



Sustainability
Report

2024

 **ZURICH**  **Santander**
SEGUROS E PREVIDÊNCIA BRASIL



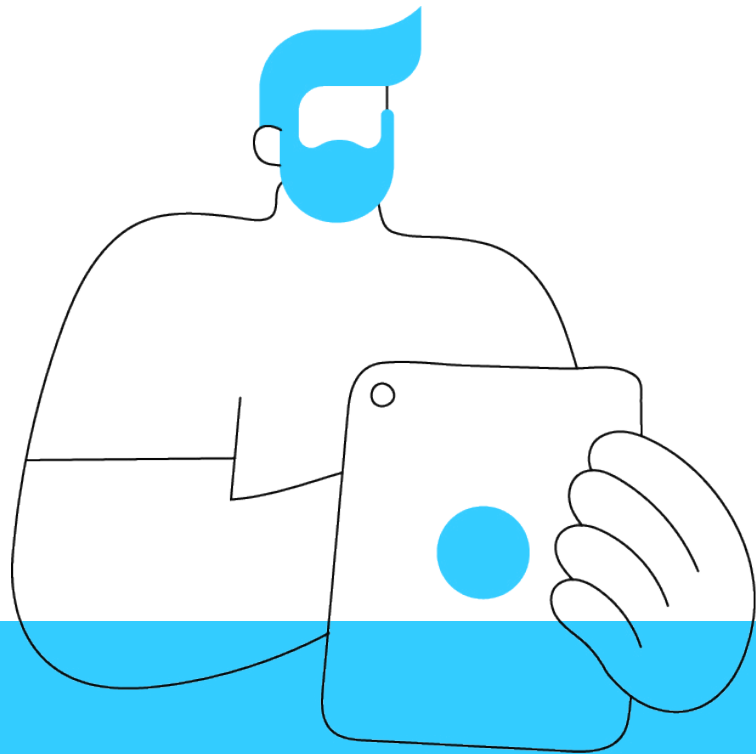
- 1 Carolina, Juliana, and Fernanda talk with Renata, who is preparing to go on maternity leave.
- 2 Thayane, Fernanda, and Gabriela meet to share their international experiences through the TraveZSia program.

- 3 Flavia and Mario ride their bikes to the office every day, helping to reduce their environmental impact.
- 4 Gilberto, Marcos, and Magali meet at the Work Café to discuss new projects.

- 5 Pedro, Rafaella, Camila, and Paloma come together to expand social impact.
- 6 Rafael and Cauan discuss the future in one of our office spaces.

- 7 Aline, Daniela, and Sara share career goals and personal purposes.
- 8 Helder, Bruna, Douglas, and Maria Jacqueline celebrate achievements and partnerships.

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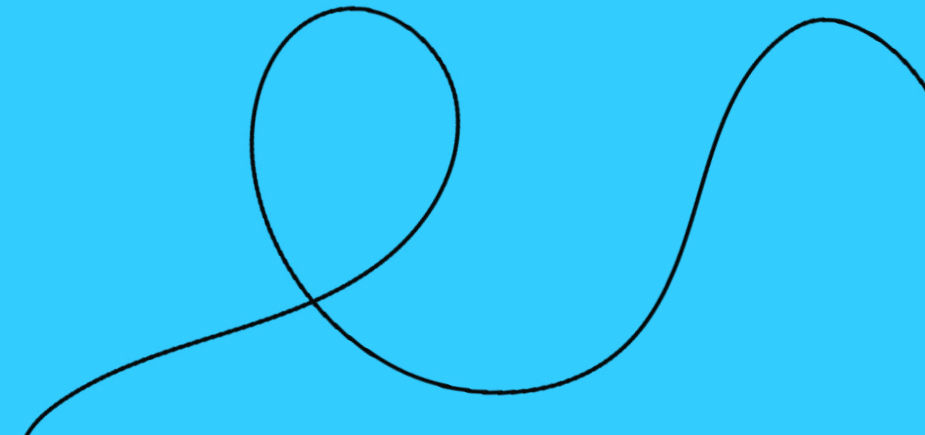
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Message from the Board

GRI 2-22

Since its founding in 2011, and guided by the values inherited from its shareholders, **Zurich Santander has embedded a strong commitment to sustainable development in its identity.** Over the years, the company has continuously advanced its efforts in addressing environmental, social, and governance (ESG) issues, **closely monitoring changes in the world, the country, and the insurance market.** In 2022, this momentum was further strengthened with the introduction of **Circular No. 666/2022 by the Superintendence of Private Insurance (Susep)**, a regulation that began guiding Brazilian insurers in their sustainability management.



From left to right: Washington, Valéria, Laura, Alejandro, John, Marcelo, Marcela, João, Fernanda, directors at Zurich Santander



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This second edition of our Sustainability Report **reaffirms our public commitment to the strategic and cross-cutting integration of the current and pressing demands of our society**, our business, and the way we operate. It also aims to provide transparency on how this perspective is embedded across various areas of the company: in the development of products and services, in risk analysis, in the value proposition of consultative sales, and in building trusting relationships with our stakeholders. This is a journey shaped by **robust actions** and **solid policies**, designed to be long-lasting and to contribute to the strong, consistent results we are proud to present in the following pages.

The year 2024 was marked by **significant achievements aligned with our purpose of “constantly innovating to protect people and their projects”**. We invested in **automation and the use of artificial intelligence** and data across various areas, aiming to generate more **operational efficiency**, particularly in customer service. At the same time, we continued to **deepen our focus on humanization**—from empathetic and **effective issue resolution** during the first customer contact, **to upskilling our teams**, improving **communication journeys**, and **offering additional services** such as psychological support when policyholders face traumatic situations.

In parallel, **we strengthened our commercial support processes and teams**, working toward **more consultative sales** tailored to different customer profiles, leading to a **reduction in cancellations and an increase in satisfaction levels**. Internally, we reviewed governance structures, deepened relationships with stakeholders, launched new funds and products aligned with the country's current context, and kept pace with regulatory changes expected to modernize the insurance and pension landscape in the coming years.

As a result, we closed December 2024 with a **net profit of R\$1.4 billion**, a 6.48% increase compared to the R\$1.35 billion recorded in 2023. **Our shareholders' equity reached R\$3.22 billion**, while technical reserves for insurance and pensions totaled R\$108.02 billion, showing a significant increase compared to the previous year. Our **commitment to society is also reflected in our Value Added Distribution**. In 2024, we returned R\$130 million directly to our employees and executives through salaries, benefits, and profit-sharing, contributing to the quality of life and well-being of our workforce.

Innovation and agility—key characteristics of Zurich Santander—were also **crucial in overcoming the challenges of 2024**. One such challenge was the **catastrophe in Rio Grande do Sul**. We warned our customers days in advance about the forecasted weather conditions and reminded them of the preventive services included in their policies. During the event, we expanded our efforts across the entire value chain (customers, partners, employees, community, etc.), promoting an **integrated response with the main goal of delivering fast and proactive service to clients**, supporting partners, and assisting the affected community through our Catastrophe Fund.

The same values and principles that guided our organizational culture in the last cycle—bringing **important recognition, such as being ranked the second-best insurance company in our category by Great Place to Work (GPTW)**—will continue to guide our strategy and actions in 2025. We will keep contributing positively to people's **protection, prevention, and financial planning**, while also driving the development of a **more humane, ethical, and sustainable market**. All of this with a keen eye on the impacts we generate today and that are likely to affect the long term!

The Board





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Highlights of the Year

Business

9 million
customers

R\$7.7 billion
in premiums issued

R\$1.4 billion
in net profit

R\$99 billion
in pension assets
under management

3th place
in the **insurance lines**,
with a 10% share

9th place
in the **overall insurance
market**, with a 3.82% share

5th place
in the **pension** sector,
with a 7% share

14% of growth in
the **insurance**
market

17% of growth in
the **pension**
market

Employees

400 employees

59%
of leadership
positions held
by women

50%
women on
the Executive
Committee

2nd best
company in the mid-sized **insurance** in the
ranking of financial institutions, according
to the Great Place to Work (GPTW)

5th best
mid-sized company for **young** professionals
starting their careers (*Jovens Potência*),
according to the Great Place to Work (GPTW)

Social-Environmental Impact

R\$20.3 million
invested in **social projects**
through incentive laws

Over **87** thousand
people impacted through **business initiatives**
and **socio-environmental actions**

Over **1,500** hours
of **volunteering**

80%
of **engaged employees** in activities
that impact the community



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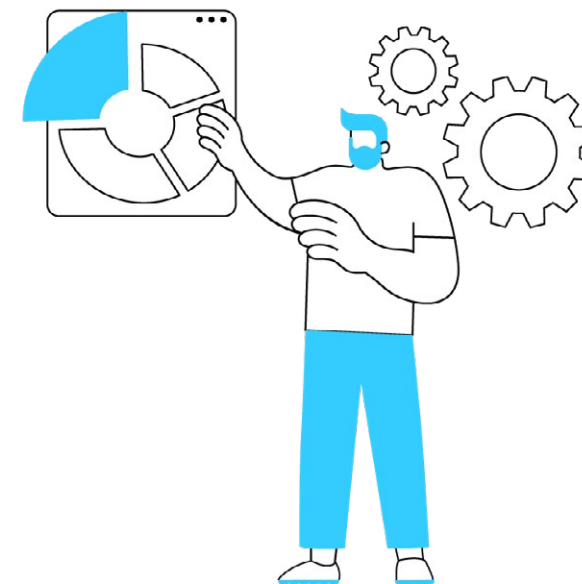
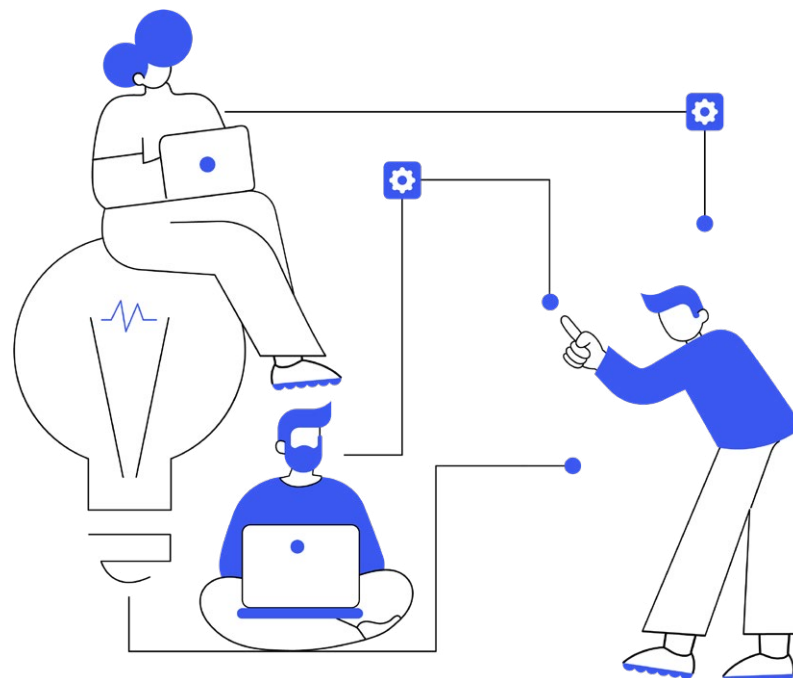
About this Report

GRI 2-2, 2-3, 2-5, 2-14

Our Sustainability Report was prepared based on the guidelines of the Global Report Initiative (GRI) and observing the topics highlighted in our Materiality Matrix, revised in the first half of 2023. It is also aligned with the Sustainable Development Goals (SDGs) of the United Nations (UN), and considers the

definitions of Circular No. 666/2022 of the Superintendence of Private Insurance (Susep), a standard that aims to integrate environmental, social and governance (ESG) aspects in the operations of local insurance, capitalization and reinsurance companies and open supplementary pension entities (EAPCs).

