the survey was held (November 2022).

<sup>3</sup> Includes executive directors, directors, managers, coordinators and supervisors.

### Diversity – race/color/ethnic origin<sup>1</sup>

	BLACK	MIXED RACE	WHITE	ORIENTAL	INDIGENOUS	NOT DECLARED
Leaders <sup>2</sup>	8.1%	14.6%	46.0%	2.5%	0.0%	28.8%
Other employees	13.4%	30.1%	33.9%	1.2%	0.3%	21.1%
<b>TOTAL</b>	<b>12.4%</b>	<b>27.4%</b>	<b>36.0%</b>	<b>1.4%</b>	<b>0.3%</b>	<b>22.5%</b>

<sup>1</sup> Based on total number of employees on December 31.

<sup>2</sup> Includes executive directors, directors, managers, coordinators and supervisors.

### Occupational health and safety<sup>1</sup>

Total number of hours worked	2,030,242
Fatalities (Total   Rate <sup>2</sup> )	0   0.00
Accidents with and without leave (Total   Frequency rate <sup>2</sup> )	43 <sup>3</sup>   21.28
Accident with severe consequences <sup>4</sup> (Total   Rate <sup>2</sup> )	0   0.00
Accidents with leave <sup>5</sup> (Total   Rate <sup>2</sup> )	34   16.75
Days lost <sup>6</sup> (Total   Severity rate <sup>2</sup> )	303   149.24
Total near misses <sup>7</sup>	12

<sup>1</sup> Based on total number of employees on December 31.

<sup>2</sup> All the rates apply the formula: Total incidents/Total number of hours worked X 1,000,000.

<sup>3</sup> There were also 10 commuting accidents.

<sup>4</sup> Accident that results or could result in limitation of worker capacity for over six months. Does not include fatalities.

<sup>5</sup> The main cause of accidents among employees was impact against an object (15 cases). The remaining incidents were: traffic accident (5), sprain during activity (5), fall from same level (5), projection of materials (2), being run over (1), crushing (1).

<sup>6</sup> Days lost are counted from the day after the accident until the last working day before the return to work.

<sup>7</sup> In accordance with the ISO 45001/2018 standard definition this refers to work place incidents that did not result in an accident, although they had this potential. 4 of the 12 incidents recorded by Tembici were high potential (risk of resulting in accidents with severe consequences).



## GRI Content Index

Statement of use	Tembici Participações S.A. reported the information presented in this GRI Content Index for the period from January 1 to December 31, 2022, based on the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD/DISCLOSURE	LOCATION
<b>GRI 2: GENERAL DISCLOSURES 2021</b>	
2-1 Organizational details	Tembici is a privately held joint stock company. Further information on page 4. The locations of the headquarters and operations are described on page 12.
2-2 Entities included in the organization's sustainability reporting	The publication has the same scope as the company's financial report: Tembici Participações S.A., which encompasses all the company operating bodies, as described on page 4.
2-3 Reporting period, frequency and contact point	Annual, the report was published in April 2023. The publication has the same scope as the company's financial report. The point of contact is informed on page 4.
2-4 Restatements of information	To ensure comparability with 2022, the indicators on energy intensity, water consumption, waste and GHG generation were restated, using the number of journeys as denominator.
2-5 External assurance	The report was not submitted to external assurance.
2-6 Activities, value chain and other business relationships	32
2-7 Employees	107
2-8 Workers who are not employees	107
2-9 Governance structure and composition	There are two women on the Board of Directors and three women on the Executive Board. Further information on page 33.
2-10 Nominating and selecting the highest governance body	33
2-12 Role of the highest governance body in overseeing the management of impacts	c, 33
2-13 Delegation of responsibility for managing impacts	21
2-14 Role of highest governance body in sustainability reporting	The report was approved by the CEO.
2-15 Conflicts of interest	36
2-16 Communicating critical concerns	37
2-17 Collective knowledge of highest governance body	33
2-19 Remuneration policies	35

