



SUSTAINABILITY REPORT

2022

GRUPO **ZELO**

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É VIVER BEM.

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MESSAGE FROM THE PRESIDENT

Lucas Provenza
CEO, Grupo Zelo

Lucas Provenza • CEO, Grupo Zelo



Integrations, excellence in services, and operational efficiency marked our performance in 2022. We reorganized and invested in digitally transforming our processes, and focused our efforts on productivity. Meanwhile, we also assessed opportunities for expanding our services nationwide.

**“WE CONTINUE TO
PRIORITIZE CONTRIBUTING
TO PROFESSIONALIZING THE
INDUSTRY, ALWAYS STRIVING
TO PROVIDE QUALITY SERVICES
AND A CLOSE SERVICE TO THE
FAMILIES THAT ARE PART OF
OUR NETWORK.”**

Even facing a challenging year from a macroeconomic perspective, we closed it with good results and important achievements to be communicated to the market. An example of this is Grupo Zelo’s participation in one of the successful bidding consortiums for concessions of funeral services and managing seven cemeteries in the municipality of São Paulo, in addition to opening or modernizing memorials for better serving our clients in São Paulo, Rio de Janeiro and Minas Gerais.

Among the 2022 milestones, we celebrated five years in the market with a trajectory committed to sustainability for our evolution. We continue to prioritize contributing to professionalizing the industry,

always striving to provide quality services and a close service to the families that are part of our network. For us, the meaning of inspiring zelo (zeal, diligence, in Portuguese) is to democratize access to services that deliver visitor services, dignity, and respect to all customers.

After an exponential growth in the number of incorporations in 2021 with 19 new companies in the group, we are now present in 14 states and the Federal District. In this context, in 2022, we designed a new organizational structure more focused on regional management and performance, rather than a company driven by business units. Creating the position of a Vice-president dedicated to regional verticals made management and teams more connected

MESSAGE FROM THE PRESIDENT

to the cultural particularities of the different regions of the country where we are present. This year, our work identifying regional needs led us to develop two new funeral plan models called “Zelo Sob Medida” and “Zelo Conforto”, which were recently implemented. Marketing is done in certain regions according to the best demand in order to take the quality of our services to those locations in a personalized manner.

Our strategy is based on a governance structure that is unprecedented in the funeral industry, which is why compliance, along with attributes such as integrity and ethics, guides our business. In 2022, we also created the Internal Audit and Governance department, which corroborates with other relevant steps we made in governance that we set in previous years, such as appointing a Governance Officer, creating an ESG Committee, and developing a Company Risk Matrix in 2021, in addition to establishing the Integrity Program and creating our Code of Ethics in 2020. The measures within

our compliance commitment also include being signatories of the Business Pact for Integrity and Against Corruption.

We believe in the resilience of our employees as a key element in the face of the transformations we have experienced this year, with dedicated and qualified professionals. Our challenge in searching for productivity and operational efficiency also resulted in careful and necessary decisions for adjusting our staff. We currently have more than 3,000 direct employees.

We invested in training our teams, highlighting how much we prioritize a healthy environment. Our Integrity Program, which is strongly fostered by the Compliance area, prioritizes the Communication and Training pillar, and, in 2022, we trained 90% of our employees in ethics and integrity and materialized the “II Integrity Week”, a mobilization for discussing different ethical dilemmas with our team and encouraging a change in culture in our industry.

This year we also restructured the People Committee, which will support us in



“WE BELIEVE IN THE RESILIENCE OF OUR EMPLOYEES AS A KEY ELEMENT IN THE FACE OF THE TRANSFORMATIONS WE HAVE EXPERIENCED THIS YEAR, WITH DEDICATED AND QUALIFIED PROFESSIONALS.”

managing and developing our employees. Another advance planned for the coming years, is to advance diversity and inclusion in our workforce.

We know that we will have new challenges ahead, but with the certainty that we are playing a key role in transforming the industry. We are proud to contribute to demystifying our industry, bringing recognition for the thousands of families that work in the funeral industry and, in 2023, we will continue to collaborate with the sectorial advancement and the country’s development.



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MESSAGE FROM THE BOARD CHAIRMAN

Lucas Miranda
Board Chairman, Grupo Zelo

Lucas Miranda · Board Chairman, Grupo Zelo



“WE CLOSED THE YEAR WITH THE CERTAINTY THAT WE MANAGED TO CONVEY TO THE MARKET THAT THIS IS A PROFITABLE COMPANY, AND ONE THAT IMPROVES THE INCORPORATED COMPANIES’ MARGINS.”

2022 was marked by a period of integration into the company’s culture in the different regions where we began operating. We are now present in 14 states and the Federal District, after a significant geographic advance in the country. A job that relied on a dedicated look for maintaining the characteristic quality of our service provision in which visitor service is a primordial part of the relationship with our customers.

This way, we ensured a high level of service in all units, reconciling with a period of organizational transformations and volatility in the market, which demonstrate a strong culture and how our teams quickly adapted to the new guidelines. Currently, our operations cover more than 3.7 million lives, including policyholders and their dependents, and more than 550,000 active plans, in addition to managing cemeteries in 22 cities in eight Brazilian states.

As a result, our customers’ loyalty level was represented in 2022 by a Net Promoter Score (NPS) of 79%, which is highly valued by the Company’s shareholders. This was possible because teams and leaders worked together so that the changes were in synergy for better efficiency. In 2022, we also made advances in our corporate governance structure by implementing the internal audit industry, which adds to the existing Compliance & Risks and Internal Controls areas.

These are practices that are linked to our work in ESG, an agenda in which we are evolving annually.

We closed the year with the certainty that we managed to convey to the market that this is a profitable company, and one that improves the incorporated companies’ margins. For 2023, our efforts are aimed at continuing to grow, with major milestones such as starting operations at the concession in São Paulo and investments in technology for advancing in the digital transformation of our processes. We will also continue to be guided by operational efficiency and professionalizing the industry, inspiring best practices and the path towards a solid and consistent market.



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MESSAGE FROM THE SUSTAINABILITY LEADERSHIP

Roberto Toledo
Sustainability Director

Roberto Toledo · Sustainability Director



“A COMMITTED TEAM THAT WORKS TOGETHER TO OPERATE WITHIN THE GROUP’S PREMISES OF ETHICS AND INTEGRITY, STRENGTHENING THE ENVIRONMENTAL MANAGEMENT AND POSITIVE SOCIAL IMPACT AGENDAS.”

Sustainability management at Grupo Zelo is an enormous challenge, due to our pioneering and representativeness, which also makes us play a reference role in the funeral services industry in Brazil. Law 13.261/16 encouraged the starting of our operations and, as we celebrate our fifth anniversary, we also celebrate the milestone of representing one of the largest companies that manages funeral plans, funeral homes and cemeteries in Latin America.

This notable feat brought the responsibility of building a paradigm of inspiration within an industry that needs to evolve in its professionalization process, as well as its social and environmental accountability, especially for its essential aspect for human health and social harmony.

Clichés aside, the sustainability area is committed, together with the senior leadership, to make Grupo Zelo an economically, socially and environmentally sustainable company.

We believe and have shown over these years of existence that it is possible and necessary for our activities to be performed considering preservation and respect for natural resources and protecting the people who are impacted by our activities.

Looking ahead, there is still much to be done, learned, transformed, and positively impacted, but we cannot fail to highlight the advances with the very valuable work of the professionals

who work in Grupo Zelo’s Sustainability area and who are connected with the projects we develop. A committed team that works together to operate within the Group’s premises of ethics and integrity, strengthening the environmental management and positive social impact agendas.

Traveling along existing and well-signposted paths can have its pitfalls, however building and following new paths means a challenging journey while advocating for corporate governance, environmental, and social responsibility, and creating value for the company, for the funeral industry, and for society.



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2022 HIGHLIGHTS



BUSINESS

- » Grupo Zelo celebrates five years in the market with 48,000 funeral services performed.
- » The year was dedicated to integrating new companies into the portfolio and standardizing processes.
- » Focus on operational efficiency: strategic business units driven by regionalized verticals, consolidating the provided services, and analysis of results by region.
- » Expanded coverage area, which now covers 14 Brazilian states and the Federal District.
- » Took part in one of the winning consortia for a concession of funeral services and managing seven cemeteries in the city of São Paulo.
- » Expanded memorials (wake houses) with an investment of approximately R\$ 25 million in new facilities and R\$ 8 million in existing units.
- » More than R\$ 32 million in discounts offered to our customers through Ducash.



GOVERNANCE

- » Grupo Zelo has a governance structure that is unprecedented in the industry.
- » In 2022, the company implemented a new organizational structure.
- » The Internal Audit and Governance department was established with internal controls focused on operational efficiency.
- » Trained 90% of employees in good ethics and compliance practices.



QUALITY

- » Our customers' experience and level of loyalty is measured by the NPS (Net Promoter Score) tool.
- » The company was recognized by the 2022 Quality & Excellence Award, held by Acembra/Sincep (Union of Private Cemeteries and Crematoriums in Brazil), in the "Best Management Practices" category with the case of the Memorial da Paz Cemetery, located in the municipality of Maracanaú, in the Fortaleza, Ceará, metropolitan region
- » The Company follows an internal quality policy in order to maintain the culture and manage quality across the Company.
- » ISO 9001 recertification for the Gameleira Laboratory, Contorno Memorial Wake House, and CSC and related Corporate Processes.



PEOPLE

- » Restructured the People Committee for supporting the Administration Board in managing people and developing our employees.
- » The leadership and the HR team worked close to the professionals, considering the period of new guidelines.
- » Created the Conecta Líder program focused on training company leaders, including managers, coordinators, and supervisors. In 2022, 178 leaders were trained.
- » Actions on the diversity and inclusion agenda for leadership and employees..



THE ENVIRONMENT

- » Transparency and accountability were reflected in an unprecedented practice in the Brazilian funeral industry by developing an annual sustainability report, following the GRI regulations in compliance with the Global Reporting Initiative - GRI.
- » Use of the DocuSign tool for digitally signing documents to reduce using paper for printed documents .
- » Developed a greenhouse gas (GHG) emission inventory based on 2021 and 2022.
- » Compliance with 88% of the Environmental and Social Action Plan - ESAP in 2022, agreed with the fund manager Crescera Capital.
- » ISO 14001 recertification of the corporate headquarters unit in Belo Horizonte/MG and Bosque das Águas Claras Small Animal Cemetery and Crematorium, located in Nova Lima/MG.



INNOVATION

- » Plataforma Zelo: improvements to the platform that is intended to facilitate the experience of the company's customers and sales professionals, with automated workflows.
- » Investment in digital efficiency and traceability included a new partnership aimed at digitally transforming processes and adopting smart technological tools.
- » Implemented the Suppliers Portal for managing requests for cremation and burial vessels made by the business units directly to suppliers, enabling an easier interface for the units and reducing operating costs, with an ROI of 1000%.
- » Expanded the implementation of an automated process for issuing invoices to our customers, from 32% of invoices issued automatically in 2021 to 84% of invoices issued automatically at the end of 2022, ensuring a better experience for our customers, and operational efficiency for back-office activities.
- » Training in cybersecurity for employees.
- » Institutional website restructuring project, facilitating user experience A new version is scheduled to be released in 2023.
- » E-commerce: a channel for contracting plans through the website. In 2022, more than 300 contracts were closed in the online model.



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GRUPO ZELO

Grupo Zelo emerges as a reference in the deathcare industry in Brazil with a performance based on visitor services, providing peace and the best environment for a moment as delicate as bidding farewell to loved ones. We prioritize providing services with excellence and a humanized and professional service, with ethics and responsibility.

The relationship we establish with our customers considers care, respect, practicality and safety as primordial aspects. Our service is performed with extreme care, ensuring that the entire contract is fulfilled with no additional costs at times when our customers need support the most. Additionally, valuing life and longevity for our customers with quality and well-being are part of our belief that living well is what is in the small details that mark our memory. In this sense, our business unit focused on quality of life called DUCASH brings together thousands of partner establishments across the country. In 2022, there were more than R\$ 32 million in exclusive discounts on products and services in pharmacies, medical clinics, laboratories, opticians, dentists, gyms, shops, and many others focused on health, leisure, well-being, education, and food.

Our growth strategy is supported by a governance structure that is unique in the industry, representing a business conduct based on integrity and best market practices, which contributes to our position as the country's largest funeral assistance group.



“WE CONTRIBUTE TO PROFESSIONALIZING THE LINE OF BUSINESS, WITHOUT GIVING UP OUR ESSENCE OF QUALITY WORK THAT PRIORITIZES VISITOR SERVICES FOR THE FAMILIES WHEN THEY NEED IT MOST”



MISSION

INSPIRING ZEAL, AT ALL TIMES.



VISION

TO BE RECOGNIZED AS THE BEST AND LARGEST GROUP IN FUNERAL SERVICES IN BRAZIL BY 2025.



VALUES

- Integrity - Ethics and transparency;
- Respect - For people and for life;
- Customer focus - Visitor services and empathy;
- Transformation - Adapting and persistence;
- Professionalism - Commitment and excellence;
- Collaboration - Together for going further.