This publication also presents the most relevant facts from the period between January 1 and December 31, 2024, considering the companies Zurich Santander *Brasil Seguros e Previdência S.A.*, Zurich Santander *Brasil Seguros S.A.* and Zurich Santander *Brasil Odonto LTDA*. It is published annually and has been approved by the highest local governance body. External verification was not adopted.



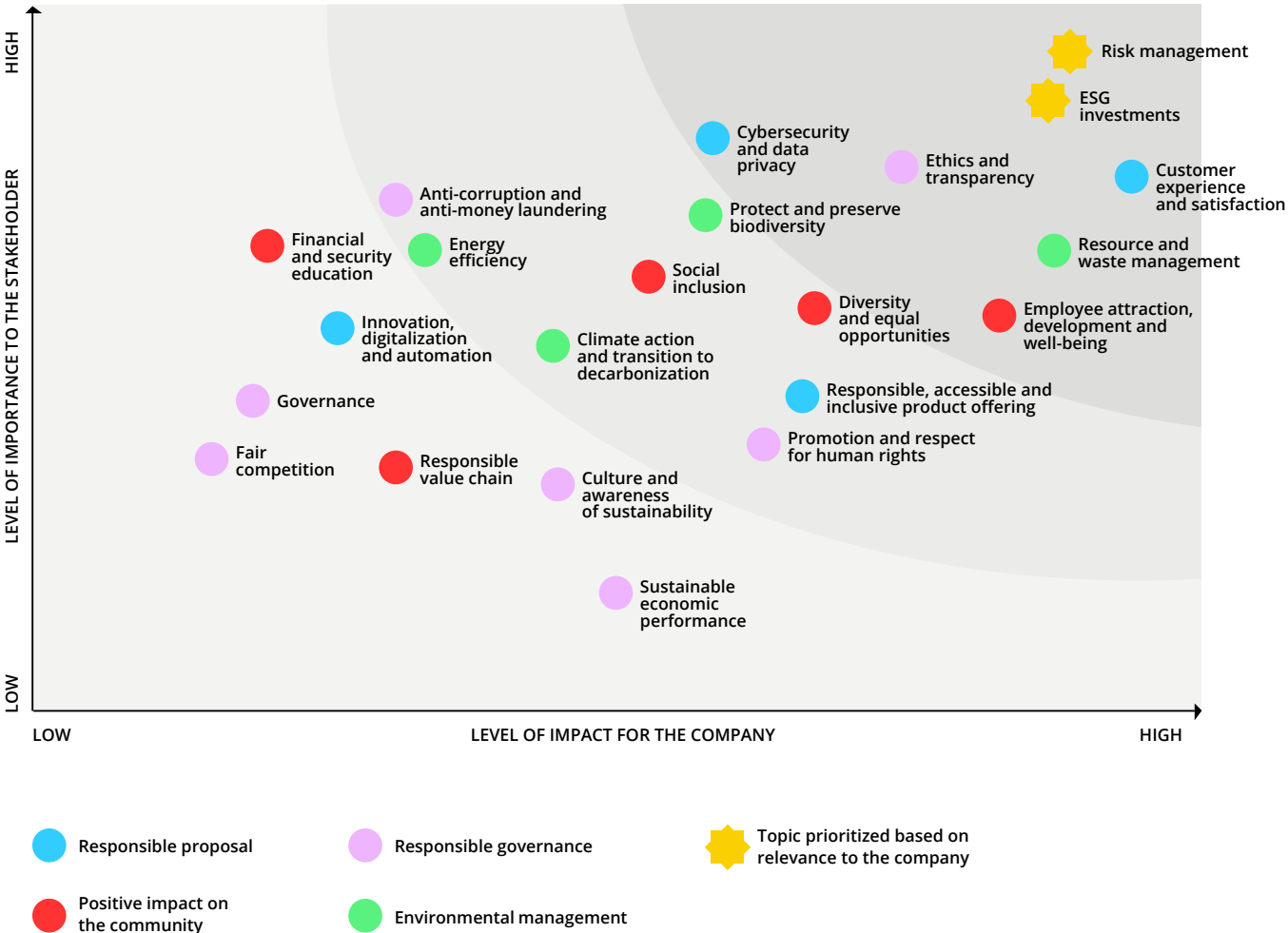
If you have any questions, suggestions or would like to access other information about our report, please send an email to sustentabilidade@zurich-santander.com.br or visit our website www.zurich-santander.com.br.

Material Topics

GRI 3-1, 3-2

The Materiality Matrix that guides the topics of this report uses the **double materiality** method, which consists of evaluating the most relevant topics for the **company based on the perspectives of financial and socio-environmental impact**, reinforcing the importance of these two areas for the construction of an **effective sustainability strategy**.

In addition to the topics prioritized by internal and external audiences, two topics were highlighted as relevant to the company, especially considering the Brazilian regulatory and market context: risk management and ESG investments.



Responsible proposal

- Innovation, digitalization and automation
- Cybersecurity and data privacy
- Responsible, accessible and inclusive product offering
- Customer experience and satisfaction

Positive impact on the community

- Financial and security education
- Responsible value chain
- Social inclusion
- Diversity and equal opportunities
- Employee attraction, development and well-being
- Responsible governance
- Fair competition

Responsible governance

- Anti-corruption and anti-money laundering
- Culture and awareness of sustainability
- Sustainable economic performance
- Promotion and respect for human rights
- Ethics and transparency

Environmental management

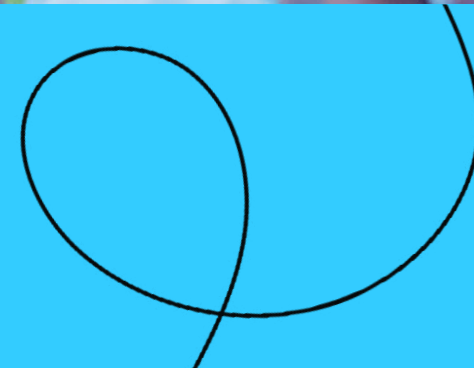
- Energy efficiency
- Climate action and transition to decarbonization
- Protect and preserve biodiversity
- Resource and waste management

Topic prioritized based on relevance to the company

- Risk management
- ESG investments



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Who We Are

GRI 2-1, 2-6

Zurich Santander Brasil Seguros e Previdência was founded in 2011, with the union of the knowledge and strength of two of the largest conglomerates in the world: **Zurich Group** and **Banco Santander**. Thus, the global insurance expertise of Zurich Group combined with Santander's extensive distribution network gave rise to one of the largest insurance companies in Latin America, with a presence in five countries: **Brazil, Argentina, Chile, Mexico and Uruguay, in addition to its headquarters in Spain.**

The company has 13 years of history, during which it has grown significantly, driven by **constant innovation**, with a **differentiated value proposition**, but, above all, by providing **protection for people's lives and their projects**. Providing financial peace of mind to customers, as well as increasing value for shareholders and well-being and future prospects for employees, is what drives Zurich Santander. And, beyond the organization's borders, in a world full of great challenges, we seek to **generate a positive impact for society and the planet.**

In Brazil, our **400 employees** work based on a culture of constant development, which fosters **commitment, excellence and service** as the main values of their day-to-day activities, always seeking to have the customer at the center of their decisions.



Zurich Santander is a joint venture between the Zurich (51%) and Santander (49%) Groups

Malcolm, Natan, Mablia, Juliana, Elias, and Thayane, employees of Zurich Santander



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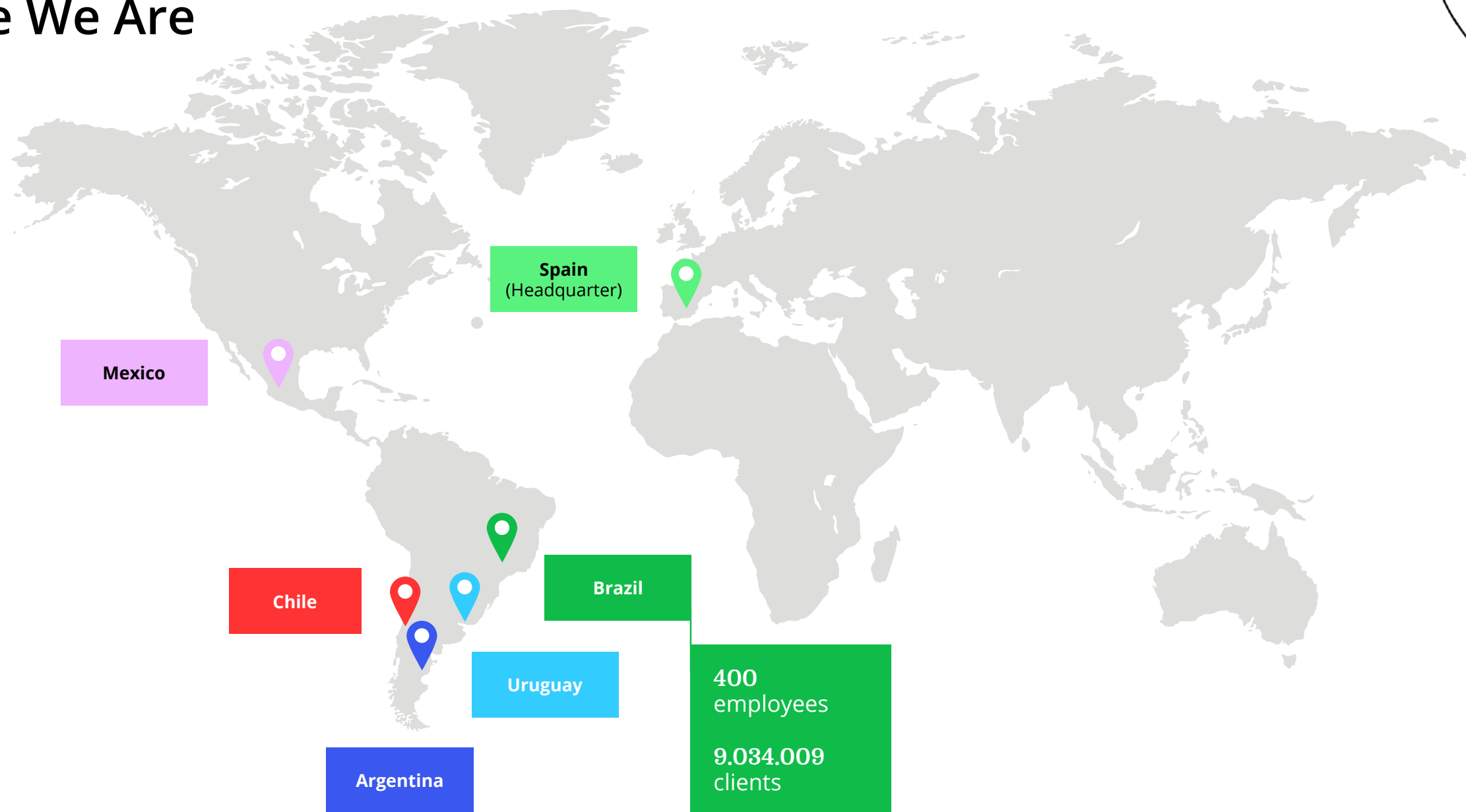