GRI STANDARD/DISCLOSURE	LOCATION
2-20 Processes for determining remuneration	35
2-22 Statement on sustainable development strategy	5
2-23 Policy commitments	24, 36, 38, 68
2-24 Embedding policy commitments	21
2-25 Processes to remediate negative impacts	83
2-26 Mechanisms for seeking advice and raising concerns	37
2-27 Compliance with laws and regulations	There were no significant fines.
2-28 Membership of associations	Aliança Bike, União Internacional de Transporte Público (UITP or International Public Transportation Union) and Movimento Inovação Digital (MID or Digital Innovation Movement).
2-29 Approach to stakeholder engagement	The engagement process for defining the material topics is described on page 27. The objectives and the approach to engaging specific stakeholder groups are presented throughout the report: employees (Human development, page 63), users (Satisfaction, page 47), public authorities and bicycle activists (For safe and democratic mobility, page 77).
2-30 Collective bargaining agreements	All the employees are covered by collective bargaining agreements.
<b>GRI 3: MATERIAL TOPICS 2021</b>	
3-1 Process to determine material topics	27
3-2 List of material topics	28
3-3 Management of material topics	101



GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
<b>MATERIAL TOPIC: SAFE AND DEMOCRATIC MOBILITY</b>		
Relevant internal indicators	Visibility, education and awareness actions	<u>85-94</u>
	Participation in the discussion of public policies that favor micromobility	<u>77, 84</u>
<b>MATERIAL TOPIC: USER EXPERIENCE</b>		
Relevant internal indicators	Managing customer relations	<u>45</u>
<b>MATERIAL TOPIC: TECHNOLOGY FOR SUSTAINABLE MOBILITY</b>		
Relevant internal indicators	Research and development initiatives aimed at accessibility and safety	<u>45</u>
<b>MATERIAL TOPIC: CULTURE AND HUMAN DEVELOPMENT</b>		
<b>GRI 403:</b> Occupational health and safety 2018	<b>403-3</b> Occupational health services	<u>75</u>
	<b>403-9</b> Work-related injuries	<u>75, 108</u>
<b>GRI 405:</b> Diversity and equal opportunity 2016	<b>405-1</b> Diversity of governance bodies and employees	<u>107, 108</u>
<b>GRI 406:</b> Non-discrimination 2016	<b>406-1</b> Incidents of discrimination and corrective actions taken	There were no cases.
<b>MATERIAL TOPIC: FINANCIAL SUSTAINABILITY</b>		
Relevant internal indicators	Economic performance indicators	<u>41, 43</u>

GRI STANDARD/OTHER SOURCE	DISCLOSURE	LOCATION
<b>MATERIAL TOPIC: MOBILITY FOR THE CLIMATE AND THE ENVIRONMENT</b>		
Relevant internal indicators	Management approach to climate emergency	<u>49</u>
	Impact mitigation actions	<u>49-52</u>
<b>GRI 305:</b> Emissions 2016	<b>305-1</b> Direct (Scope 1) GHG emissions	<u>55</u>
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	<u>55</u>
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	<u>55</u>
	<b>305-4</b> GHG emissions intensity	<u>55</u>
<b>OTHER ASPECTS REPORTED BASED ON GRI STANDARD</b>		
<b>GRI 302:</b> Energy 2016	<b>302-1</b> Energy consumption within the organization	<u>61</u>
	<b>302-3</b> Energy intensity	<u>61</u>
<b>GRI 306:</b> Waste 2020	<b>306-1</b> Waste generation and significant waste-related impacts	<u>58</u>
	<b>306-2</b> Management of significant waste-related impacts	<u>58</u>
	<b>306-3</b> Waste generated	<u>58</u>
	<b>306-4</b> Waste diverted from disposal	<u>60</u>
	<b>306-5</b> Waste directed to disposal	<u>60</u>



## Credits

### General coordination

Chief Impact Officer

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