OUR TRAJECTORY

(GRI 2-2, 2-6)

Grupo Zelo is headquartered in Belo Horizonte and was created in 2017 from the merger of four Minas Gerais funeral homes – *Bom Jesus, Santa Clara, Santa Rita, and Bom Pastor*. It is a privately held corporation called *Companhia Brasileira de Planos Funerários S.A.* with exponential growth in its customer base and geographic coverage. The company currently has units in 204 municipalities located in 14 states and in the Federal District, seeking to provide quality services nationwide. Today, there are more than 3.7 million lives covered in the plans, including policyholders and their dependents, with more than 550 thousand active plans.

Launching the company took place at a decisive moment for the industry, with the enactment of Law 13.261/2016, an important milestone that regulated the sale of funeral plans in Brazil. With the law as a basis, the company undertook the commitment to increasingly professionalize the funeral industry, raising the level of provided services and seeking sustainable expansion for the business.

Since the operations began, the focus has been on constantly evolving, based on incorporating other companies in the industry, and organic growth of the customer base. 2021 represented a milestone in terms

of incorporations, with 19 companies incorporated in a single year, a record number in the company’s history, which has made more than 50 mergers and incorporation operations since its foundation.

Currently, the Company’s corporate structure is concentrated in the funeral plan operational and administrative holding company – *Companhia Brasileira de Planos Funerários S.A.* –, which has 43 direct shareholders, including founding shareholders, shareholders of companies incorporated by Grupo Zelo through a share exchange, a private equity fund, and the controlling investor’s holding company.

In 2022, Grupo Zelo celebrated five years’ operation with 48,000 funeral services performed. After a significant incorporation phase, the year was dedicated to integrating new companies into the portfolio, standardizing processes, and implementing a new organizational structure. With the reorganization, the company began a strategy more focused on manage-



UNITS IN
204
MUNICIPALITIES

MORE THAN
3.7
MILLION
LIVES
COVERED

MORE THAN
550
THOUSAND
ACTIVE PLANS

ment and performance by region, starting with creating the role of Vice President of Operations. The new format unified the services provided by regionalized verticals, consolidating results, which also made it possible to operate in a more personalized manner in view of the cultural particularities of the different regions of the country. The Internal Audit and Governance and Marketing departments were created during the transformation process for governance.

In addition to funeral plans, Grupo Zelo manages cemeteries in 22 cities in eight Brazilian states. Winning an auction in São Paulo for operating in seven cemeteries within the Consolare consortium was a milestone for the company in 2022. The cemeteries are *Quarta Parada, Santana, Tremembé, Vila Formosa I and II, Vila Mariana, and Consolação*. In 2023, the objectives include continuing to expand the funeral plan base nationally and starting the consortium’s operation in São Paulo.

2017

First round of equity funding (original shareholders) of R\$ 36.1 million to enable the founding of Grupo Zelo

MERGER OF EIGHT COMPANIES

2018

Second equity raising round (original shareholders) of R\$ 31.7 million

INCORPORATED EIGHT COMPANIES

2019

Third equity raising round (original shareholders) of R\$ 72.8 million and first debt raising with a prime bank line for R\$ 44.2 million to enable the Group to enter the cemetery and crematorium industry

INCORPORATED NINE COMPANIES

2020

Fourth round of equity funding (original shareholders) of R\$ 33.5 million and first contribution from the Crescera Capital fund (private equity) of R\$ 100 million

INCORPORATED 12 COMPANIES

2021

Fifth round of equity funding (original shareholders) of R\$ 74 million, additional contributions from the Crescera fund (private equity) of R\$ 292.5 million and the Group's first issue of debentures of R\$ 100 million

INCORPORATED 19 COMPANIES

2022

Integrated new companies into the portfolio, standardized processes and set up a new organizational structure. Consolidated services provided by regionalized verticals with a more personalized approach, taking into account the cultural particularities of the different regions of the country. Took part in one of the successful consortia for providing of funeral services and managing seven cemeteries in the city of São Paulo, in addition to inaugurating or modernizing our infrastructure in São Paulo, Rio de Janeiro and Minas Gerais.

WE DIVERSIFIED OUR FUNDING SOURCES

HOW WE WORK

(GRI 2-1, 2-6)

Our work aims to change the concept of providing funeral services in the country by establishing a relationship of respect with customers. Our services are mutually complementary in favor of quality of life. While our cemeteries, plans and funeral services provide comfort and dignity, our benefits business unit called DUCASH contributes to people's health and well-being. In 2022, we became the largest funeral services company and the fastest growing one in Brazil, with relevant milestones such as reaching 3.7 million customers. The commitment and trust of our more than three thousand direct employees, investors, and the Group's entire leadership were fundamental for this result.

Within our portfolio, plans represent 70% of the Group's activities. We point out that our operation targets at all social classes, offering an average monthly ticket of R\$ 62.70 in plans that cover seven lives, one of whom is the policyholder, and six dependents, which represents a cost of R\$ 8.95 per person.

“DEMOCRATIZING ACCESS TO SERVICES THAT OFFER DIGNITY AND SUPPORT TO FAMILIES DURING MOURNING, AS WELL AS ENCOURAGING ACCESS TO SERVICES THAT CONTRIBUTE TO THE WELL-BEING OF ALL”



FUNERAL SERVICES

The service options include preparing the body, wake, burial vessels, complete ornamentation, wreath of flowers, and transfer. Customers have an exclusive 24/7 call center.



FUNERAL PLANS

All plans guarantee full nationwide coverage of funeral services, and guarantee providing services at no additional cost to the contract. The portfolio of plans includes *Zelo Total*, *Zelo Família/Essencial*, *Zelo Supremo*, *Zelo Essencial*, *Zelo Prime*, *Zelo PET*, *Zelo Empresas*, and *Zelo Ideal* products. The last one was launched in 2021 in the Greater Belo Horizonte area as a test region, aiming to cover all funeral expenses, availability of temporary tombs and, after exhumation, transfers to proprietary ossuaries in Grupo Zelo's cemeteries.

In 2022, based on our work for identifying regional needs, we created two plans: *Zelo Sob Medida* and *Zelo Conforto*, which are in implementation phase. Both are plans sold only in certain regions in order to offer the quality of our services to those locations. In addition, we expanded our plan offer to the Maracanaú Cemetery, in Fortaleza.



CEMETERY SERVICES

Proprietary cemeteries that offer availability of tombs for future, immediate use, and rental, supplying flowers, wake room rental, online wake, burial services, cremation, ossuary, columbarium, exhumation, internal transfers, and other services.



CREMATION

A service offered at Grupo Zelo crematoria for immediate or future use, with the possibility of inclusion for all dependents in the funeral plans' coverage for an incremental amount.

Cremation has environmental advantages in addition to being a farewell option for a loved one that allows for different types of tributes. All the farewell ceremony and prior services are performed normally.



BENEFITS CLUB

Ducash is a Grupo Zelo business unit that brings together thousands of partner establishments across the country with the mission of offering quality of life benefits to our customers. Exclusive discounts are offered on products and services at pharmacies, medical clinics, laboratories, opticians, dentists, gyms, stores, and many others focused on health, leisure, well-being, education, and food. There are more than 4,000 partners and 9,000 points of sale including physical stores and online channels across Brazil.

In accordance with the usage profile, the discounts offered by DUCASH may be equal to or even greater than the monthly fee paid for the funeral plan. In 2022, more than R\$ 32 million in discounts were granted, reaching more than 4 million customers in more than 14 states. To see the list of accredited establishments, enter the DUCASH app and, when presenting the physical or digital card at purchase time, a discount is granted. The benefits are extended to all dependents of Grupo Zelo's family assistance plans. One of the highlights is the Telemedicine offer. There are several medical specialties with the possibility of making consultations without leaving home, using the DUCASH app. The application has 72 thousand users and an average of 5 thousand new ones join every month.

In addition to the application, DUCASH has an exclusive Call Center called CONTA COMIGO (Count on Me) for booking appointments, exams, finding partners, discounts, and other information. It is possible to make a telephone contact or send a message via WhatsApp to the toll-free number 0800 404 2000, in which customers can ask questions and make appointments. More than 40,000 services were provided in 2022.

CONHEÇA OS DESCONTOS QUE VOCÊ TEM COM A DUCASH

A DUCASH É A REDE DE BENEFÍCIOS DO GRUPO ZELO E GARANTE AOS SEUS CLIENTES VÁRIOS DESCONTOS E BENEFÍCIOS EM LOJAS FÍSICAS E ONLINE.

CONHEÇA SEUS DESCONTOS!

LIGUE OU MANDE UM ZAP

0800 404 2000

@sejaducash **Ducash**

CONSULTAS MÉDICAS, EXAMES DE IMAGEM, LABORATÓRIOS, ÓTICAS, DENTISTA, FARMÁCIAS

WHERE WE ARE LOCATED

(GRI 2-1)

Grupo Zelo's administrative headquarters are located in Belo Horizonte, and its work extends to more than 2,000 cities located in 14 states and the Federal District. We have more than 300 units including cemeteries, memorials, chapels, wakes, crematoria, thanatopraxy laboratories, and administrative offices. Our assets also include more than 800 vehicles for attendance and funeral services.



WE ARE THE LARGEST FUNERAL ASSISTANCE GROUP IN BRAZIL AND WE ARE PRESENT IN 14 BRAZILIAN STATES AND THE FEDERAL DISTRICT

ZELO MEMORIALS

Support, comfort and peace for families during the farewell

The highlights in 2022 include expanding and renovating our plans, services, memorials, and cemetery units in Minas Gerais, São Paulo, Rio de Janeiro, Bahia, and Goiás. In all, approximately R\$ 25 million were invested in new facilities and R\$ 8 million in existing units.

With more than 40 work sites delivered at the end of 2022, the units are in different sizes, adapted to the market demand of the regions where they are located. The new, more robust structures are at Contagem (MG) and São Caetano do Sul (SP) units. The cities of Ibirité, Sabará and Lagoa Santa, in the Belo Horizonte metropolitan region; Viçosa and Santos Dumont, in the Zona da Mata in Minas Gerais state; Barreiras in Bahia, and Posse in Goiás also received relevant units. The cities of Vespasiano, Pompéu, Lajinha, Manhumirim, and Bom Despacho also saw the opening of new spaces with well-structured units.

The new units generated around 300 direct jobs in the operational area and more than 100 in the company's back office. It is noteworthy that, during 2022, the Parque da Colina Cemetery and Crematorium, one of the most traditional cemeteries in Rio de Janeiro, has a new Memorial transformed under the Zelo Group standard, and Espírito Santo state received large investments in robust structures in Vila Velha and Cariacica in 2021.

The memorial is a structure for holding wakes, farewell ceremonies and other customer services, comprising care for customer experience and the company's quality standard. The spaces offer support, comfort and peace for the moment of farewell to loved ones and have 24-hour funeral assistance, service teams during business hours, as well as security staff and catering service.



CONTAGEM MEMORIAL

Grupo Zelo's Contagem Memorial is located in the city's downtown area and covers approximately 2 thousand square meters. It opened in February 2022, and includes funeral service areas, four wake rooms, 18-seat cremation ceremony rooms, an urn display, parking area with about 30 spaces, living area and columbarium – a place to keep urns with ashes – in addition to 24-hour security and catering service.

SÃO CAETANO DO SUL MEMORIAL

In April 2022, it was the city of São Caetano do Sul, in the greater São Paulo area, that received a Grupo Zelo memorial. With a built area of more than 1,500 square meters, the unit has 40 employees, four wake rooms, catering service, and 24-hour security, in addition to a ceremony room that combines technology with visitor services, with audiovisual resources so that the moment of farewell can have a special tribute. During the ceremony, images and sounds can be projected across the room with a holographic effect.



THE SPACES CONVEY VISITOR SERVICES WITH LIGHTNESS AND EMPATHY, AND AT THE SAME TIME OBJECTIVITY AND PROFESSIONALISM.



PARQUE DA COLINA CEMETERY AND CREMATORIUM MEMORIAL

The Parque da Colina Cemetery and Crematorium, one of the most traditional ones in Rio de Janeiro, has been part of Grupo Zelo since 2019. In 2021-2022, a series of renovations for expansion and modernization were made in its infrastructure. During 2022, we can highlight the delivery of the new Memorial transformed into the Zelo Group standard, in addition to a new entrance hall, a very cozy space close to the cemetery administration, air-conditioned for better customer comfort, and a columbarium with 540 locules, where the urns with the ashes of the deceased can be kept. These are investments that represent a new phase for the cemetery and contribute to improving families' experience in times of mourning.

With a 260 thousand square meter total area, the cemetery includes four wake rooms, a Memorial with two halls and an amphitheater for seating up to 80 people, for use in tribute and farewell ceremonies with projection of high quality images and sounds, in addition to a common area for rest and its own on-site crematorium. In total, more than R\$ 7.5 million were allocated for retrofitting the cemetery, modernizing and transforming environments such as living rooms, pantry, restrooms, living areas, offices and service rooms, always thinking of our customers' comfort.