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Where We Are

GRI 2-1, 2-6





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Corporate Identity

GRI 2-24

Throughout 2024, we worked to **consolidate the acculturation** of all employees in relation to our corporate identity launched in 2023, after a process of **collective and collaborative construction**.

Combining the best of our shareholders' legacy and, at the same time, valuing **multiculturalism and diversity**, we have solid, transparent, tangible pillars that are aligned with what we seek to offer to the audiences with whom we interact. And these are the principles that guide us in our day-to-day activities.

We know that **working with resolution makes all the difference**. For our team, this means being **driven by the desire to positively impact people** through operations characterized by excellence. For customers, our stance translates into **products and services that offer protection for their lives and projects**, even in the face of unforeseen events. In this way, we seek to **shorten distances and bonds, strengthening trust**, which is essential in our sector.



Purpose

We innovate daily so that people and their projects are protected and our sector is increasingly humane, ethical and sustainable.



Value proposition

We are leaders in prevention and protection, supporting our clients in times of unforeseen events and guiding them on how to avoid them.



Vision

We deliver our products and services with professionalism, efficiency, commitment and passion.



Commitment

It is the word that defines our sense of responsibility and dedication to our customers, shareholders and employees: we work every day to honor the trust they place in us.



Service

We understand the importance of our work for people. We always act with a spirit of collaboration to make everyone's lives easier and better.



Excellence







We are experts in our business. We innovate to improve our products and management model and thus maintain our leadership and reference in the sector.

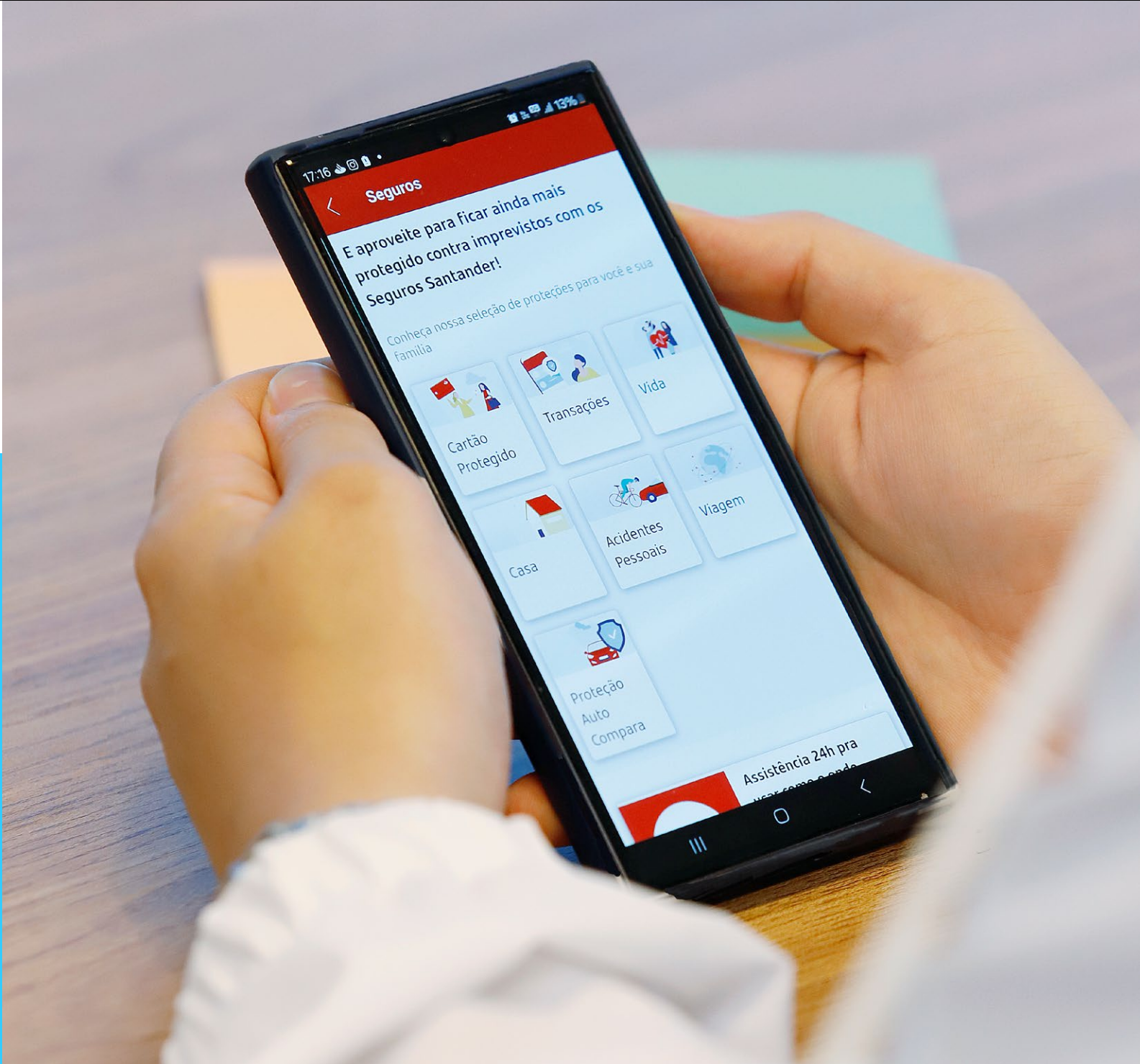
Products and Services

GRI 2-6, 2-29

Our value proposition, embodied in the products and services we offer our customers, seeks to **contribute to the protection, prevention and financial planning of people**, who are motivated to **act in the present and look to the future**, reaping the benefits of their decisions over time. The incentive for customers to follow this direction goes through our entire relationship journey, from the initial sales stage to the moment of handling a claim or assistance, as well as the redemption of amounts accumulated in a pension plan.

Offer of value

- **Personalized**
Insurance tailored to each client and reality.
- **Complete**
Renewed assistance that always adds value.
- **Flexible**
Simple hiring, through different channels.
- **Innovative**
New features to address emerging risks in society.
- **Digital**
Fast deliveries and simplified processes.
- **Agile**
Optimization of interaction with customers and self-management through digital channels.





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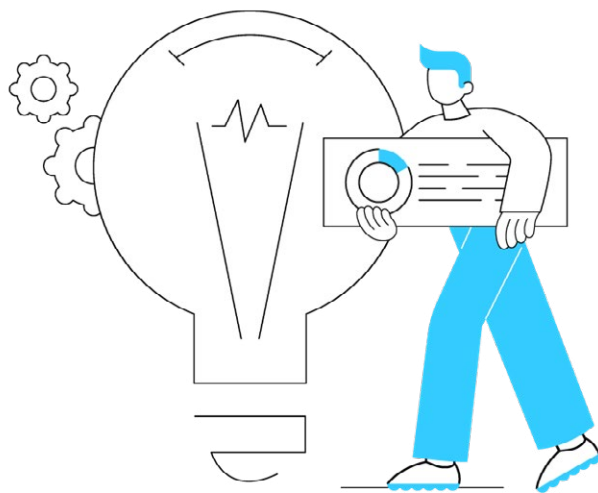
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Our Portfolio

GRI 2-6, 203-2, 3-3 Offering responsible, accessible and inclusive products

The insurer offers a portfolio of insurance and pension plans to ensure greater **security and peace of mind for individuals and companies in carrying out their projects**. The products are offered through the **banking channels of Santander and other companies that are part of its ecosystem** (*Santander Financiamentos, Banco Hyundai, Prospera*), with solutions that offer **protection in times of unforeseen events** and support our customers in their growth.



Insurance

Life Insurance: protection for the client and their family members in cases of disability, diagnosis of serious illness or death, in addition to telemedicine assistance for client health care, and funeral assistance.

Corporate Life Insurance: life insurance aimed at partners, employees and interns with coverage to meet the needs of each employee.

Personal Accident Insurance: coverage for bodily injuries, rental of orthopedic devices and death caused by accident. It also includes discounts on consultations, exams and medications and participation in monthly draws by the Federal Lottery.

Transaction Insurance: protection against forced transactions, carried out under duress, which offers compensation for goods purchased with payments via PIX.

Travel Insurance: guarantees peace of mind when traveling, with coverage for medical, dental and hospital expenses, as well as protection in the event of trip cancellation and lost luggage.

Home Insurance: offers coverage for fire, water and electrical damage, theft or robbery, among others, with assistance services that allow the customer to perform preventive maintenance and/or use them in times of unforeseen circumstances.

Business/Property Insurance: guarantees security against unforeseen events that may occur in the company, from infrastructure to inventory and billing.

Credit Life: linked to personal or payroll loans, financing, overdrafts and consortiums or other types of bank credit, guaranteeing peace of mind to the insured or their family in the event of death, disability, temporary physical incapacity due to accident or unemployment.

Real Estate Business Insurance: is contracted with real estate financing or loans that have real estate as collateral and guarantees compensation to the insured or their family in the event of death, disability or physical damage to their property.

Protected Card Insurance: protection for debit or credit cards, ensuring the reduction of financial losses if an unauthorized person uses a lost or stolen card, when a purse or other covered items are stolen with the card, or in the event of withdrawals or purchases made with the card under duress.