GOVERNANCE STRUCTURE

(GRI 2-9, 2-10, 2-11, 2-12, 2-15, 2-16, 2-17, 2-18, 2-20, 2-21, 2-24, 207-2)



Our operations and growth strategy are based on a governance structure that is unprecedented in the industry and on solid values, so that our business is guided by integrity and the best market practices.

Our governance is led by the Board of Directors that in 2022 included nine members with extensive experience in the funeral, cemetery and financial areas. Only one member of this group holds an executive position at Grupo Zelo, as CEO of the Company. The members of the Board are elected by the General Meeting, as provided for in the Company's Bylaws. The Board's activities are guided by the pillars of social, environmental and profitability development, with a commitment to maintaining the highest standards of corporate governance.

With our profile of mergers of companies in the funeral industry, we perform due diligence before considering contracts to be closed, which includes a series of analyzes, as well as the environmental risks of the merged operations. The results of this process are taken to the Investment Committee and subsequently to the Board of Directors, in a more consolidated manner. And, after a phase of incorporations with great expressiveness in 2021, 2022 was a period dedicated to integrating new companies into the portfolio and standardizing processes.

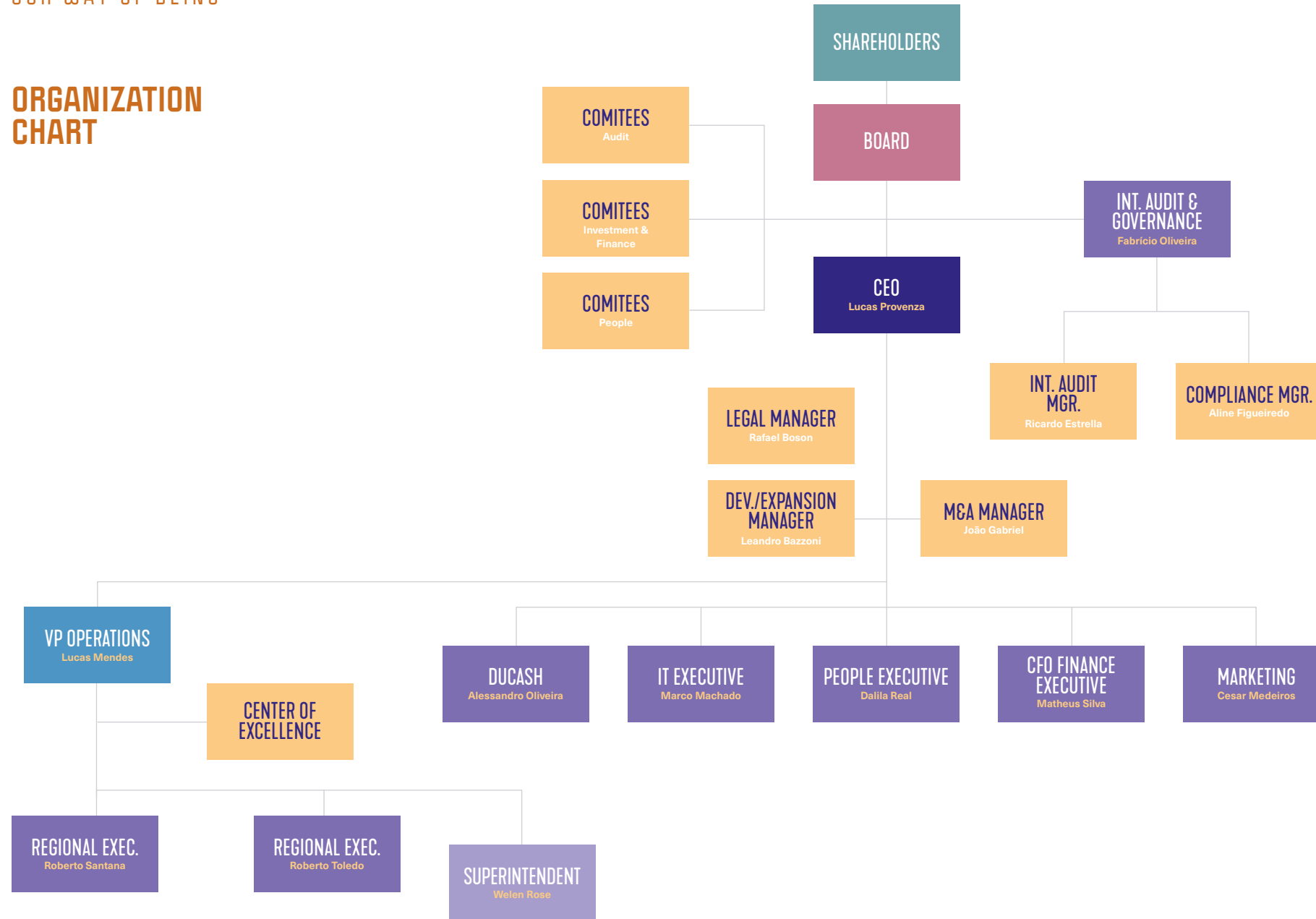
All Committees hold periodic meetings. During the reporting period, eight crucial agendas were reported to the Board of Directors, involving topics such as the Company's budget and tax issues, validating strategic M&A operations, contracting bank operations, changes in the company's organization chart, the

Company's participation in a consortium, approving the external audit work, rendering accounts, and others. Annually, there is also an extraordinary Board meeting led by the Corporate Governance sector for the relevance of the Governance theme to be periodically brought to the Board Members. With regard to performance metrics, the company does not yet have an evaluation process geared for the Board of Directors and its Advisory Committees.

The new organizational structure, which is based on a strategy focused on management and performance by region, starting with the creation of the Vice President of Operations role. The new format unified the services provided by regionalized verticals, consolidating results. The creation of the Internal Audit and Governance department enabled us to have internal controls that are more focused on operational efficiency aiming at a personalized performance considering the cultural particularities of the country's different regions. This movement strengthens other relevant steps that we took in previous years, such as appointing a Governance Officer, creating an ESG Committee, and developing a Company Risk Assessment Matrix, our Integrity Program, and the Code of Ethics.

In general, the established policies apply to members of the Board of Directors, Executive Board, employees, interns, service providers, business partners, community members, and any intermediary third parties. In the 2022 organizational transformation, the Marketing department was also created.

ORGANIZATION CHART



This year, we developed the Board of Directors' Internal Regulations, which define the process for assigning authority on economic, environmental and social topics to senior executives and other employees, in addition to other topics.

The Board is supported by three committees made up of specialists voted by the members of the Board of Directors, as provided for in their respective Internal Regulations:

Audit Committee: an advisory committee to the Board of Directors that is focused on the Company's strategic regulatory issues and for periodic monitoring of Internal and External Audits. In addition to the internal audit, we have an external audit to monitor not only the accounting balances, but also the consistency of ancillary obligations and tax payments, controlling and managing tax risks.

To prevent and mitigate conflicts of interest, we have a related party policy with analyzes made by the Audit Committee. Both these and conflicts of interest related to cross-shareholding with suppliers and other stakeholders can be shared with the Board. Depending on the severity of the identified conflict of interest, an official statement is issued and sent to shareholders.

Investment and Finance Committee: an advisory committee to the Board of Directors that is focused on analyzing the Company's investment guidelines, which include incorporation processes, as well as on strategic financial guidelines.

People Committee: an advisory committee to the Board of Directors that is focused on the Company's people issues, which includes defining fixed and variable compensation, in addition to strategies for attracting, retaining and developing employees.

In fact, in our remuneration policy, we provide short- and long-term incentives for corporate managers, which are linked to the Company's results. Furthermore, the ratio between the total annual compensation of the highest paid individual in the organization and the average total annual compensation of other employees is 4080%.

The Company also has five other Committees that directly support the company's Administration:

Information Technology and Security Committee: an executive committee reporting to the CEO that is accountable for analyzing agendas involving projects and initiatives related to the information technology area and other agendas related to information security.

Ethics and Compliance Committee: an executive committee reporting to the CEO that is accountable for discussions and resolutions related to non-compliance and denunciations investigated by the Company's compliance industry.

ESG (Environmental, Social and Governance) Committee: the committee was created in December 2021, with its term beginning in 2022. The executive



committee reports to the CEO and its main attributions include ensuring and disseminating the Company's commitment to management guided by the pillars of corporate governance, sustainability, and business ethics, including, but not limited to:

- Transparency of information, corporate responsibility, and combatting all forms of corruption;
- Valuing diversity, combatting all forms of discrimination, and preventing moral or sexual harassment;
- Monitoring the Company's social and environmental indicators, proposing goals, actions and corporate sustainability programs, with a regular evaluation of the obtained results.

Crisis Committee: an executive committee reporting to the CEO that is focused on making decisions in the face of unexpected situations and aiming to generate significant impacts on the Company. It meets as necessary, and has a variable composition that is compatible with the issue to be addressed.

Promotions Committee: an executive committee led by the Human Resources department and is accountable for analyzing and deliberating on granting promotions and other measures linked to career progression in the Company.

ETHICS AND INTEGRITY

(GRI 2-23, 2-24, 2-25, 2-26, 2-27, 3-3, 205-1, 205-2, 205-3, 206-1, 406-1)



Ethics and integrity are essential principles for Grupo Zelo, and our work prioritizes an environment of integrity, ensuring compliance with legislation, and regulations established for the industry and for our activities.

We understand compliance as a guide to our business and, since 2020, the **Integrity Program** supports our vision of sustainability, guiding us to act collectively with ethics, fairness, and respect in all locations where we operate. The Program includes, but is not limited to, developing policies and procedures, training and communication, third-party management, monitoring, and performing investigations.

“WE ARE THE FIRST COMPANY IN THE INDUSTRY TO PRESENT A PROGRAM FOCUSED ON SEEKING TO ENSURE ETHICAL CONDUCT AS A PREMISE FOR OUR COMPANY’S LONGEVITY”

IT IS ESSENTIAL TO LIVE WELL, AND TO LIVE WELL, ONE HAS TO DO THE RIGHT THINGS.

Our Compliance and Risks area was structured in 2019 and linked in 2022 to the Audit and Governance Board – preserving independence of the process – works across the board and serves all Group companies and business units. The activities are in close collaboration with the Legal and Human Resources teams, in addition to work linked to the other Governance lines: Internal Controls and Internal Audit.



FOR A FAIRER, MORE TRANSPARENT, AND ETHICAL MARKET

As one of the measures within the Compliance commitment, Grupo Zelo is a signatory of the Business Pact for Integrity and Against Corruption. The purpose of the pact is to connect and mobilize companies for fostering a more honest, transparent and ethical market, helping to mitigate the risks involved in different practices of bribery and corruption.

By becoming signatories, we are committed to disseminating Brazilian anti-corruption legislation to our employees and stakeholders.

Find out more about all the companies that are part of the pact here: [Instituto Ethos](#)



Aline Figueiredo

RECOGNIZED LEADERSHIP

Our Compliance Officer was recognized by the “Compliance On Top 2022” yearbook, which comprises the broadest professional mapping of the Compliance and P&PD (Privacy and Data Protection) markets, with profiles of approximately 700 leaders in both areas in companies, law firms, and specialized consultancies.



ENGAGED TEAM

In 2022, all female members of Grupo Zelo’s compliance team became part of the Compliance Women Committee, a movement that encompasses more than 1000 members of the Compliance area with representatives in Brazil and in other countries, from public and private sectors, including law firms, consultancies, associations, companies of different sizes, departments, and public bodies.

The objective is to foster a global network of relationships between female professionals who work with compliance, exchanging information and encouraging the increase in number of female leaders in the area.

INFORMATION FOR COMPLIANCE

The Integrity Program includes a series of tools focused on ensuring that our stakeholders have all the necessary knowledge to act responsibly, ethically and fairly, as well as channels for communicating doubts, concerns, and reporting.

Code of Ethics: a document with conduct guidelines for supporting our employees in decision-making and in relations with our stakeholders. The document was updated, and a new version with emphasis on themes such as social responsibility, data protection, and preventing slave labor, was launched in 2022.

Internal policies: with guidelines for accepting gifts, presents, and hospitality, making donations and sponsorships, anti-corruption and anti-fraud practices, transactions and relations with related parties and institutional relationships, among others.