Dental Plans for Individuals and Legal Entities: until the end of 2024, we offered dental plans for individuals, families and companies, through an accredited network with more than 30 thousand service options and nationwide coverage. However, the company sold the portfolio of approximately 30 thousand beneficiaries to Amil Dental, with the authorization of the National Supplementary Health Agency (ANS) and is awaiting approval from the Administrative Council for Economic Defense (CADE) to end the operation. As of January 1, 2025, a new operator will start serving these customers, fully maintaining the contractual conditions.

As a new feature for 2024, we are working to **improve the Corporate product**, delivering an even smarter offering that allows for greater customization of the price and services offered, according to the needs of each company. This advancement has **simplified and streamlined the sales process**, which has also begun to include new channels such as Internet Banking, the Santander app and stores.

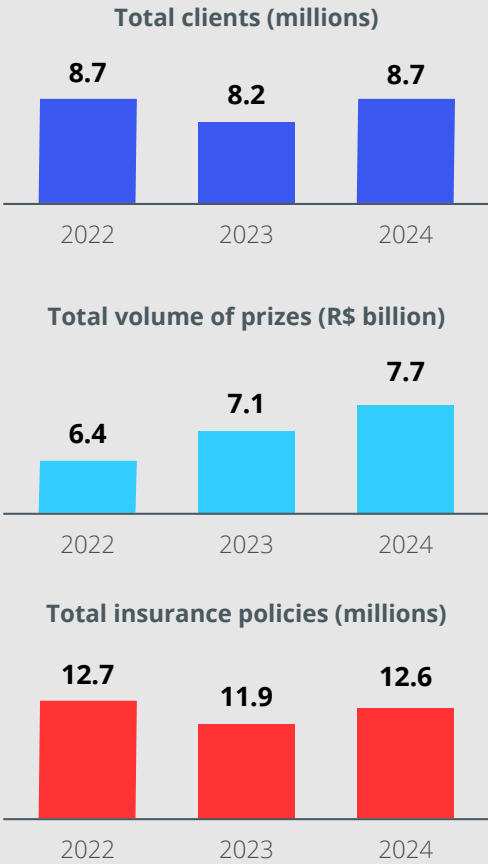
In order to strengthen the relationship with the customer throughout their journey, for the Life and Personal Accident products, we have implemented **campaigns focused on prevention and care related to mental and women's health**, by offering **differentiated and exclusive benefits**, connecting with awareness periods that already occur, such as Yellow September and Pink October.

In the Protected Card Insurance, **we have reduced the waiting period for the coverage** called *Bolsa Protegida*, from 60 days to 30 days, with the exclusion of the deductible, providing **more timely protection and greater financial security** in relation to stolen goods. In addition, we have expanded the coverage for cards registered in the cell phone's digital wallet. For the Transaction Insurance product, we have eliminated the lack of coverage for protected transactions, providing **immediate coverage to customers**.

We have also **increased the amount of the insured amount** covered by Personal Credit Insurance (SCP) and SIM (a fintech from the Santander Group that operates in the loan segment), **aiming to increase protection and deliver value to customers**. Likewise, we have expanded the permanent disability coverage of the Personal Credit (CP) Real Estate product, which previously only covered accidental events and now covers permanent disability due to any cause, i.e. illness or accident.

1st place in Personal Accident Insurance, 3rd place in Life Insurance, and 6th place in Credit Life products in the markets where we operate

Our numbers in insurance



Helder and Maria Jacqueline, employees of Zurich Santander



Rafael and Cauan, employees of Zurich Santander

Pension

We offer **private pension plans** for individuals and legal entities in the following categories: **Free Benefit Generating Plan (PGBL)** and **Free Benefit Generating Life (VGBL)**, which aim to support people in **carrying out their long-term projects** such as retirement, second career, children's education, travel, etc. The resources accumulated in Zurich Santander's pension plans are **managed by Santander Asset Management (SAM)**, the sixth largest asset manager in Brazil, and also by Santander *Distribuidora de Títulos e Valores Mobiliários SA*. We also have more than 40 independent managers, such as Adam Capital, Kapitalo, Legacy Capital, Giant Prev, SPX Plus, Vinland, Kinea, *Ibiúna* and Ace Capital.

In 2024, we invested in the **technological platform for corporate pension plans, to deliver an even more agile and simplified experience** for the customer when contracting and throughout the entire journey, with the ease of consultation and maintenance of the plan independently. In addition, we have reinforced **diversification as an important strategy for our clients**, with the launch of six fixed income funds and three other multimarket funds. The highlights are the Private Credit Fund (*Pamplona RF Crédito Privado*), which raised R\$500 million in three months, and the Malaga Multimarket Fund, which was the only multimarket fund with a zero rate on the market when it was launched.

More broadly, the **pension market was heavily impacted by the advancement of regulations** that sought to strengthen the value of this savings instrument for both insurers and consumers. These include:

- The ease of **choosing the tax table at the time of the first withdrawal or benefit** from the pension plan, paving the way for more effective tax planning.
- The flexibility to **convert the accumulated amount into income or withdrawal at different times in life**, which reinforces the role of pensions not only in providing peace of mind at the time of retirement, but also for carrying out other long-term projects.
- The possibility of **pension plans being used as collateral** to reduce loan costs, which should increase the population's access to credit.
- **Corporate plans have opened the possibility of automatic enrollment for new employees**, encouraging financial planning and reinforcing the tool as a benefit for employees.

Our numbers in pension

2023

826.083
total
certificates

180.501
new
certificates

284.556
total
clients

2024

921.982
total
certificates

210.692
new
certificates

315.052
total
clients



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Financial Results

GRI 3-3 Sustainable economic performance, 201-1

In 2024, Brazil's Gross Domestic Product (GDP) grew by 3.4%, driven by the services and industry sectors. Economic activity showed strong growth; low unemployment and significant growth in domestic demand, particularly from household consumption, contributed to inflation, measured by the IPCA, closing the year at 4.83%, above the target ceiling of 4.5%. The main drivers of the increase were the depreciated exchange rate, food, and services. The perception of economic agents regarding fiscal policy led to a discouragement of long-term inflation expectations.

Even in this scenario, **the company achieved a net profit of R\$1.4 billion, which indicates 6.48% in relation to the previous year**, a net equity of R\$3.2 billion and technical provisions for insurance and pension plans of

R\$109 billion and technical reserves for health assistance operations, approximately R\$1.6 million. The economic value generated was R\$8.6 billion, of which R\$7.2 billion was directed to society through the cost of operations, payment of taxes, fees and contributions to the government, compensation for employees, payment of dividends to our shareholders and other investments.

The main initiatives that drove this result were the **improvement of the product and service portfolio**, offering solutions aligned with the needs of each customer throughout their journey with us, the **strong commercial performance with the distribution network and the constant evolution of the customer experience with a focus on reducing cancellations**.

Economic value generated and distributed (VEGD)

	2023 (R\$)	2024 (R\$)
Economic value generated	7,868,443,738.57	8,616,179,217.03
Revenues	7,868,443,738.57	8,616,179,217.03
Distributed economic value	6,599,193,674.39	7,232,978,888.30
Operating costs	4,286,992,023.25	4,630,650,147.86
Salaries and benefits	130,359,652.99	120,968,529.27
Payments to capital providers	1,150,000,000.00	1,320,000,000.00
Payments to the government	1,005,075,582.31	1,141,003,754.17
Community investment	26,766,415.84	20,356,457.00
Economic value retained (value generated minus value distributed)	1,269,250,064.18	1,383,200,328.73

R\$1.4 billion
in net income

R\$3.22 billion
in shareholders' equity

R\$120 million
invested in
personnel

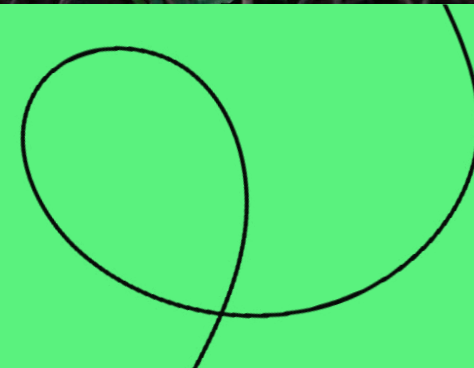
R\$20 million
in community
investment

R\$1.3 billion
in return for
shareholders



Pedro, Rafaella, Camila and Paloma,
employees of Zurich Santander

Commitment
to Sustainability



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Transversal Action

GRI 3-3 Culture and awareness about sustainability, 3-3 Responsible governance, 2-24

Our commitment to sustainability is reaffirmed on a daily basis through concrete initiatives that are based on a well-established strategy at Zurich Santander and in the other countries where the company operates. This strategy has three fronts that complement and integrate each other:

Responsible value proposition: we seek to develop products and services that offer a sustainable value proposition, meeting the needs of consumers and society today and in the future and that, as a result, are part of sustainable businesses.

Community impact: we promote engagement actions with the communities that surround us as a way of enhancing our role as agents supporting the country's economic and social development.

Responsible governance: we work every day to place sustainability at the center of decision-making, building a culture of environmental, social and governance (ESG) awareness that can generate value for our stakeholders.



These principles **directly influence our decision-making**, guiding business objectives, the management of positive and negative impacts, risk management and relationships with stakeholders. The Strategic Plan for the period 2023–2025 includes **sustainability across the company's other strategic pillars**, covering product development, customer experience, value offering, use of data, among other areas. Thus, we aim to act in an increasingly sustainable manner, permeating the company's various activities in this direction.

Zurich Santander's positioning is also aligned with the **Sustainable Development Goals (SDGs)** of the United Nations (UN) and the **Principles for Sustainable Insurance (PSI)** of the United Nations Environment Programme Finance Initiative (UNEP FI), an initiative that we have joined through the Zurich Group since 2020.

To strengthen the insurance market's performance in the face of sustainability challenges, the Superintendence of Private Insurance (Susep) published **Circular No. 666/2022** and has been encouraging the sector to adopt more robust practices. Throughout 2024, other regulations were released, such as the standardization for classifying insurance and open supplementary pension plans as sustainable (through Resolution No. 473/2024 of the National Council of Private Insurance – CNSP), which aims to provide greater clarity and transparency to products with sustainability benefits. Furthermore, at the federal level, the Brazilian Greenhouse Gas Emissions Trading System (SBCE) was established by Law No. 15.042/2024, which includes the participation of insurance companies, open supplementary pension entities, capitalization companies and local reinsurers, investing a percentage of their technical reserves and provisions in the acquisition of carbon credits. We are monitoring the developments of this and other topics that impact the market, through the participation of industry forums.



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Governance and Sustainability Management

GRI 2-23, 2-24, 3-3 Responsible governance, 3-3 Culture and awareness about sustainability

It is essential to **ensure that sustainability principles are embodied in a consistent agenda and permeate the company's day-to-day activities in a practical manner**, especially through their integration into effective projects and actions. To this end, our Sustainability Policy, approved by the Board of Directors, establishes how this should be done in practice, based on management principles and guidelines and relevant objectives, such as the development of products and services aligned with consumer needs, the construction of ethical and fair relationships with all stakeholders, and risk management.

Regional Executive Committee

GRI 2-9, 2-12

Chief Sustainability Officer (CSO)

Responsible for developing and coordinating the Sustainability Strategy at a regional level, across all operations.

Regional Sustainability Board

Provides support and advice on the implementation of the strategy, as well as on sustainability issues in general, and develops and implements regional initiatives in coordination with local sustainability leaders.

Local Executive Committee

Monitors and oversees the achievement of sustainability strategy objectives in each country. In addition, it approves the final Sustainability Report document.

Local Sustainability Board

Responsible for coordinating and implementing the sustainability strategy in Brazil together with all areas of the company. In addition, it evaluates and prepares the Sustainability Report.

Responsibility for **sustainability governance and management involves the teams that are on the front lines of the business**. For example, employees are responsible for conducting their daily activities in line with the **principles and guidelines of the Sustainability Policy**; guiding their relationships with the company's other stakeholders in an ethical, fair and egalitarian manner, encouraging the adoption of sustainability practices recommended by the company; and participating and actively contributing to working groups on the topic.

Therefore, **all professionals working at the company are called upon to make a practical and concrete commitment to the annual objectives related to business transformation initiatives and positive impact on society and the environment**. To this end, disseminating the sustainability strategy includes publishing content on internal communication channels and carrying out social and environmental actions. At the same time, the Sustainability area has been expanding, becoming increasingly structured and strengthened in order to deal with the growing demands of everyday life.



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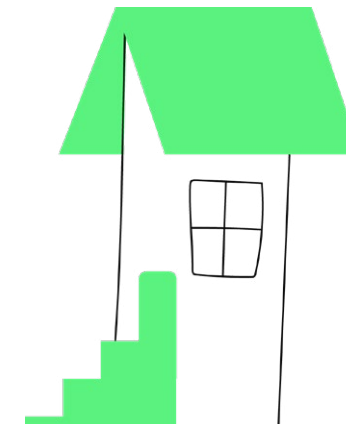
Santander

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Responsible Value Proposition

GRI 3-3 Culture and awareness of sustainability, 2-6, 203-1, 417-1

Our contribution to sustainable development involves delivering products and services that not only meet but **exceed customer needs, through clear and transparent communication (beyond regulation), easy access to information through our channels, and an experience that generates value**. In this way, the company is attentive to its customers' demands and develops initiatives that may be in line with these desires. In this sense, we highlight some of them:



2024 Highlights

GRI 2-6, 203-2

Home Insurance

- Offer of sustainable disposal assistance and maintenance of solar panels.
- Price reduction and increase in the insured amount of coverage against theft or robbery associated with the use of alternative means of transportation, such as bicycles, skateboards and scooters.
- Preventive communications regarding weather events, to reinforce the assistance and coverage available against damage to the property.

Life and Personal Accident Insurance

- Offer of assistance that promotes health care and quality of life and reinforcement of the benefits of use in customer communications.
- Discount network for consultations, exams and medicines for beneficiaries and dependents.
- Subsidy for medicines and free consultation with a specialist per year, exclusively for Personal Accident Insurance clients, classified as vulnerable (according to the definitions of the Brazilian Federation of Banks – Febraban).

Lender Insurance

- Offer of insurance for financing photovoltaic panels.
- Insurance with special conditions and reduced prices on personal credit reorganization lines.

Life Insurance Benefit Card and Consignment

- Benefit offered by the bank for the National Institute of Social Security (INSS) payroll card: extension of the age for accepting the INSS Benefit Card Life Insurance to 77 years old, in line with the trend of growth in the representation of senior citizens in society.

Renewable Energy

In partnership with FIT *Energia*, a Santander Group company that manages renewable energy sources, we are now offering our customers the possibility of using this clean energy source and, at the same time, adopting sustainable habits and saving on their electricity bill. The process is completely digital, has easy and friendly communication and is available to all customers, free of charge.



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Emotional Assistance

This is a service available in Life, Personal Accident, Home and Business Insurance that serves customers or beneficiaries who have experienced a loss resulting from a traumatic situation, such as the death of a loved one, disability due to an accident, robbery or theft, fire, among other cases. In these situations, the company gets in touch to offer psychological support sessions at no additional cost, which represents a significant value from the point of view of experience and intangible aspects. Since the beginning of the pilot project in 2023 until its effective internal implementation, more than 700 customers have been served – 383 of them throughout 2024 –, with a total of 1,700 sessions and a Net Promoter Score (NPS) of 90 points, which demonstrates the high level of satisfaction of our customers.



Over 1,700
Emotional
Support sessions
were held,
with an NPS
of 90 points

Camila, Paloma, Pedro, and Rafaella,
employees of Zurich Santander

Responsible Investments

GRI 3-3 Culture and awareness of sustainability, 3-3 ESG investments, 201-2, 203-1

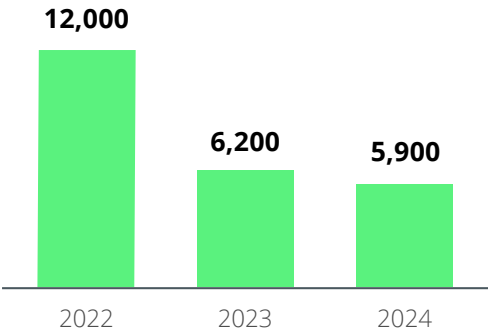
The responsible management of our clients' pension plan resources and **the fiduciary duty that is a fundamental part of this operation are formalized in the company's Sustainable Investment Policy**. To this end, we have partnered with Santander Asset Management (SAM) – the first asset management company in Spain to integrate ESG factors into its research, investment platform and product line – to offer **investment options that consider good social, environmental and corporate governance practices in their business strategies**.

In addition, given our role as an insurance company, we have the possibility of making impact **investments that contribute to the country's sustainable development**. Part of the resources managed by the company are currently invested in debentures issued by **companies in the infrastructure sectors (energy and sanitation, among others) and in projects that promote sustainability**.

In this context, we are also connected to **market issues such as global warming, actions to issue green bonds, carbon credits**, among others, and we participate in the debates of the Climate Bonds Initiative (CBI), in addition to the insurance sector committees of the National Insurance Confederation (CNSeg).

The company also has **Green Bonds** and **Sustainability Linked Bonds** in its own portfolio. Based on a commitment from the Zurich Group, it works to reduce the carbon volume of its portfolio of own assets and achieve neutrality of financed emissions by 2050.

Less CO₂ emissions (tons)



Funds with Sustainable Contributions

GRI 203-2, 413-1

In its pension plan portfolio, Zurich Santander has the Ethical *Ações Sustentabilidade* Special IS Fund, which is certified by the Brazilian Association of Financial and Capital Market Entities (Anbima), which grants the acronym IS (Sustainable Investment).

With exclusive resources for pension plans, it invests up to 70% of the available amount in companies that stand out in sustainability.

The fund aims to invest in companies that present better environmental, social and corporate governance performance, according to criteria defined in SAM's own assessment methodology.

Ethical Brazil	2022	2023	2024
Number of certificates	1,288	1,120	3,075
Total assets (R\$)	25,124,217	19,766,540	18,538,750



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Integrated Approach to Climate Events

GRI 3-3 Culture and awareness of sustainability, 201-2

Recent years, especially **2024, have been marked by intense and large-scale climate phenomena** that have mobilized society and raised awareness of the real impact of climate change on the planet. In addition to participating in discussions in society and in industry forums, Zurich Santander also continues to evolve its work on this front.

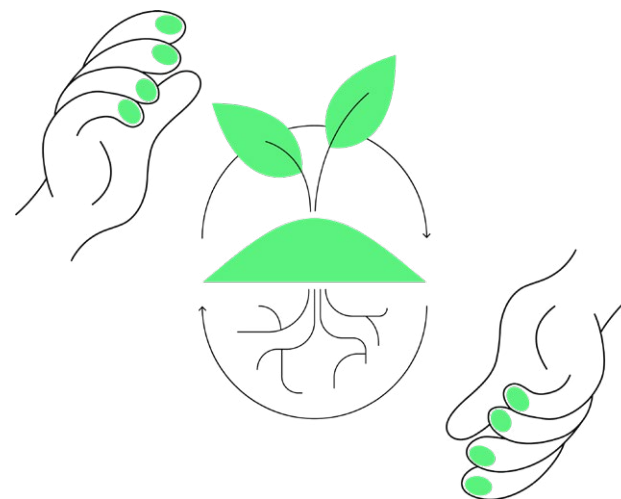
In 2024, we will continue to improve our **integrated approach to climate events, with action fronts that include before, during and after a disaster**, starting with raising awareness among customers about the importance of prevention and extending to support for the people and areas affected. The topic gained even more space in the company's strategic forums, resulting in an **initiative plan that includes improvements to internal processes, training actions in the areas, improvement of risk assessment**, among others, and which we will continue to implement in 2025.

In the case of the heavy rains and floods that occurred in *Rio Grande do Sul* at the end of April, the implementation of this integrated model

allowed us to **act with agility and a sense of urgency, with a humanized perspective** that included support for customers, business partners and affected communities. Our work began by **alerting customers in regions that could be affected**, days before the climate event occurred, providing preventive guidance on the assistance available with their products and reinforcing our support in this situation. We then alerted and **expanded the Customer Service and Claims teams and all partners involved in this process**, implemented a rapid response process and simplified the documentation requested, but we also monitored the victims in order to ensure proactive assistance to families, including through active contact with those who had not contacted the insurance company.

In addition, in line with the insurance market, we **extended the expiration dates of insurance policies in the affected regions** and, for those who had the option of flood coverage, we anticipated part of the compensation payments, as a way of alleviating the emergency expenses that impacted customers would incur due to this climate disaster.

For the affected community – including one of our customer service partners based in the South region – we mobilized donations on several fronts, both through **internal campaigns with employees and also through our partnership with the Z Zurich Foundation (ZZF)**. As a result, we were able to collect winter clothing, underwear, towels, pillows and personal hygiene items that impacted around 2,700 people.



Disaster Fund

Created in 2023, in partnership with Zurich Seguros and the non-governmental organizations (NGOs) *União BR* and *Instituto da Criança*, **with resources of around R\$1 million**, the Catastrophe Fund was used in 2024 to support communities in ***Rio Grande do Sul, Rio de Janeiro, Acre, Espírito Santo and Amazonas*** that were impacted by extreme weather events, such as **heavy rains, floods, droughts and fires**. In general, our contribution to the affected populations in these regions helped in the **purchase of food, dehydrated meals, water purifiers, hygiene items, mattresses and even in the reconstruction of houses in *Rio Grande do Sul***.