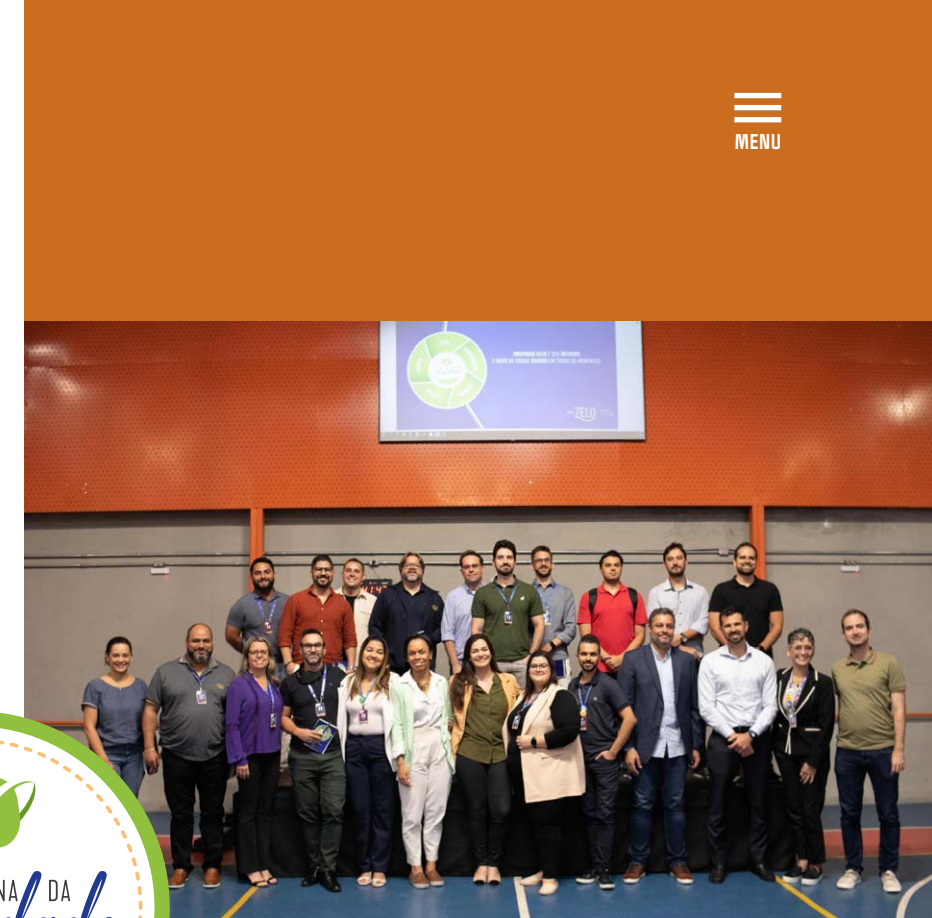
Integrity Channel: an independent tool with outsourced management for receiving anonymous denunciations and protecting them from retaliation, all of which are treated impartially and confidentially.

The channel is hosted on an external platform, which can be accessed 24 hours a day, seven days a week, at the www.canaldeintegridade.com.br/grupozelo website or by calling 0800 450 2000 toll-free in Brazil, with the right to anonymity assured. In 2022, the channel received 417 denunciations, which indicates that the tool generates credibility and security.

THE INTEGRITY WEEK REPRESENTS ANOTHER STEP TOWARDS THE BUSINESS'S CULTURAL TRANSFORMATION IN TERMS OF ACTING WITH INTEGRITY AND COMPLIANCE.

We also make constant communications on intolerance to discrimination, emphasized in training that addresses issues such as discrimination, harassment, and racism. In 2022, seven cases of discrimination were reported to the Integrity Channel, followed by appropriate measures by the Company. As for the subject of corruption, there was only one report with an incident with this bias and, as a result, the employee who was directly involved in an act of corruption was dismissed from the Company.

Integrity Week: an annual event for presenting the main compliance, governance and risk indicators related to Grupo Zelo in the year,



in addition to strengthening our culture of integrity and stressing the importance of each employee's role for an honest performance across the company. In 2022, we held the second edition of the event, which always takes place in December, referring to the International Day Against Corruption (December 9).

With a complete program, the Integrity Week had lectures and panels formed by company representatives and external guests, in addition to activities focused on exchanging knowledge.



Training: Grupo Zelo expects its employees to undertake the commitment to performing their roles with excellence, from assertive decisions in the face of difficult ethical dilemmas, and to be confident about the correct measures to be taken. In this sense, we conduct annual mandatory training to integrate our employees in good compliance practices and in using our ethics tools such as the Code of Ethics, internal policies, and the Integrity Channel. In 2022, 90% of our employees were trained in person and online.

The Company is also committed to complying with all laws, including those related to competition. In 2022, there were no cases of sanctions, lawsuits or significant fines for unfair competition and anti-competitive practices regarding supplying and/or using products and services.

During the year, we also performed the Competition Compliance training for Leaders seeking to spread knowledge about competitive practices to leaders.

Data security: our commitment to privacy and security also extends to handling data throughout the information's lifecycle. The information and data provided on the Grupo Zelo website and app are used solely to enable providing services, comply with the signed contract, offer benefits, and comply with legal obligations. The information is provided by our customers during registration or collected while using the services, and we emphasize that the information is used in compliance with Brazil's General Data Protection Law (LGPD).

TRANSPARENT COMMUNICATION

(GRI 2-29, 3-3, 417-1)

COMMUNICATION CHANNELS

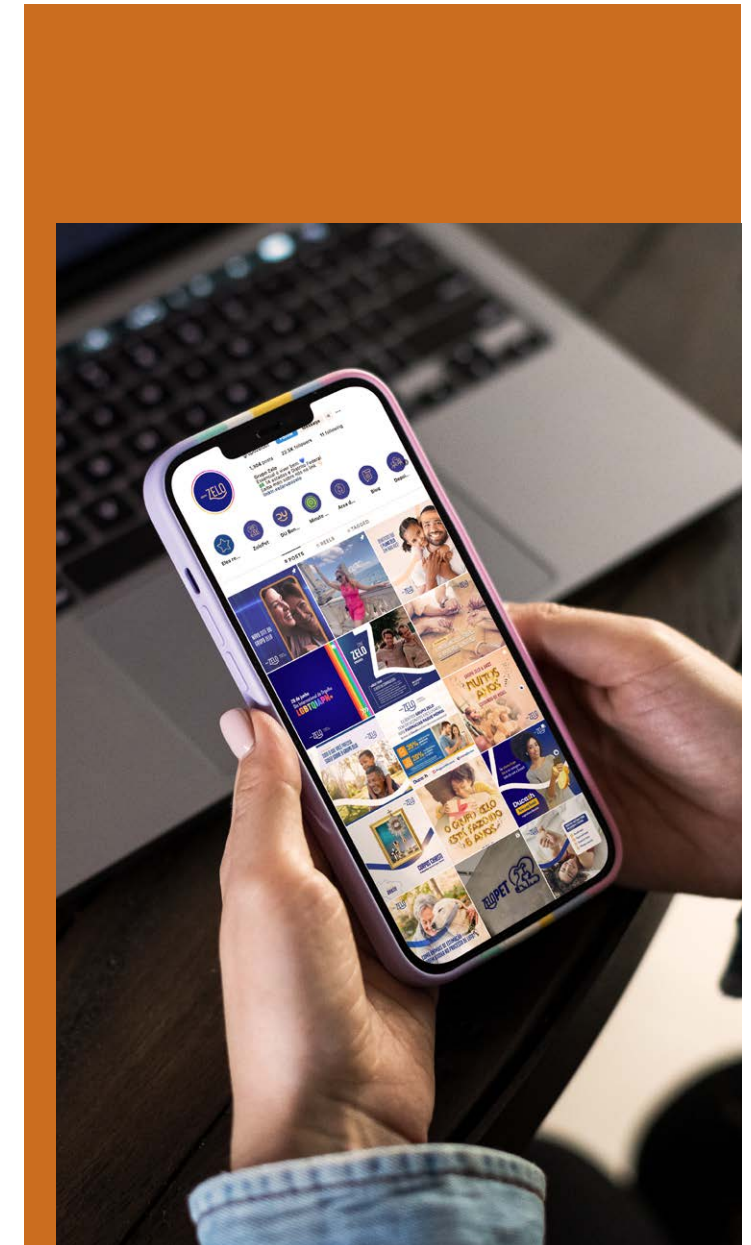
Engaging with stakeholders is part of our work. Important communication tools support us in bringing awareness about the good progress of business, always striving for transparency and in disseminating relevant information to our audiences.

All of Grupo Zelo's official communication materials comply with the applicable legislation to our industry's activity. In the channels we use for communicating externally, we have the support of a communication advisory with nationwide operations, in line with our expansion strategy to different regions of the country.

In 2022, we were present in more than 2 thousand press releases, including regional and national coverage outlets. During this period, we also worked on the project for restructuring our institutional website, seeking to facilitate navigation for the public. The new version is expected to be available in 2023.

In the digital environment, we also have our blog, which is hosted on the website as a channel for sharing information on quality of life and healthy habits, in addition to guidelines for dealing with moments of grief, psychological support, and bureaucratic procedures related to the topic. On social media, we also follow these editorials, and our proprietary channels feature content related to individual, family and collective wellbeing; details of our actions, campaigns and services; and information on how to work through grief and deal with moments of emotional fragility.

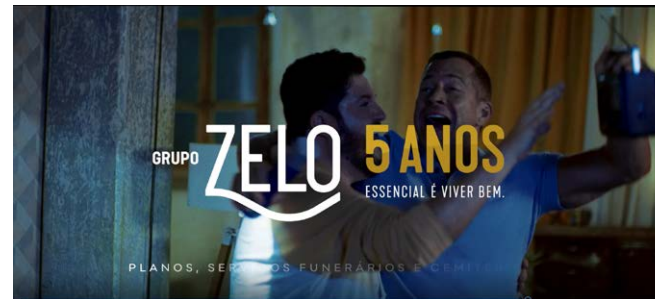
Interest in the content has grown and we believe it complements the quality of the services provided to our customers, in addition to our more direct investments in communication. In 2022, we grew our follower base by 29% on Instagram and by 58% on LinkedIn, for example. Additionally, we reached a total reach of over 3 million people on Instagram and over 9 million people on Facebook.





GRUPO ZELO – FIVE YEARS

Zelo Talks: We celebrated our half-decade activity in the Brazilian market with an in-person event at the Mines and Metal Museum in Belo Horizonte. The meeting was attended by the Group’s board of directors and leaders, our shareholders and investors, and it was a moment for us to highlight our trajectory, challenges, and achievements, in addition to sharing outlooks for the company’s future. The actor Malvino Salvador was the master of ceremonies, and at the time he was also Grupo Zelo’s Ambassador.



Special 5-year campaign

With the signature “The only thing we can be sure of is life” and the song Epitafio, a huge hit of the band Titãs, as a soundtrack, Grupo Zelo’s fifth anniversary campaign presents a video with different unforeseen events in people’s daily lives and how they react to them, stressing how setbacks can become opportunities to live a positive life and enjoy every moment. The video starring actor Malvino Salvador, the company’s ambassador through the end of 2022, and the pieces strengthen the image of seriousness, peace and trust that the company has been building with the audience.

The pieces were created by the Filadélfia agency that was contracted in 2022 for developing the campaign, and were directed to the on and offline media in regional and mainstream media outlets, with the video as the main piece.

Special promotion: another outstanding action linked to the campaign was the “Grupo Zelo 5 anos, 5 Prêmios” promotion, which made a drawing of cash prizes of R\$ 5 thousand with old and new plans and cemeteries’ customers.

Finados (All Souls Day in Brazil) Campaign

In 2022, the All Souls Day (Finados) campaign had the motto “Memory is the living presence of life in you”, with different pieces in online and offline media. A special action during the period was the creation of an online page called “Written Memories”. The objective was to allow tributes to loved ones through a personalized letter written on the page itself and, soon after, received in the authors’ inboxes in a format to be shared on social media. On the same page, it was possible to access useful information such as the schedule of religious ceremonies in the Group’s cemeteries across the country on November 2.



In parallel to the “Written Memories” special landing page, we had actions on social media, in which the main themes were masses celebrated online.

Religious celebrations, in addition to other actions, such as distributing gifts and guidance on health care, took place in 12 cemeteries in different Brazilian states, and in four municipal cemeteries in Belo Horizonte.

RISK MANAGEMENT

(GRI 2-13, 2-14, , 2-27)

RISK MATRIX AS A STRATEGIC TOOL

DGrupo Zelo's risk matrix was developed in 2021, and has guided our risk management strategies, initiatives, and efforts, as well as in defining action plans for mitigating operational, corporate, legal, financial and socio-environmental risks throughout 2022. In these processes, we produced periodic reports for the Board of Directors, since risk management continues to be a priority for Grupo Zelo, and is part of the company's governance routines and improvements.

The Compliance and Risks area is accountable for coordinating Grupo Zelo's risk management work, as it has a structure focused on ensuring identifying, prioritizing and treating of the most relevant financial and non-financial risk factors that could impact our results and our reputation.

Financial and economic impact management made out jointly between the CEO and the CFO, while environmental issue management is under the Sustainability director, and the impacts on people issues are managed by members of the People Committee.

The reports of these processes are made by including agendas in the ordinary meetings of the. Some issues are first taken to the advisory committees and then presented to the Board by the coordinator of the specific committee. In this way, the impacts of the Company's

management on the economy are mediated by the Investments and Finance Committee, the impacts on the environment, by the Audit and ESG Committee, and the impacts on people, by the People Committee.

In order to consolidate the main results of these efforts, the company prepares the Sustainability Report on an annual basis, which is made available to Directors and presented at an ordinary Board meeting.



SUSTAINABILITY AGENDA

(GRI 2-29, 3-1, 3-2, 3-3)

STAKEHOLDER MAPPING

To build a company's strategic planning based on the sustainability agenda, it is crucial to relate effectively with the different agents that directly or indirectly impact its business.

At Grupo Zelo, we map and consider our stakeholders (main audiences) in our decision-making. They include employees, suppliers, customers, market players, investors, regulatory bodies, and communities surrounding the operations.

MATERIALITY MATRIX

We believe that our stakeholders' perceptions are extremely relevant to our business. We listen to these audiences to fully comprehend their requirements and expectations. This way, their contribu-

tions give rise to our **materiality matrix, a management tool used by the Company's senior leadership** in their decisions.

We arrived at five material themes that were pointed out by the majority of stakeholders: **Customer satisfaction; Ethics and Transparency; Generating economic results; Innovation for improving processes and creating new solutions, products and services; and active and transparent Communication.** They are added to 14 other topics considered relevant by the Company's management. (see details the materiality matrix image)

With the support of external partners, our matrix was updated in 2021 based on interviews with internal (company managers) and external agents, in addition to administering an online questionnaire sent to all our employees, which had 1,041 responses.



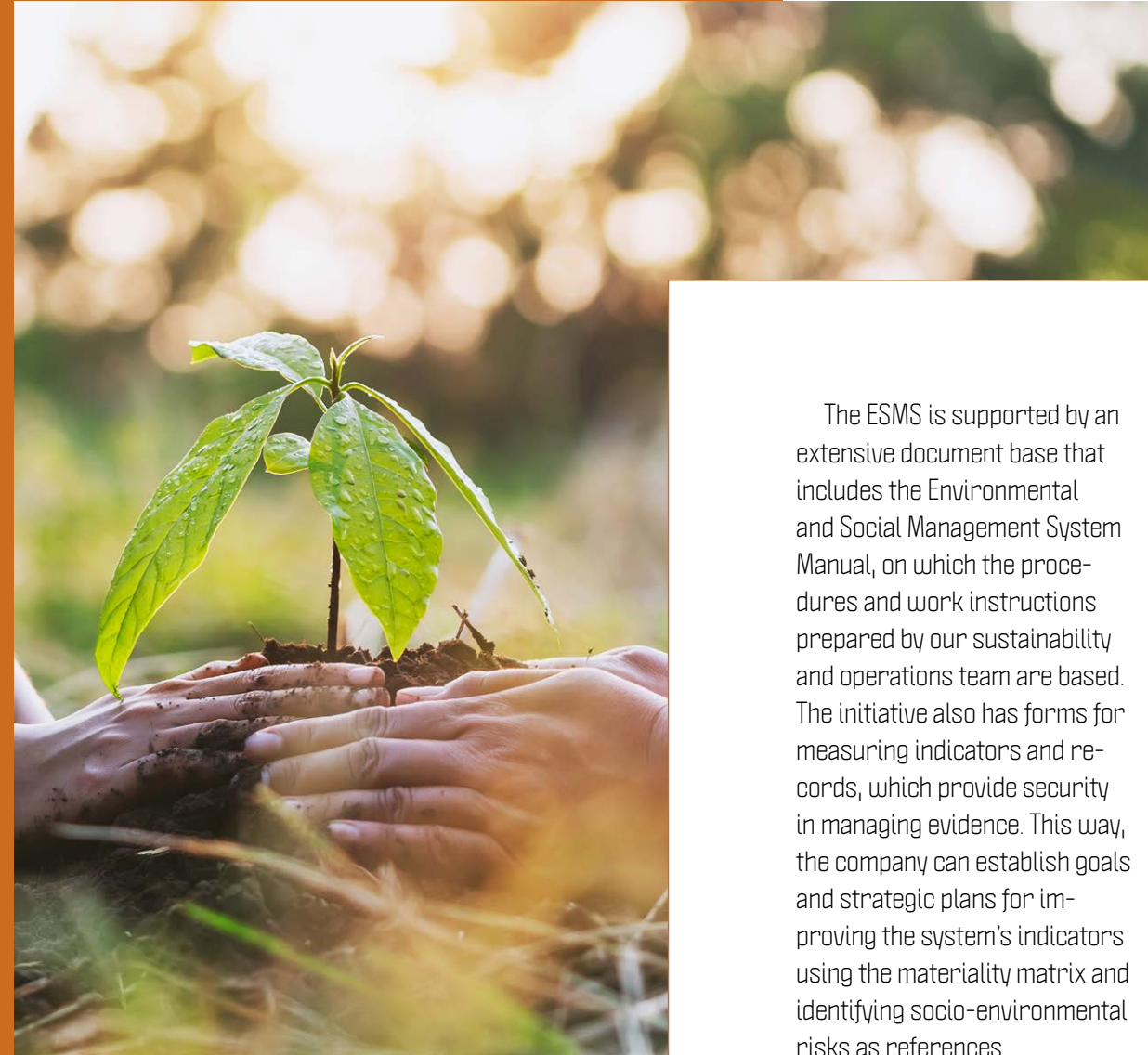
SOCIO-ENVIRONMENTAL MANAGEMENT

Grupo Zelo adopts a standard system for managing its socio-environmental aspects. This is the ESMS (Environmental and Social Management System) that works to prevent and mitigate risks and socio-environmental impacts associated with the Company's activities.

The system's objectives are aimed at assessing and managing socio-environmental risks and impacts; increasing efficiency in using natural resources and preventing pollution; ensuring efficiency in the communication process on socio-environmental aspects; and fostering continuous improvement.

In the environmental pillar, the ESMS was established following the premises of the ISO 14001:2015 standard, which specifies the requirements of an Environmental Management System and enables the organization to create a structure for protecting the environment and quickly responding to changes in environmental conditions.

In 2022, Grupo Zelo once more received ISO 14001:2015 certification in two scopes: (1) at the Shared Services Center - CSC, which provides support to our operational units, and (2) providing burial and cremation services for small animals at the Bosque das Águas Claras Cemetery and Crematorium.



The ESMS is supported by an extensive document base that includes the Environmental and Social Management System Manual, on which the procedures and work instructions prepared by our sustainability and operations team are based. The initiative also has forms for measuring indicators and records, which provide security in managing evidence. This way, the company can establish goals and strategic plans for improving the system's indicators using the materiality matrix and identifying socio-environmental risks as references.



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INNOVATION

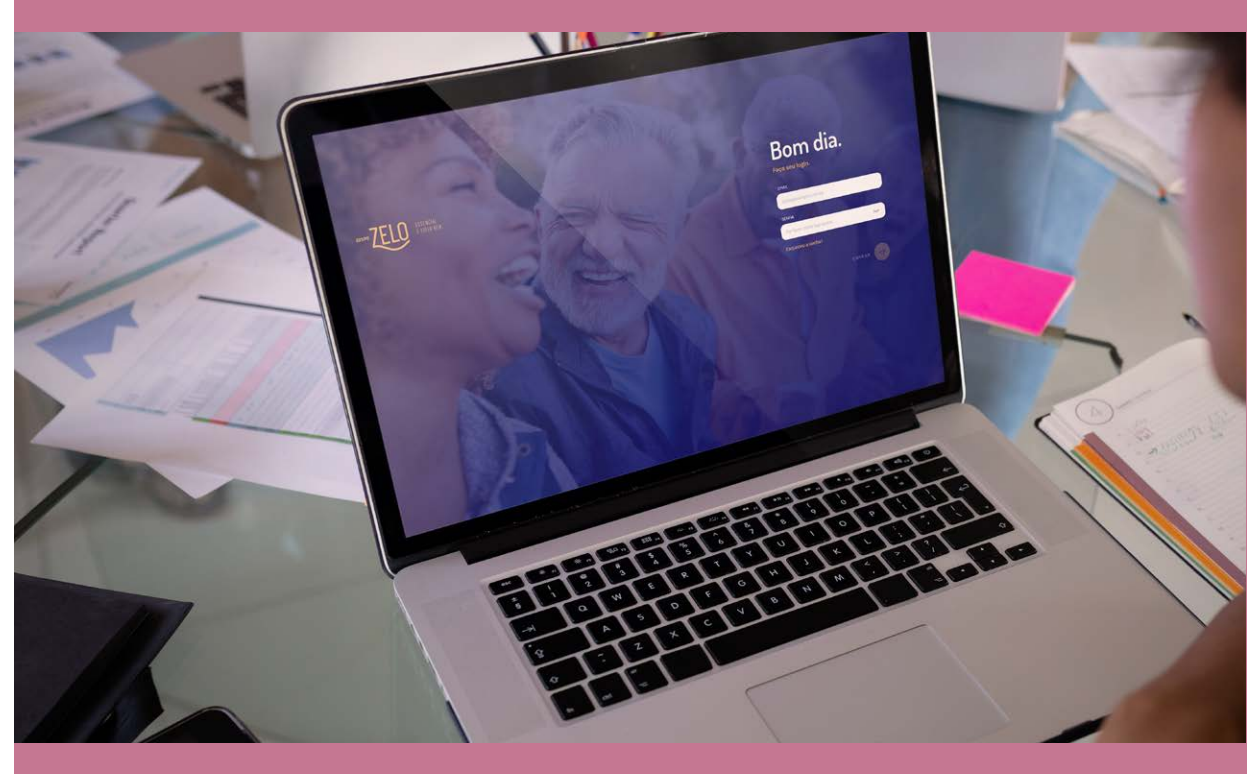
(GRI 3-3)

Grupo Zelo invests in digitally transforming its processes in order to maintain excellence in its services, based on a humanized service that is complemented with practicality and reliability. These are aspects that make all the difference, especially in times of emotional fragility for our clients when they lose a loved one. Internally, digital transformation is an ally for our teams' productivity.

In 2022, our main innovations were related to digital efficiency and advances in digitally transforming internal processes. We also invested in cybersecurity and provided training to our employees on the subject, seeking to spread this knowledge across the areas.

We are proceeding with Plataforma Zelo, a channel designed to facilitate the experience of our customers and sales professionals, by means of automated workflows. Tests on the platform began in 2021 and it was implemented in 2022. The platform is expected to be used across all Group units in 2023. It is a tool developed in a more modern language and features optimized screens.

In terms of digital efficiency and traceability, we have a partner platform for digitally transforming processes with smart technological tools. We are also working on the project for restructuring our institutional website to facilitate navigation for the general audience. The launch is scheduled for the first half of 2023.



**“WE BELIEVE
IN THE CHANGE
MANAGEMENT
CULTURE AS
A FOCUS ON
IMPLEMENTING
IMPROVEMENTS IN
OUR PROCESSES”**

In 2022, more than 30,000 invoices were digitally issued to customers of our cemeteries and funeral services area. We have now unified the issuing of a monthly invoice to our associates. We are also replacing our card payment machines, based on a partnership with one of the world's leading online payments companies, with the integration of debit, credit and PIX modes on Plataforma Zelo.

In our other already deployed initiatives, our purchasing portal grants autonomy for the units to order corporate supply inputs with the possibility of deliveries being made directly at the locations. The steps are recorded in the system and can be monitored by the group's accountable areas.

The HR team also uses technological tools to streamline processes such as booking vacation periods, checking salary receipts, as well as other features available in the company's internal application. We combined our business management system and smart tools to consolidate the performance in different areas with agility and security.

ECONOMIC RESULTS

(GRI 3-3, 201-1, 203-1)

In 2022, our economic performance was influenced by the process of integrating new companies into the portfolio after 2021 became a record period for incorporations of other companies in the funeral industry. We are dedicated to standardizing our processes and implementing a new organizational structure, both of which with a focus on the Group's productivity and operational efficiency.

We consider it a challenging year, with much work that however brought good results. Our gross revenue increased by 51.10% compared to 2021. For 2023, our goal is to continue growing and collaborating with the advancement of the Brazilian sectorial area.

In 2022 we inaugurated or modernized memorials in São Paulo, Rio de Janeiro and Minas Gerais. In addition, we invested R\$ 43 million in infrastructure for the Group's cemeteries, funeral homes and service units. The objective is the continuous improvement in providing the services offered to the community, as well as adapting to providing new services.