R\$700 thousand
invested

23,722
people
impacted



Thayane, Mahybe, Malcolm, Juliana, Natan, Rana and Pedro, employees of Zurich Santander



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Governance Structure and Practices

GRI 2-15, 2-23, 2-24, 3-3 Responsible governance

In line with the global requirements of our shareholders and local legislation, **our governance practices are aimed at ensuring safety, responsibility and transparency in our activities.** More than that, they meet the growing demand for ethics and integrity from stakeholders, the market and society in general.

Therefore, in 2024, we will continue to strengthen our structures and improve processes, so that, increasingly, **the best governance practices contribute to the development of excellent management with a focus on the organization's sustainability.** Through instructions issued by the Zurich Group, we carried out a broad review of our policies, which were optimized to provide greater focus and clarity in internal guidelines.

In this sense, we have a Corporate Governance Guidance that establishes guidelines and responsibilities to be followed by everyone who works in the company, in addition to being an instrument for disseminating our principles. The following pillars are an essential part of our governance:

- **Transparency**, with the provision of data on economic and financial performance and other relevant information.
- **Fairness** in relationships with shareholders and other stakeholders.
- **Accountability**, in a clear, concise, understandable and timely manner, fully assuming the consequences of acts and omissions and acting diligently and responsibly.
- **Corporate responsibility**, reducing negative externalities and contributing positively to society, through the environmental, social and governance (ESG) agenda, on short-, medium-, and long-term bases.

Among the company's governance management requirements are some mandatory items such as attention to the Conflicts of Interest and External Commitments Policy, which are applicable to all employees, directors and members of the Board of Directors of the Zurich Group in Brazil.

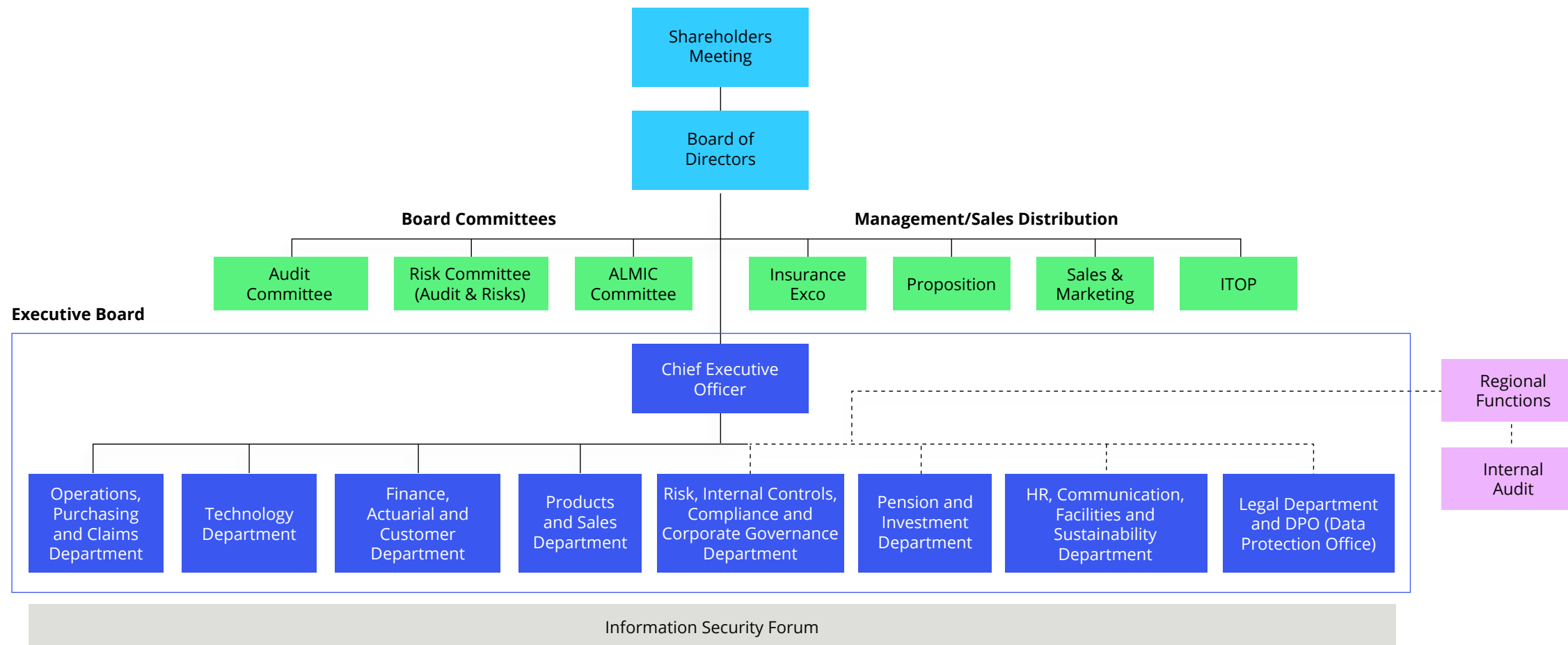


From left to right, standing: John, Washington, Fernanda, Marcelo, Laura, João; seated: Valéria, Alejandro, Marcela – directors at Zurich Santander



Organization Chart and Structure

GRI 2-9, 2-13, 2-17





Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-16, 2-17

The company's **highest governance body** is made up of nine members, five of whom are appointed by the Zurich Group and four by Santander, elected in accordance with shareholder guidelines. **Zurich Santander Brasil's** Bylaws detail the responsibilities that each member must fulfill in order to be appointed by the company, and no member of the Board of Directors holds an executive position in the company. Meetings are held quarterly and address results, main challenges and relevant topics for joint consideration or deliberation, guiding the company's strategy and management.

The implementation of the corporate strategy is also ensured through the contribution of three committees that report to the Board of Directors and were established by the shareholders, who are represented by their directors on each of them.

Audit Committee (COAUD): permanent and advisory in nature, directly linked to the Board of Directors, it oversees risks, the integrity of financial statements and internal controls, directing the activities of the Internal Audit and ensuring the independence of the external auditor. Its meetings are held monthly.

Risk Committee (Audit & Risk): an auxiliary body to the Board of Directors, it ensures an effective system for identifying and mitigating risks and guarantees the maintenance of strong internal controls and the company's governance in compliance with laws and regulations.

ALMIC Committee (Assets, Liabilities and Investment Management Committee): an advisory body for the management of the company's assets, liabilities and investments.

There are also committees related to the management and distribution of products that support decision-making. They are:

Insurance Exco

It monitors commercial and financial performance through distribution, service, customer loyalty and core insurance and pension processes, as well as approves the portfolio of strategic projects and ensures the execution of approved projects. Deliberates on new contracts and agreements between the parties and on the technological architecture to take advantage of new businesses and distribution channels.

Proposition

It directs the product strategy, focusing on improving and competitiveness of the portfolio in the different distribution channels, and approves new products and modifications to products being sold.

Sales & Marketing

It is responsible for evaluating, developing and monitoring the sales and marketing strategy, in accordance with the plan previously approved by the company, assisting senior management in decision-making.

IT Operations (ITOP)

It monitors the implementation of the agreed strategy for the maintenance and development of technology (IT), operational infrastructure and claims, as well as their indicators.

Information Security Forum

It oversees the governance of issues related to Cyber and Information Security, data protection and privacy, as well as supervising Zurich Santander's compliance with the requirements of the General Data Protection Law (LGPD). The forum's role is also to support the Data Protection Officer (DPO) in carrying out his/her duties.

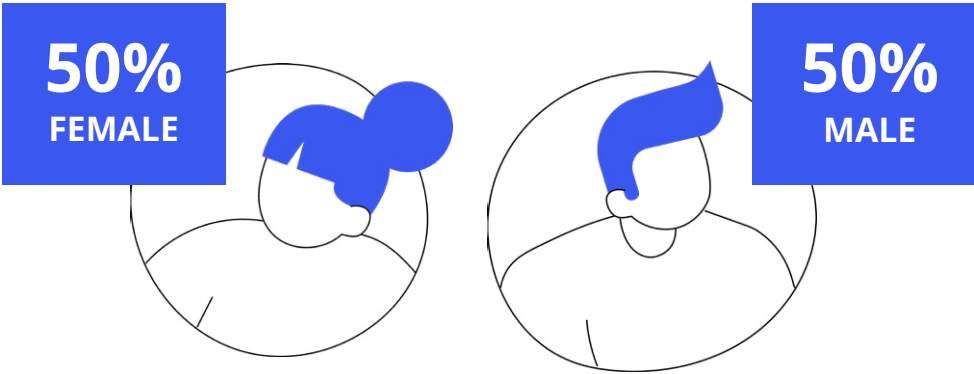
Executive Board

GRI 2-9, 2-12, 2-13, 2-18

Our Executive Board is primarily responsible for **managing the company's strategies, performance and commitments** and is comprised of a CEO and eight other directors. It is also responsible for **preparing and managing the company's strategic plan**, which is reviewed every three years.

In addition to indicators and goals directly related to the business and its areas of operation, the members of the Executive Board are assessed annually, independently, based on compliance with Key Performance Indicators (KPIs), company values and sustainability metrics, more specifically **those related to innovation, commitment to the community and socio-environmental impact**. The areas responsible for control functions (such as the Risk, Internal Controls, Governance, and Compliance departments) have specific objectives aligned with the Zurich Group, excluding the impact of business results.

Both at the monthly meetings of the Executive Board and at the quarterly meetings of the Board of Directors, **sustainability advances and challenges in relation to the business, the community and governance are discussed**.

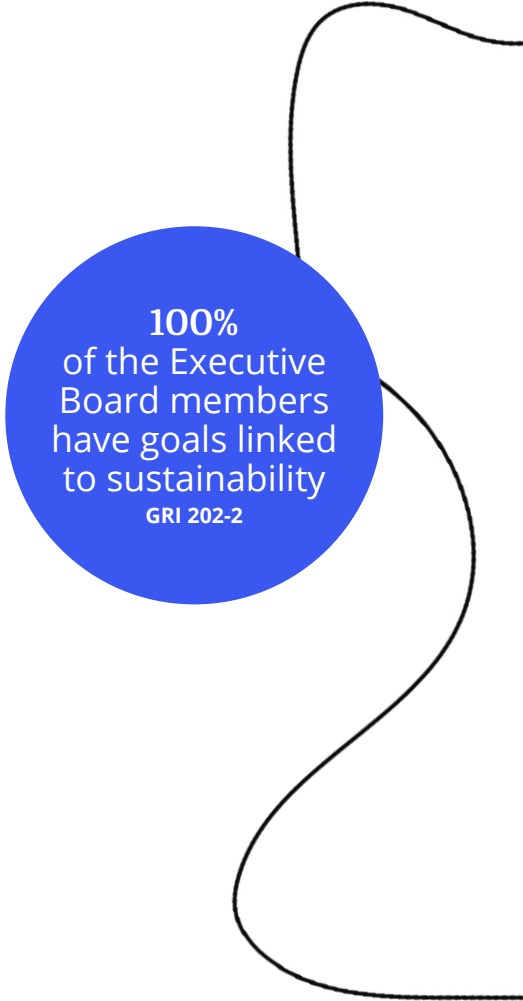


Percentage of members of the governance body, by gender and age group (%) GRI 405-1	2022	2023	2024
Female	16.6	18.7	50
Male	83.3	81.2	50
Distribution of females by age			
Under 30 years old: up to 29.99	0	0	0
Between 30 and 50 years old: up to 50.99	33.3	100	75
Over 50 years old: 51 years or older	66.6	0	25
Distribution of males by age			
Under 30 years old: up to 29.99	0	0	0
Between 30 and 50 years old: up to 50.99	33.3	60	50
Over 50 years old: 51 years or older	66.6	40	50



Learn more

About our corporate governance.