Consolidated results	Value (R\$ x 1000)
Assets	1,727,755
Net worth	1,126,128
Liability	601,627
Directly generated Economic Value	Value (R\$ x 1000)
Gross Revenue	530,945
Net revenues	458,641
Distributed Economic Value	Value (R\$ x 1000)
	375,360
Taxes levied on revenue	72,304
Operational costs	(189,705)
Cost with staff	(171,231)
Depreciation, amortization and leases	(58,919)
Outsourced services	(17,104)
Water, energy, internet, and telephone	(9,032)
Retained economic value	12,650

CONSOLIDATED INCOME STATEMENT BY OPERATING SEGMENT (R\$ THOUSANDS)

Amounts in R\$ x 1000	Funeral Plans	Funeral Services	Cemeteries	Benefits	Eliminated	Consolidated
Results						
Net Revenues	314,985	143,274	115,419	4,014	- 119,051	458,641
Costs	- 159,876	- 92,055	- 9,496	- 1,320	73,042	- 189,705
Gross Profit	155,109	51,219	105,923	2,694	- 46,009	268,936
Operational (expenses) revenues						
General, administrative and other	- 143,291	- 111,143	- 49,512	- 5,453	59,339	- 250,060
Income from equity interests	- 6,566	946	- 45,485	-	50,628	- 477
Investment loss	-	-	-	-	-	-
Gain by advantageous purchase	-	-	-	-	-	-
Provision (reversal) for bad debt credits	-	-	- 6,226	-	-	- 6,226
Other operational income/expenses	- 3,169	3,639	- 8,389	10	15,819	7,910

Amounts in R\$ x 1000	Funeral Plans	Funeral Services	Cemeteries	Benefits	Eliminated	Consolidated
Earnings before financial income and expenses						
Earnings						
Revenues	3,077	5,322	2,833	7	-	11,239
Expenses	- 33,672	- 12,116	- 5,922	- 15	-	- 51,725
Profit before income tax and social contribution						
Income tax and social contribution						
Current	-	- 160	- 16,947	-	-	- 17,107
Deferred	1,915	23,137	1,898	945	-	27,895
Net profit in fiscal year	- 26,597	- 39,156	- 21,827	- 1,812	79,777	- 9,615

EXCELLENCE IN OUR WORK

(GRI 2-7, 202-2, 401-1, 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 404-1, 404-2, 404-3, 405-1)

Our mission to inspire Zelo (zeal) at all times has a strong connection with the people who make up our Company. In 2022, our employees' resilience was fundamental for us to deal with the new institutional guidelines, in searching for integration after a period of significant expansion, aiming at productivity and operational efficiency.

A new organizational structure has guided our work with teams and management by region, seeking a more integrated view of the areas and operations, working closer to the cultural particularities of the different regions in the country in which we are present.

The changes, added to a challenging period from a macroeconomic point of view in the country with greater market volatility, led to optimizing positions, which meant reducing the staff and new leadership positions, for example, in the operations and financial areas. Thus, the Company closed the year with 3,025 direct employees.

Faced with a scenario with relevant adaptations, we increased our recognition of the leaderships' role for our teams. Our directors are located at the company's headquarters and monitor the regional operations that are under their responsibility. This way, in 2022, we advanced with important projects in the Human Resources (HR) area, such as Conecta Líder, a training program for developing managerial leadership geared for managers, coordinators,



and supervisors. During the year, more than 460 hours were dedicated to the project, and 178 leaders were trained. The focus on adapting and integrating also led us to not make the annual performance assessment in 2022 and schedule its resumption for 2023.

Another notable fact was the restructuring of the People Committee aiming to support the Board of Directors in developing our employees. The benefits package contributes to valuing and retaining talent. At the end of the year, permanent employees' benefits included life insurance, health insurance, disability and invalidity aid, and maternity and paternity leave.

Additionally, we aim to evolve practices for fostering Diversity, Equity, and Inclusion at Grupo Zelo in the coming years. In 2022, we performed internal actions aimed at the agenda, in addition to projecting initiatives for 2023, such as increasing the number of persons with disabilities in the workforce.

NOSSOS NÚMEROS

(GRI 2-7, 2-8, 401-3)

3025
EMPLOYEES

1538
WOMEN

1487
MEN

1053 HIRES

2220 DISMISSALS

	Midwest	Northeast	North	Southeast	South	TOTAL
Female	30	461	15	1032	0	1538
Male	37	581	21	848	0	1487
Other	0	0	0	0	0	0
Not declared	0	0	0	0	0	0
TOTAL	67	1042	36	1880	0	3025

	Right to take maternity/ paternity leave	Took maternity/ paternity leave	Returned from maternity/ paternity leave	Returned from maternity/ paternity leave and continued to be employed twelve months after their return to work
Women	1538	97	85	32
Men	1487	-	-	-



PERMANENT EMPLOYEES BY GENDER AND REGION

	Midwest	Northeast	North	Southeast	South	TOTAL
Female	30	456	15	1023	0	1524
Male	37	579	21	842	0	1479
Other	0	0	0	0	0	0
Not disclosed	0	0	0	0	0	0
TOTAL	67	1035	36	1865	0	3003

TEMPORARY EMPLOYEES BY GENDER AND REGION

	Midwest	Northeast	North	Southeast	South	TOTAL
Female	0	5	0	9	0	14
Male	0	2	0	6	0	8
Other	0	0	0	0	0	0
Not disclosed	0	0	0	0	0	0
TOTAL	0	7	9	15	0	22

Within our staff, we have nine interns who perform administrative functions. Outsourced labor contracts are the responsibility of the partners and corresponding teams of the Company's suppliers.

At Grupo Zelo, we adopted the OHS (Occupational Health and Safety) Management System for our employees. In 2021, the Proteger Program was implemented by SESMT with the aim of expanding the Occupational Health and Safety culture at the Company based on awareness-raising tools such as training, lectures, research, and other initiatives.

As a way of preventing accidents, in 2022 we monitored our fleet, since, in our business, the identified risk with the greatest contribution to typical accidents is vehicle driving. The measures for reducing exposure to risk in vehicle driving, include telematic control, Defensive Driving training, and penalties via Consequences Policy for unsafe actions. In 2022, 53 accidents were recorded, seven of which resulted in leaves.

CUSTOMER SATISFACTION

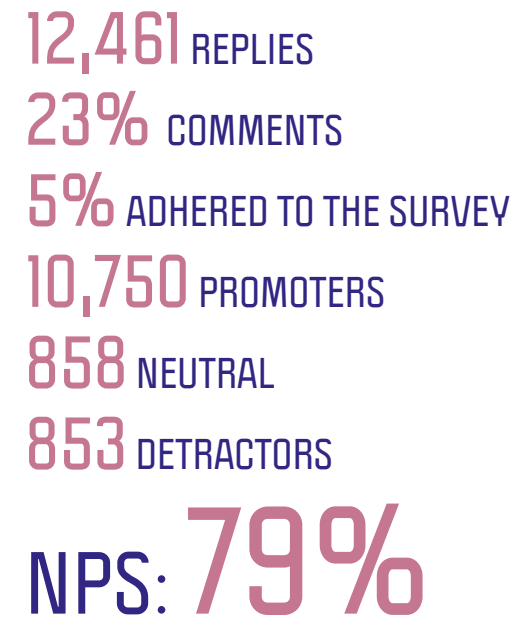
(GRI 3-3, 2-25)



Customer satisfaction, whether internal or external, is the key to sustainable management. To the extent that relationships are managed in pursuit of excellence, the focus of the business proposed by Grupo Zelo achieves the expected results, aiming at lasting and reliable relationships. These are commitments set forth in our Code of Ethics, which is designed to ensure providing quality and excellent funeral services through humane and professional service, with accountability and ethics, to ensure full customer satisfaction, which also involves stakeholders including our employees, suppliers and shareholders.

Another relevant internal guideline that we abide by is our Quality Policy, which details our commitment to providing family assistance services, under the highest quality practice standards in the industry. This way, we are committed to our customers' needs and expectations, in addition to meeting and respecting the applicable legal requirements, which makes us a competitive company that respects people while showing sustainable growth. Our Quality Management System also seeks continuous process improvement, working with integrity, transformation, and professionalism.

General Survey | NPS 2022



As a tool for measuring the quality of our work, we use the NPS (Net Promote Score) methodology. To measure it, we equalize the service provided to diversified audiences, including customers who had face-to-face assistance at one of our units, customers who underwent the experience of a funeral service, customers from our plan database, and customers who are part of the Cemetery database. The survey was made through SMS messages, and in 2022 we reached an NPS of 79% (percentages between 75% and 100% are considered excellent), which demonstrates our customers' level of loyalty and trust in our work, in addition to consistency of quality in the last two years, during which the index remained at the same level.

We also made after-sales surveys, checking how the sales process and registration confirmations went, and post-death surveys, measuring the customers' first contact for reporting a death, going through questions related to the undertaker's service, decorations, quality of the wreath, chosen funeral home, delivery and quality of the snack kit, and others. When we identify any customer dissatisfaction, a ticket is opened on our platform, and we submit it to a process of investigation and response to the complaints. With regard to telephone service, at the end of each call, customers are invited to assign a score from 0 to 10 regarding the service received.

One of the examples of engagement with our stakeholders is regarding our conduct after a complaint was filed post-death. The contact of the unit that received the customer complaint followed the process of the method called LAST, which in English means: Listen, Apologize, Solve, and Thank You, and it was possible to demonstrate our good service and leave a positive perception about how we perform our work in cases of complaints, solving customers' problems.

CERTIFIED EXCELLENCE

(GRI 2-28)

During the integration phase of the incorporated companies and in new processes and guidelines focused on the company's productivity, one of the priorities was to maintain our characteristic standard of quality of services offered in all units. An achievement to be



Memorial Contorno



QMS Certification Services

shared was certification with the ISO 9001 quality seal. The seal is awarded by the International Organization for Standardization (ISO), and is an international standard for organizations' quality management systems. We received it in 2021 and remained with the seal in 2022. The recognition was conferred to the Gameleira thanatopraxy Laboratory, Memorial Contorno, the Shares Services Center (in Portuguese CSC) and related Corporate Processes.

In 2022, the Company was recognized by the 2022 Quality & Excellence Award by Acembra/Sincep (Union of Private Cemeteries and Crematoria in Brazil), in the "Best Management Practices" category with a case of the Memorial da Paz Cemetery, located in the municipality of Maracanaú, in the Fortaleza, Ceará metropolitan area.

RA1000

We have the RA 1000 seal, which recognizes companies that have achieved excellent service ratings on the ReclameAqui consumer complaints website, which increases consumer confidence and positively influences our reputation.

STAKEHOLDER RELATIONS

(GRI 2-6, 2-24, 204-1, 414-1)

We consider the perceptions of our stakeholders in our work, valuing their needs and expectations. Their contributions even gave rise to our **materiality matrix**, a management tool used by the Company's senior leadership in their decisions.

This way, we adopt a series of measures among the different audiences with whom we relate, for generating value for society. In the supply chain, we work with specific domestic suppliers for the funeral market, in addition to traditional partners and corporations in different industries. As we operate in different regions of the country, we prioritize suppliers in each branch's region, seeking to contribute to local economic development.

Along these lines, in April 2022, we launched the **Supplier's Manual**, a document that establishes procedures and criteria to be followed by all of the Company's active suppliers. The purpose of the document is to inform and standardize integrity assessment processes in acquiring/contracting products and services, establishing robust governance and efficient processes, resulting in suppliers that are effectively partners in line with our principles.



We understand the importance of working with suppliers committed to good socio-environmental practices and guided by ethical and transparent principles. At the end of 2022, our relationship base was made up of around 4,100 suppliers of consumer goods and materials, service providers, consultancies, and others. Supplying products and services with quality and flexibility is strategic for our business. Our supply chain has a direct influence on our customers' experience at a crucial moment in their lives. In addition, we impact communities and the economy in the regions where we operate, where we are often the largest employer.

In 2022, we started a new stage in evaluating our suppliers, and created criteria for them to undergo due diligence, a reputational evaluation process based on public information, an established integrity matrix, and the scope of work to be performed. In addition, we request the presentation of documents proving good practices for suppliers with noted warning signs or for those belonging to certain categories.

SUPPORT TO SOCIAL INITIATIVES

Our work also includes actively supporting social projects, aiming to provide better living conditions for society. One of our partners is Instituto Mano Down.

MANO DOWN

Grupo Zelo is a partner of Instituto Mano Down, a non-profit institution whose goal is to foster inclusion and autonomy of people with Down syndrome and other disabilities. In 2022, the institute's youth choir was part of the All Souls Day program in the group's different cemeteries in Minas Gerais. The choir took part in the celebrations honoring the loved ones of so many families that the company serves.



“O MUSEU ATRAVESSA A CIDADE” PROJECT

“O Museu Atravessa a Cidade” project proposes educational interventions with the community of early childhood education institutions in Belo Horizonte’s Municipal Education Network, expanding scientific and cultural dialogue with the city and fostering knowledge about education, technology, and sustainability. It is organized by MM Gerdau – Museu das Minas e do Metal, through the Belo Horizonte Municipal Culture Incentive Law, and sponsored by Grupo Zelo. In 2022, more than 20 visits were made to 10 schools with more than 40 educational actions and more than 850 children served. During the year, 18 meetings were also held between MM Gerdau educators and more than 380 education professionals from schools participating in the project.

SAF SOCIAL

A partnership was made in 2021 between Grupo Zelo and the non-profit institution SAF SOCIAL in the Salgueiro municipality, in the Pernambuco State hinterland. In 2022, R\$ 30,000 were transferred as part of the R\$ 60,000.00 contribution initiated in 2021. The institution performs activities for advancing income generation for needy people, through courses and workshops that encourage local entrepreneurship for marketing traditional products. Additionally, the Institution helps needy families with the donation of staple food baskets, raising financial resources by selling new and used products and supporting events on commemorative and health dates.



CARING FOR THE ENVIRONMENT

(GRI 2-26, 303-1, 303-3, 303-5, 305-1, 305-2, , 306-1, 306-2, 306-3, 306-5)



Maturity of the funeral industry in Brazil is one of our biggest challenges, since the funeral business is still not fully regulated by Brazilian environmental legislation, and there are local specificities in the different municipalities in which we operate. This way, we seek to diagnose impacts and implement sustainable development initiatives based on the guidelines of Grupo Zelo's Environmental and Social Management System ([learn more in Sustainability Agenda](#)).

Considering the growth strategy via incorporations adopted by the Company in recent years, assessing the incorporated companies' environmental impacts is critical. Our Sustainability area is involved in diagnosing possible environmental adjustments required for the units to be incorporated, by means of an environmental due diligence process created in 2020 and enhanced in 2021. This process is performed in cemeteries, crematories, and funeral services. Documents related to environmental regulations (environmental rules and laws) are analyzed. Moreover, technical visits are made (in person and remotely) for producing an environmental assessment report. The results go through the Investments and Finance Committee and are subsequently submitted to the Board of Directors.

We understand that the operations that have the most significant socio-environmental risks are cemeteries, crematories, and units that perform the body preparation service using thanatopraxy techniques. These aspects are part of Grupo Zelo's Risk and Control Management Program launched in 2021. Additionally, the Company works in accordance with Grupo Zelo's Social and Environmental Policy developed in 2020 to ensure environmental management through standard procedures and practices that seek to mitigate the impacts of our operations.

WASTE MANAGEMENT

To manage waste and its impacts, we have specialized and qualified suppliers under contract, in addition to training operating unit managers. Whenever a new unit is incorporated by the Group, the Sustainability area conducts integration training, in which the main instructions regarding types of waste, ways of packaging, storage and disposal are passed on. The goal is for these units to be duly compliant within three months of their incorporation.

We improved our supplier evaluation process regarding proper waste disposal practices. In 2022, the evaluations resulted in the approval of all suppliers as capable of providing services to Grupo Zelo, providing security to our operations regarding correct disposal.

Our online platform for document signatures adopted in 2021 provides more agility in the hiring process while reducing the use of paper. In 2022, we achieved significant impact reductions, avoiding the use of 1,875 kg of wood and 46,076 liters of water, as well as prevented 4,401 kg of carbon emissions and 304 kg of garbage.

In our final disposal work, 96.85 metric tons of hazardous category waste and 1,219.06 metric tons of non-hazardous waste were properly disposed of.

CICLOS PROGRAM

Guided by Grupo Zelo's socio-environmental policy, the Ciclos Program was developed in 2020 to address sustainability issues and perform awareness and socio-environmental responsibility actions with our stakeholders. On a monthly basis, it covers the communication fronts with a program of initiatives and newsletters for internal and external audiences, along with training and meetings related to Sustainability.

EMISSION MAPPING

The Greenhouse Gas (GHG) Emissions inventory is our tool to identify and monitor our operations' impact on the climate. We use this material as a guide for continuous improvement in collecting information regarding the company's GHG emissions.

The methodology used for developing the inventory follows the Brazilian GHG Protocol Program and accounts for greenhouse gas emissions from Grupo Zelo units, using metric tons of equivalent carbon dioxide (tCO₂e) as a measurement unit.

Direct emissions resulting from the Company's activities (scope 1) in cemeteries, crematories, funeral services, and offices, and emissions originating from generating electricity consumed by the whole company (scope 2) from January to December 2022 were taken into consideration.

In the period, we reduced the number of vehicles in our fleet and their routes, seeking to optimize our operations. We also considered closing some units. In addition, at the end of 2021, there were several incorporations in the country's Northeast region, some of which accounted for only two months in that year's inventory. In this scenario, the database history is not enough for a deep analysis of CO₂e emission reductions and/or increases.

Overall, Grupo Zelo's total GHG emissions in 2022 were 3,152 tCO₂e, with a 273 tCO₂e reduction when comparing the total 2021 inventory (3,425 tCO₂e). Broken down by scopes, the reductions occurred from 3130 tCO₂e in 2021 to 2950 tCO₂e in 2022, representing a 180 tCO₂e reduction in scope 1. In scope 2, the acquired energy went from 295 tCO₂e to 202 tCO₂e in 2022, reduced by 93 tCO₂e. It is inferred that the reduction in number of units may have had an impact on reducing energy consumption.

Regarding biogenic emissions, in 2022 there were 627 (t) of biogenic CO₂e and in 2021 there were 635 (t) of biogenic CO₂e. The Company's fleet corresponded to 927 automobiles in 2021, and in 2022 it was reduced to 841. Even with the fleet reduction, there was an increase in biogenic CO₂ consumption.

It is important to consider that, in Grupo Zelo's case, the most relevant source of emissions is its own fleet of vehicles, equivalent to 82% of the GHG emitted by the company in 2022. Another important point is that, as part of our service provision we transfer the body after death occurs. This way, the increased demand for funeral and cemetery services may impact the increase in emissions from mobile fuel. As an analysis, the document points to investment in biofuels as a compensatory measure seeking to reduce this impact. In Scope 2, the evaluation provided an opportunity to continue investing in energy from renewable sources in the free market or in distributed generation mechanisms (for low-intensity administrative units).

Scope	Emission Sources		Emissions (tCO ₂ e)	Share of total emissions (%)	Emissions (tCO ₂ e)	Share of total emissions (%)
			2021		2022	
Scope 1	Stationary combustion	LPG burned in crematoriums, burn tests, and gas used in pantries and kitchens	449	13%	361	12%
	Mobile combustion	Vehicle Fleet	2681	78%	2589	82%
Subtotal - Scope 1			3130	91%	2950	94%
Scope 2	Purchased Energy	Electric Energy purchase - Location	295	9%	202	6%
Subtotal - Scope 2			295	9%	202	6%
TOTAL (tCO₂e)			3425	100%	3.152	100%

Note: refrigerant gases were not accounted for in the 2022 inventory.



WATER CONSUMPTION

Most of Grupo Zelo’s operations consume water from the supply company’s sources and its consumption data is monitored via an account management system with manual verification of the data. At the same time, we are mapping the funeral service units - administrative units, chapels, wakes, and thanatopraxy rooms - that have wells/cisterns for drawing underground water.

Shown below are data on water intake and consumption, in megaliters:

2022	Supply water (in megaliters)	Underground water (in megaliters)
Water intake	0.00914 (cemeteries)	43,44581 (cemeteries) and 0.70436 (funeral homes)
Water consumption	54.045904	0.04415017

In cemetery units that are in the park model, water usage normally includes sanitary facilities, landscaping with burial block irrigation, sprinklers on roads and cleaning the premises. The highest consumption is directed to landscaping due to the large green areas that are typical in this type of development.

Continuous monitoring of our water consumption from underground sources with unit managers takes place through data collection and water meters. Surface water collection occurs in two units, one from upwelling and the other collection from a reservoir. For funeral homes, we are still in the mapping phase of units with artesian wells. In 2022, we monitored consumption at 2 units and, at the end of the year, we began monitoring another 4 identified wells, which will be measured over a longer history in next year’s reports.

To raise awareness among our employees and encourage water saving, a training program created in 2021 with the theme “Conscientious Water Consumption” is available at *Universidade Zelo*, our training and course portal. The content can be accessed by all employees and contains relevant information with guidelines for saving water use in processes such as vegetation irrigation, cleaning facilities, washing vehicles, and using toilets and kitchens. In addition, educational campaigns were performed at the administrative headquarters to strengthen access to information.



EFFLUENT GENERATION

We know that regarding water-related impacts, we generate domestic effluents and non-domestic effluents, as well as a colliquative liquefaction product better known as necro slurry.

Non-domestic effluents are generated in the units that perform thanatopraxy. Due to the extraction of body fluids, these effluents feature a high content of organic load and suspended solids. At Grupo Zelo, in the due diligence process, the non-domestic effluent generating units that have pre-treatment system are mapped. When finding out that a unit does not have this system, the Sustainability area draws up a plan for adapting, which consists of preparing a project that is consistent with the type of generated effluent and subsequent implementation of the system.

In the burial process, especially in horizontal cemeteries, there is the possibility of the necro slurry contacting the soil and/or groundwater, which may cause damage to soil and water quality. We have water quality monitoring wells installed in eight of the Group's eleven operational horizontal cemeteries. These wells allow water to be collected for quality analysis.

ENERGY CONSUMPTION

(GRI 302-1)

In 2022, we consumed 4810,1 MWh of electric energy. Our consumption also involves renewable and non-renewable fuels consumed by our vehicles, which are distributed in consolidated sources in the table below:

Line Labels	Grand Total in liters
Arla 32	1858.143963
Diesel	54700.02634
Diesel S10	273788.7381
Diesel S50	45.38
Ethanol	64978.72695
Ethanol with Additive	238.03
Premium Gasoline	3159.83
Plain Gasoline	1069036.681
GRAND TOTAL	1,467,805.56
LGP (kg)	122957.4466



MENU

3_ Message from the President

6_ Message from the Chairman of the Board

8_ Message from Sustainability Leadership

10_ 2022 Highlights

13_ Our way of being

33_ Performance in 2022

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TARGETS AND COMMITMENTS FOR 2023

2023 TARGETS - GRUPO ZELO

We carried out a meticulous work with a consultancy contracted in 2022 for reaching our strategic goals. The medium-term vision we have defined is: **to be the best and largest group in the funeral industry in Brazil by 2025.**

BUSINESS

- » Continue to grow nationally, and the major milestones for next year include starting concession operations in the municipality of São Paulo.
- » Launch Grupo Zelo's new institutional website, focused on facilitating online funeral plan contracting and navigation for the general public.
- » All Group units using the Zelo Platform.

GOVERNANCE

- » Grupo Zelo's governance is unprecedented in the industry. In 2023, we will continue organizing the Integrity Week, an event aimed at presenting the main compliance, governance indicators and risks related to the company, in addition to fostering a change in culture in our industry.
- » The company's Risk Matrix continues to be a tool for supporting the Company's strategies, developing action plans and regular reports for the Board of Directors. We will proceed with a qualitative and quantitative analysis of our risk environment, in addition to implementing key risk indicators (KRIs) to bring additional security and contribute to achieving Grupo Zelo's objectives.



PEOPLE

- » The People Committee that was restructured in 2022, remains a forum for aligning people management practices and rewards with the company's challenges and best market indicators.
- » The annual performance evaluation will resume
- » The leadership development program launched in 2022 for training leaders and improving the assessment of their skills will continue.
- » We will continue to evolve practices for encouraging Diversity, Equity, and Inclusion.

INNOVATION

- » Expand the use of the Zelo Platform to all the Group's units and launch new functionalities.
- » Continuous investment in digital transformation of processes.

THE ENVIRONMENT

- » File 100% of licensing of cemetery activities and thanatopraxy laboratories for Zelo Group units incorporated by 2022.
- » Regularize 100% of the disposal of waste from the Group's healthcare services.
- » Continue developing the Sustainability Report in accordance with GRI norms.
- » Maintain ISO 14001:2015 Certification at the administrative headquarters (GSC) and at the Bosque das Águas Claras Cemetery and Crematorium unit

SOCIAL

- » Continue the search for new possibilities to support projects via the tax incentive law.



MENU

3	Message from the President
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ABOUT THE REPORT

(GRI 2-2, 2-3)

This report was prepared in accordance with the GRI Guidelines, and there was no need for any reformulation. It covers the period from January 1st to December 31st, 2022 and complies with the principles of context (balance), completeness, materiality, and stakeholder inclusion. Its content was established prioritizing the themes highlighted in the Zelo Group's Materiality Matrix, aiming to share information of greater interest to the company's audiences (stakeholders).

The financial information presented here was audited by PwC and published in a broadly circulated newspaper, being presented as the controlling company (CBPF - Companhia Brasileira de Planos Funerários) and consolidated (other Group companies).

Non-financial information has not yet been externally verified.

Questions, comments and suggestions can be sent to:

sustentabilidade@grupozelo.com.

GRI CONTENT SUMMARY



2023

DECLARATION OF USE

Grupo Zelo reported the information in accordance with GRI standards, referring to the period from January 1, 2022 to December 31, 2022.

For the Content Index - Essentials Service assessed that the content is properly presented, clearly and consistently with the standards. Disclosures references 2-1 to 2-5; 3-1 and 3-2, are aligned with the appropriate sections in the body of the report.

The work was performed on the Brazilian Portuguese version of the report.