Risk Management

GRI 2-23, 2-24, 2-25, 3-3 Risk Management

The governance model adopted by Zurich Santander provides for the **independence of the risk management structure from other business areas** and the involvement of senior management in decision-making, in accordance with the Zurich Group's guidelines that define roles and responsibilities for this activity.

In Brazil, our **Risk, Internal Controls, Compliance and Governance Department manages operational, market, credit, liquidity, underwriting, sustainability, technology and strategic risks**, in accordance with the Zurich Group's corporate methodologies and the regulatory requirements of Resolution No. 416 of the National Private Insurance Council (CNSP).

To this end, the company relies on the following mechanisms and tools:

Risk Management Policy

Risk management framework that identifies and defines the main types of risks and the company's appetite for each of them, in accordance with the requirements of the local regulator and the Zurich Group.

Strategic Risk Matrix

Essential support for the processes of identifying, assessing and managing the risks faced by the company and its specific activities, with a horizon of one to three years. It is reviewed annually, with its action plans monitored quarterly.

Operational Risk Self-Assessment

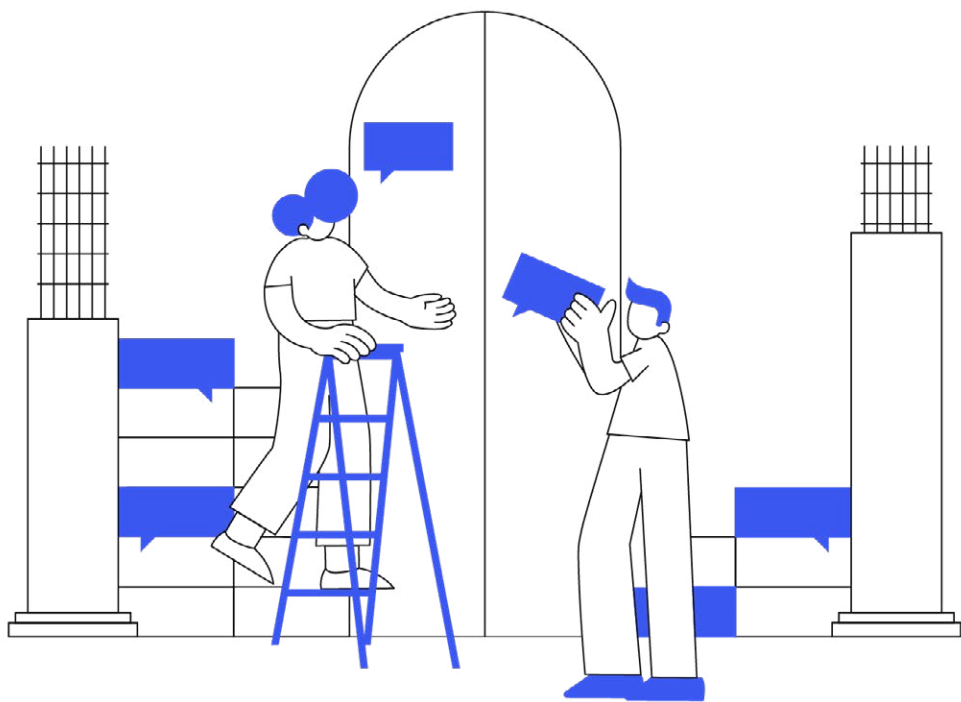
Self-assessment process that brings together the Board of Directors and the business areas to update operational risks and controls, with monitoring of action plans for possible corrections to processes or controls.

Integrated Internal Controls Structure

Integrated internal controls model of the Zurich Group, aiming at mitigating operational and financial risks and protecting the company from unexpected losses.

In addition, the board of directors consolidates risks, controls and action plans to ensure effective monitoring with its main stakeholders. And, **when relevant risks are identified, they are periodically reported to the Executive Committee, the local chief executive officer (CEO) and, quarterly, to the Risk Committee.**

In 2024, we began discussions on the Own Risk and Solvency Assessment (ORSA), which is the company's self-assessment of risk and solvency and capital management, in accordance with CNSP Resolution No. 471/2024. The objective of this process is to align strategic planning with capital and risk management, focusing on identifying, assessing, mitigating risks and preserving the company's solvency during the projected period. According to the regulation, implementation should occur by 2026.





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Sustainability Risks

GRI 2-23, 2-24, 2-25

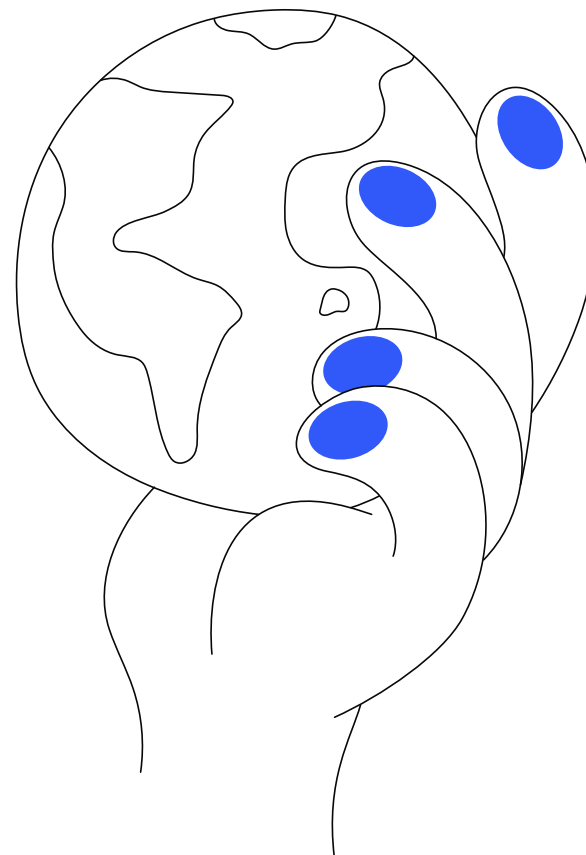
In 2023, we began mapping the company's sustainability risks, based on Circular Letter No. 666/2022 of the Brazilian Private Insurance Superintendence (Susep), which includes the management of environmental, social and climate risks and prevention and mitigation processes and controls.

The **materiality study was based on our internal Self Assessment Operational Risk (SAOR) risk management methodology and sector studies on social, environmental and governance risk management** drawn up by the Principles for Sustainable Insurance (PSI), the Principle for Responsible Investment (PRI) and the Principles of the United Nations Environment Programme (UNEP-FI).

The first exercise covering environmental, climate and social risks included the construction of matrices that encompass internal activities, underwriting, investments and pension

plans and was completed in 2024. Based on this, the sustainability risks to which the insurer is exposed were identified, assessed and classified, by materiality levels, taking into account the characteristics of our activities, operations, products, services, customers, suppliers and service providers. They are classified based on qualitative and quantitative criteria, considering the combination of the probability of materialization and expected impact.

The management of sustainability risks and the construction of a resilient strategy are carried out across the other risks mapped by the company and follow the same policies and processes defined in the Risk Management and Internal Controls Structure. To this end, periodic strategic exercises are carried out involving the company's decision-making forums, as well as business areas, considering historical events and those mapped as trends, in order to mitigate potential impacts on the business.



Business Continuity Plan

GRI 2-23, 2-24

We have a structure capable of responding effectively to business interruptions, ensuring that critical processes remain active and impacts on customers, suppliers and the entire chain are minimized. To this end, we conduct periodic simulations of adverse events, coordinated by specialists, with the participation of key decision-makers, which are related to identifying priorities and procedures for recovering operations and which will therefore be activated in crisis scenarios.

The main possibilities for triggering the Business Continuity Plan (BCP), with the potential to generate critical incidents, are related to – but not limited to – events that interfere with the progress of work: climate disasters, data leaks, cyberattacks, pandemics and systemic blackouts.

In 2024, updates were made to the BCP with improvements in the processes for identifying critical incidents and their governance.



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Risk Culture

GRI 2-25

Risk management and the promotion of an effective and efficient culture necessarily include employee involvement and awareness of the importance of these agendas in the company's daily work.

As a way of internal mobilization for this agenda, the company has a valuable resource for this: **Risk Partners, or Risk Ambassadors**. It is their responsibility to actively and permanently disseminate the **risk management culture and to be the focal points, in each of the head departments**, in the observation and evaluation of the various activities, based on this same culture. In 2024, we will have 19 employees in this role.

In addition to this group, there are also **Loss Agents, who are responsible for timely identifying possible operational losses** in each of the areas of operation, reducing their occurrence and implementing improvements.

We also offer lectures that provide the necessary knowledge for employees to perform and make their decisions in accordance with the regulations and taking into account the company's risk management. This movement includes events such as **Compliance Week and Risk Week**, which address topics such as ethics, fraud, artificial intelligence, compliance in the digital age, high-performance compliance, risk mitigation culture and risk management.

With the encouragement and dissemination of knowledge comes recognition. Our internal recognition program, called RecogniZSe, includes a specific category called the **Risk Culture Award, which gives visibility to professionals who work to mitigate risks and promote sustainable management**.

The Risk Partners and Loss Agents act as focal points for promoting the risk management culture within the company



Aline and Daniela, employees of Zurich Santander

Ethics and Conduct

GRI 3-3 Ethics and transparency, 3-3 Fair competition, 2-15, 2-23, 2-24, 3-3 205, 205-1

Our commitment to integrity in conducting our daily activities and interactions is formalized in the guidelines of the **Code of Conduct**. The document presents the values, rules and behaviors expected by the company, in addition to the consequences of non-compliance with the standards. It applies to all employees, senior management, suppliers, their companies and subsidiaries in all Zurich Group operations worldwide.