GRI 1 used	GRI 1 - Fundamentals 2021						
General disclosure	Content	Location - Chapter	Location - Sub-Chapter	SDG	Pages	Omission	
						Reason	Explanation
GRI 2: General Content 2021	2-1: Organization details	Our Way of Being	0 Grupo Zelo; How we work; Where we are		13, 17 and 19		
	2-2: Entities included in the organization's sustainability report	Our Way of Being	Grupo Zelo		15 and 50		
	2-3: Reporting period, frequency, and point of contact	About the Report			50		
	2-4: Information reformulation				50		
	2-5: External verification				50		
GRI 2: General Content 2021	2-6: Activities, value chain, and other business relationships	Our Way of Being	Grupo Zelo; Our Trajectory		13 and 15		
		Performance 2022	Stakeholder Relations		13, 17 and 42		
	2-7: Employees	Performance 2022	Excellency in our work; Our figures		37 and 38		
	2-8: Workers who are not employees	Performance 2022	Our Figures		38		

GRI 2: General Content 2021	2-9: Governance structure and its composition	Our Way of Being	Governance structure	16	21		
	2-10: Appointment and selection to the highest governance body	Our Way of Being	Governance structure	16	21		
	2-11: President of the highest governance body	Our Way of Being	Governance structure	16	21		
	2-12: Role played by the highest governance body in supervising impact management	Our Way of Being	Governance structure	16	21		
	2-13: Delegation of responsibility for impact management	Our Way of Being	Risk Management	16	30		
	2-14: Role played by the highest governance body in sustainability reporting	Our Way of Being	Risk Management	13	30		
	2-15: Conflicts of Interest	Our Way of Being	Governance structure	10	21		
	2-16: Communicating Crucial Concerns	Our Way of Being	Governance structure	16	21		
	2-17: Collective knowledge of the highest governance body	Our Way of Being	Governance structure	16	21		
	2-18: Assessing the performance of the highest governance body	Our Way of Being	Governance structure	16	21		
	2-19: Compensation Policies	Our Way of Being	Governance structure	16	21		
	2-20: Process for establishing remuneration	Our Way of Being	Governance structure	16	21		
	2-21: Proportion of total annual remuneration	Our Way of Being	Governance structure	16	21		
GRI 2: General Content 2021	2-22: Declaration on sustainable development strategy	Message from the President and of the Chairman of the Board	Message from the President and of the Chairman of the Board	13	3 and 6		
	2-23: Policy Commitments	Our Way of Being	Ethics and Integrity	10, 16	24		
	2-24: Incorporating policy commitments	Our Way of Being	Governance structure	16	21		
		Our Way of Being	Stakeholder Relations	16	24 and 42		
	2-25: Processes for repairing negative impacts	Our Way of Being	Ethics and Integrity		24		
		Our Way of Being	Customer satisfaction		40		
	2-26: Mechanisms for counseling and hearing concerns	Our Way of Being	Ethics and Integrity		24		
		Performance 2022	Care with the environment		26		
2-27: Compliance with laws and regulations	Our Way of Being	Ethics and Integrity	10, 16	24 and 30			
2-28: Participation in associations	Performance 2022	Certified Excellency	1, 13	41			

GRI 2: General Content 2021	2-29: Approach to stakeholder engagement	Our Way of Being	Transparent Communication and Sustainability Agenda	10	28 and 31		
	2-30: Collective bargaining agreements			17	-	Not applicable	We do not make collective agreements
GRI 3: Material Themes 2021	3-1: Material theme definition process	Our Way of Being	Sustainability Agenda		31		
	3-2: List of material themes	Our Way of Being	Sustainability Agenda		31		

Material topics	Content	Location - Chapter	Location - Sub-Chapter	SDG	Pages	Omission	
						Reason	Explanation
Economic results generation							
GRI 3: Material Themes 2021	3-3: Material theme management	Performance 2022	Economic Results		35		
GRI 201: Economic results generation	201-1: Generated and distributed direct economic value	Performance 2022	Economic Results	8, 9	35		
	201-2: Financial implications and other risks and opportunities arising from climate change			8, 13	-	Not applicable	We still do not describe the risk related to climate change.
	201-3: Defined Benefit Plan Obligations and Other Retirement Plans			8	-	Unavailable/Incomplete information	The company does not measure this indicator
	201-4: Financial support received from the government			8	-	Unavailable/Incomplete information	The company does not have loans or incentives from the Government and we do not have tax subsidies.
GRI 202: Market Presence 2016	202-1: Ratio between the lowest wage and the local minimum wage, with breakdown by gender			10	-	Not applicable	We do not have a significant number of employees who receive salaries tied to the minimum wage.
	202-2: Proportion of Board members hired from the local community	Performance 2022	Excellence at work	10	37		
GRI 203: Indirect Economic Impacts 2016	203-1: Investment in infrastructure and support for services	Performance 2022	Economic Results	8, 9	35		
	203-2: Significant indirect economic impacts			1, 9	-	Unavailable/Incomplete information	The company does not measure this indicator
Client Satisfaction							
GRI 3: Material Topics 2021	3-3: Material theme management				40		
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints regarding breach of privacy and loss of customer data				-	Not applicable	We had no complaints related to leaks, theft or loss of customer data.

Innovation for process improvements							
GRI 3: Material Topics 2021	3-3: Material theme management				34		
Active and Transparent Communication							
GRI 3: Material Topics 2023	3-3: Material theme management				28		
GRI 417: Marketing and Labelling 2016	417-1: Requirements for information and labelling of products and services	Our Way of Being	Communication Channels		28		
	417-2: Cases of non-compliance regarding information and labelling of products and services				-	Not applicable	There is no labelling of products and services that violate applicable laws and that result in fines or penalties.
	417-3: Cases of non-compliance regarding marketing communication				-	Not applicable	There is no labelling of products and services that violate applicable laws and that result in fines or penalties.
Ethics and Transparency							
GRI 3: Material Topics 2021	3-3: Material theme management				24		
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	Performance 2022	Performance 2022		42		
GRI 205: Combating Corruption 2016	205-1: Operations assessed for risks related to corruption	Our Way of Being	Ethics and Integrity	16	24		
	205-2: Communication and training in anti-corruption policies and procedures	Our Way of Being	Ethics and Integrity	16	24		
	205-3: Confirmed cases of corruption and measures taken	Our Way of Being	Ethics and Integrity	16	24		
GRI 206: Unfair Competition 2016	206-1: Lawsuits for unfair competition, trust, and monopoly practices	Our Way of Being	Ethics and Integrity	10, 16	24		
GRI 207: Taxes 2019	207-1: Tax approach	Our Way of Being	Governance structure	16	22		
	207-2: Fiscal risk governance, control, and management	Our Way of Being	Governance structure	16	21		
	207-3: Stakeholder engagement and managing their tax concerns	Our Way of Being	Governance structure	10, 16	22		
	207-4: Country-by-country reporting				-	Not applicable	Grupo Zelo is only present in Brazil.
GRI 414: Social Assessment of Suppliers 2016	414-1: New suppliers selected based on social criteria	Performance 2022	Stakeholder Relations	10	42		
	414-2: Negative social impacts on the supply chain and actions taken				-	Not applicable	No company in the group analyzed in 2022 was convicted of child or slave labour. Suppliers were evaluated on general criteria, not just social ones.
GRI 415: Public Policies 2016	415-1: Political contributions				-	Not applicable	No donations or non-compliances/reports related to donations or political contributions made on behalf of Grupo Zelo were identified in 2022.

Thematic norms	Content	Location - Chapter	Location - Sub-Chapter	SDG	Pages	Omission	
						Reason	Explanation
GRI 302: Energy 2016	302-1: Energy consumption within the organization	Performance in 2022	Energy consumption	7	47		
	302-2: Energy consumption outside the organization			7	-	Not applicable	Indicator not measured by the organization.
	302-3: Energy intensity				-	Not applicable	Indicator not measured by the organization.
	302-4: Reducing energy consumption			7	-	Not applicable	The organization has no targets for reducing energy consumption.
	302-5: Reductions in energy requirements for products and services				-	Not applicable	Indicator not measured by the organization.
GRI 303: Water and Effluents 2018	303-1: Interactions with water as a shared resource	Performance in 2022	Care with the environment	6	44		
	303-2: Managing impacts related to water disposal			6	-	Unavailable/Incomplete information	We do not have established minimum standards.
	303-3: Water collection	Performance in 2022	Care with the environment		44	Unavailable/Incomplete information	We do not have information regarding areas with water stress.
	303-4: Water disposal			6	-	Not applicable	Indicator not measured by the organization.
	303-5: Water consumption	Performance in 2022	Care with the environment	6	44		We do not measure disposal, we only have collection data.
GRI 305: Emissions 2016	305-1: Direct (Scope 1) greenhouse gas (GHG) emissions	Performance in 2022	Care with the environment	13	44		
	305-2: Indirect (Scope 2) greenhouse gas (GHG) emissions from energy acquisition	Performance in 2022	Care with the environment	13	44		
	305-3: Other indirect (Scope 3) greenhouse gas (GHG) emissions			13	-	Not applicable	We do have no control over value chain emission data (scope 3 in the inventory)
	305-4: Intensity of greenhouse gas (GHG) emissions				-	Not applicable	Data control and presentation is being standardized.
	305-5: Reducing greenhouse gas (GHG) emissions			13	-	Not applicable	The Zelo Group does not yet have established GHG reduction targets.
	305-6: Emissions of substances that destroy the ozone layer (ODS)				-	Not applicable	Scope 1 fugitive emissions are not measured by the Company.
	305-7: Emissions of NOx, SOx and other significant atmospheric emissions				-	Not applicable	Indicator not measured by the organization.
GRI 306: Residues 2020	306-1: Waste generation and significant waste-related impacts	Performance in 2022	Care with the environment	12	44		
	306-2: Managing significant waste-related impacts	Performance in 2022	Care with the environment	12	44		
	306-3: Waste generated	Performance in 2022	Care with the environment	12	44		
	306-4: Waste not intended for final disposal			12	-	Not applicable	Waste with a specific category is disposed of correctly.
	306-5: Waste intended for final disposal	Performance in 2022	Care with the environment	12	44	Unavailable/Incomplete information	The company does not adopt fragmented data with and without energy recovery.

GRI 308: Environmental Assessment of Suppliers 2016	308-1: New suppliers selected based on environmental criteria			13	-	Unavailable/Incomplete information	Indicator is not measured.
	308-2: Negative environmental impacts of the supply chain and measures taken			13	-	Unavailable/Incomplete information	We do not extend our assessment of environmental criteria to the supply chain.
GRI 404: Training and Education 2016	404-1: Average hours of training per year, per employee	Performance in 2022	Excellence at work	1,4	37		
	404-2: Programs for improving employee skills and assistance with career transition	Performance in 2022	Excellence at work	4	37		
	404-3: Percentage of employees who received regular performance and career development reviews	Performance in 2022	Excellence at work	4	37		
GRI 401: Employment 2016	401-1: New Hires and Employee Turnover	Performance in 2022	Excellence at work	5	37		
	401-2: Benefits offered to full-time employees that are not offered to temporary or part-time employees	Performance in 2022	Excellence at work	5	37	Not applicable	There was no distinction among the group's units. They were all treated the same way.
	401-3: Maternity/paternity leave	Performance in 2022	Our Figures	5	37	Unavailable/Incomplete information	We have no data regarding paternity leaves.
GRI 402: Labour Relations 2016	402-1: Minimum notice period for operational changes				-	Not applicable	We do not have a minimum deadline for informing our employees and representatives regarding operational changes.
GRI 403: Occupational Health and Safety 2018	403-1: Occupational Health and Safety	Performance in 2022	Excellence at work	3	37		
	403-2: Hazard identification, risk assessment, and incident investigation	Performance in 2022	Excellence at work	3	37		
	403-3: Occupational health services	Performance in 2022	Excellence at work	3	37		
	403-4: Participation of workers, consultation, and communication to workers regarding health and safety at work	Performance in 2022	Excellence at work		37		
	403-5: Training workers in occupational health and safety	Performance in 2022	Excellence at work	3	37		
	403-6: Fostering worker health	Performance in 2022	Excellence at work	3	37		
	403-7: Preventing and mitigating occupational health and safety impacts directly linked to business relationships	Performance in 2022	Excellence at work	3	37		
	403-8: Workers covered by an occupational health and safety management system			3	-	Not applicable	There is no specific third-party OHS management monitoring and control system. No (fixed) third-party workers excluded from the count.
	403-9: Labor accidents	Performance in 2022	Excellence at work	3	37		
	403-10: Occupational diseases			3	-	Not applicable	No occupational illnesses were recorded.

GRI 416: Consumer Health and Safety 2016	416-1: Assessment of health and safety impacts caused by product and service categories			3	-	Not applicable	SESMT team activities are regulated and assigned directly to employees.
	416-2: Cases of non-compliance regarding health and safety impacts caused by products and services			3	-	Not applicable	There were no cases in this profile.
GRI 405: Diversity and Equal Opportunities 2016	405-1: Diversity in governance bodies and employees	Performance in 2022	Excellence at work	5	37		
	405-2: Proportion between base salary and remuneration received by women and men for each functional category, by important functional units			5	-	Not applicable	There is no classification of any units as important.
GRI 406: Non-discrimination 2016	406-1: Cases of discrimination and corrective measures taken	Our Way of Being	Ethics and Integrity	5	26		
GRI 410: Safety Practices 2016	410-1: Security personnel trained in human rights policies or procedures				-	Not applicable	No specific training in the Human Rights environment was performed.
GRI 413: Local Communities 2016	413-1: Operations with engagement, impact assessments, and development program aimed at the local community			1	-	Not applicable	We have no impact assessments and/or development programs aimed at the local community.
	413-2: Operations with actual or potential significant negative impacts on communities			1	-	Unavailable/Incomplete information	We understand that the operations with the most significant environmental risks are the cemeteries, given the size of the operation and of the surrounding communities, and the units that perform the somatoconservation service. In any case, we do not have the facts ascertained precisely.



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SUSTAINABILITY REPORT 2022