Although compliance with the Code of Conduct is mandatory, it is essential to encourage **employee engagement so that they become advocates and disseminators of the idea of always “doing the right thing” and express their concerns and any irregularities freely and confident that their voices will be heard**. To this end, the company promotes several actions, including awareness-raising and informational content on internal communication channels, in addition to mandatory training, which, in 2024, was completed by 100% of employees.

In line with this direction, over the past year, 14 employees have acted as compliance agents, disseminating the guidelines of the **Compliance Program, which aim to maintain daily activities within ethical standards and support regulatory demands with the areas**. Employees participate in

specific training and activities focused on ethics, integrity, compliance and effective risk mitigation practices.

To support this work, we also have specific policies, which can be accessed on our corporate platform:

- Conflicts of Interest and External Commitments (applicable to all employees, directors and members of the Board of Directors of the Zurich Group in Brazil)
- Compliance Policy (Zurich Compliance Program)
- Prevention of Money Laundering and Terrorism Financing
- Commercial and Economic Sanctions
- Antitrust and Unfair Competition
- Anti-bribery and Anti-corruption
- Cyber and Information Security
- Data Protection and Privacy



Gabrielle, Juliana and Carla, employees of Zurich Santander



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Fighting Bribery and Corruption and Preventing Money Laundering and Terrorism Financing

GRI 2-23, 2-24, 2-25, 3-3 Anti-corruption and anti-money laundering, 205-1, 205-2

The fight against bribery and corruption, a priority for our company, is the subject of a specific policy and practices. The document provides practical guidelines on correct conduct in situations of this type and formalizes the controls that must be observed by employees and managers in the different areas. The topic of financial crimes is addressed in the **Anti-Bribery and Anti-Corruption, Economic and Commercial Sanctions and Prevention of Money Laundering and Terrorism Financing policies** and is brought together in a unified manner in mandatory annual training for 100% of employees (including the board of directors).

In practical terms, the Compliance area assesses the history and reputation of potential suppliers and social organizations (including those that receive donations and sponsorships).

At the international level, we support the prevention of money laundering and terrorist financing in our operations, following the guidelines of local and global regulations determined by the Zurich Group.

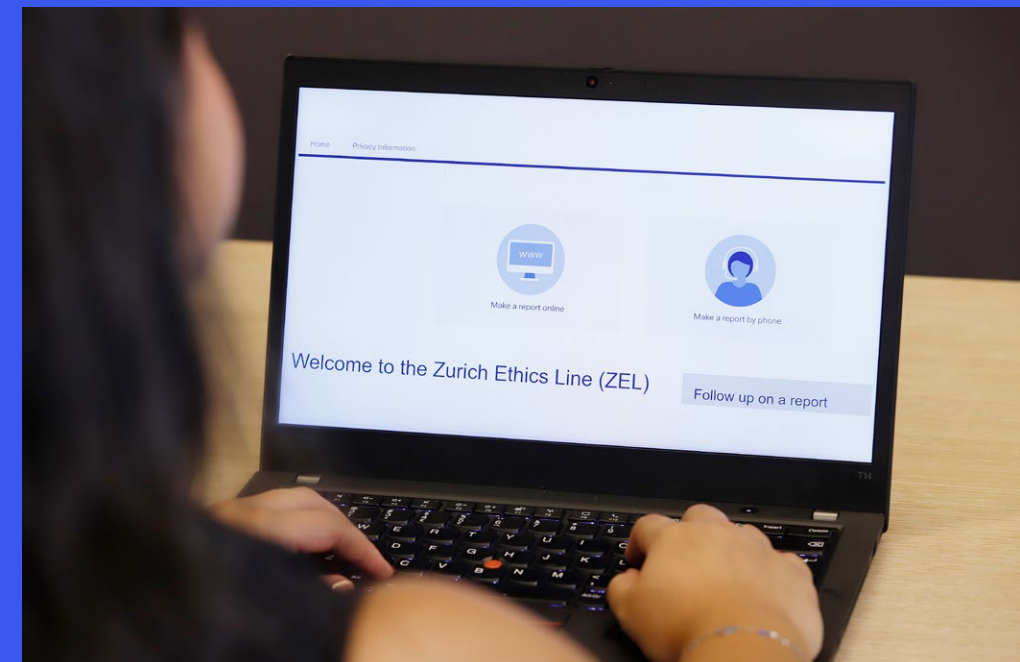
Ethics Channel

GRI 2-16, 2-23, 2-24, 2-26, 205-3, 206-1, 3-3 Fair competition

As a basis for our commitment to ethical and honest behavior, **our employees are encouraged to report any irregularities**, whether suspected or confirmed, of which they have direct or indirect knowledge. This includes illegal, fraudulent, inappropriate or unethical behavior.

The appropriate channel for such reports is the **Zurich Ethics Lines (ZEL)**, available by telephone and through an online form. **Reports are anonymous and confidential**, preserving the identity of both the authors and the people involved in the investigation. They are then analyzed by a screening committee made up of representatives from the company's headquarters (Regional) from the Compliance, Human Resources and Legal areas.

Another relevant initiative is the policy called **Speak up Integrity Concerns**, which applies to all our employees and defines roles and responsibilities, procedures and processes for dealing with any concerns. The main objective is to promote a culture of open dialogue that allows the construction of a solid and ethical company for everyone.



During 2024, there were three cases of violation of the Code of Conduct, which received due treatment and appropriate measures. There were no complaints or legal actions of any nature, including cases of corruption or related to unfair competition and violations of antitrust laws.

Data Protection and Cybersecurity

GRI 3-3 Cybersecurity and Data Privacy

The confidentiality, integrity, and availability of the company's information assets, as well as the guidance for the Information Technology area to comply with the requirements of mandatory controls, are guaranteed by the **Cyber and Information Security Policy** and the **Data Protection and Privacy Policy**.

We also have **processes and controls that help protect information and face the risks and cyber threats** characteristic of our sector of activity, with special attention to the protection of customer data.

In this area, the **processing of information, confidentiality and destruction of data after the end of the protection period are security elements** ensured by alignment with the LGPD, including mandatory annual training for all employees.

In 2024, we improved the access management of the company's employees, based on a matrix of functions by area, after comprehensive mapping and risk assessment work. Each professional has their access better delimited, strictly following the activities they perform, bringing more security to the system.





Rafael, Emily, Cauan, Carolline, Daniela and Aline, employees of Zurich Santander

Dialogue with Stakeholders



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Building Effective Bonds

Strengthening our company's core values necessarily involves involving our stakeholders. We seek to build ethical and effective relationships with employees, communities, customers, suppliers, investors and business partners. To this end, we provide appropriate channels of communication, practice active listening, implement projects that contribute to economic, social, and environmental development, and encourage a culture of prevention, among other initiatives.

Shareholders

GRI 2-1, 2-29

Building and maintaining effective ties with our stakeholders also includes the relationship we have built with our shareholders, the Zurich Group and *Banco Santander*. This relationship is materialized through robust corporate governance and accountability practices structured in a transparent and ethical manner, primarily aimed at generating consistent value over time.

Zurich Group

Founded in 1872 in Switzerland, Zurich is one of the most experienced global insurers. It offers products and services in the property and casualty sectors in more than 210 countries and territories, striving to be among the most responsible companies with the greatest positive impact in the world.

Banco Santander

Founded in Spain and with over 150 years of history, Santander is the largest bank in the Eurozone and one of the largest in the world, being the main conglomerate in Latin America, with prominent positions in Brazil, Mexico, Argentina, and Chile.

Switzerland

Zurich Insurance Group Ltd.

100%

Zurich Insurance Company Ltd.

100%

Zurich Latin America Holding S.L

51%

Zurich Santander Insurance America S.L

49%

Spain

Banco Santander S.A.

100%

Zurich Santander Holding (Spain) S.L

99.578%

Minorities
0.206%

Brazil

Zurich Santander Brasil Seguros e Previdência S.A.

100%

Zurich Santander Brasil Seguros S.A.

99%

Zurich Santander Odonto Ltd.



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Customers

GRI 2-29

Zurich Santander's strategic focus is **to cultivate customers, deliver excellent experiences, and build partnerships and foster a culture that places the customer at the center of all decisions.** This positioning is formalized in the Institutional Policy on Conduct in Customer Relations, which defines guidelines for this relationship to be ethical, cooperative, and balanced.

This way, we seek to **offer a satisfactory journey, from the sale of products to the fulfillment of all contractual obligations, providing** quality interactions aimed at effectively resolving issues. This is because we want to generate value, make the advantages of what we offer tangible, and, consequently, build customer loyalty. This effort includes **providing services that generate socio-environmental benefits**, such as emotional assistance, sustainable disposal, and promoting the use of renewable energy, among others.

And, to maintain this focus, we seek **to continually evolve by listening to the motivations and behaviors of customers** who decide to purchase insurance or a pension plan, and also of consumers, more broadly, to understand which factors or perceptions still keep them away from our products. This is an action that takes place repeatedly throughout the year, taking employees to the call centers and promoting face-to-face meetings with customers in General Meetings and also with the Executive Board.

To serve customers and manage issues involving this important stakeholder, the structures of Banco Santander and Zurich Santander operate in a coordinated manner. The company maintains a **commercial support team, which operates throughout the country to lead training and provide support for Santander managers.** In addition, all managers participate in online training, carried out in partnership with Santander, and a notable initiative is ***Proteção em Foco***, aimed at improving the approach to insurance and pension products.



Isabella, Vitor, Jailton and Aline, employees of Zurich Santander



Aline and Gilberto, employees of Zurich Santander

Automation and Humanization

GRI 3-3 Innovation, digitalization and automation, 3-3 Offering responsible, accessible and inclusive products

Customers can find **what they need to purchase and receive support for our insurance and pension products through Banco Santander's channels**. This structure is made up of digital platforms (Internet Banking, Santander App, WhatsApp, and website), telephone support (Customer Service Center and Ombudsman), social media and more than 2,600 branches throughout the country. The Customer Service Center and Ombudsman's Office have contacts specifically designed to assist people with hearing and speech impairments, as well as an exclusive link for support in Brazilian Sign Language (Libras). In 2024, we achieved **certification for our comprehensive call center management model, which assesses metrics and practices focused on the quality of customer service and service processes**.

An important and increasingly relevant trend is process **automation, which aims to ensure the best quality of service with the shortest possible response time, increasing efficiency and speed in the analysis, approval and release of compensation**. The Claims Portal is a self-service tool that allows customers to **contact the insurance company through a 100% digital process** when an event occurs. With quick and easy access, customers can send all the necessary documentation, follow the step-by-step process of their claim and receive notifications about the progress. Last year, 50.9% of claims were filed through this channel.

Another resource used is video calling, when customers file a claim and, for some major reason, our team cannot go to the customer in person. This is the case of climate disasters, such as the one that occurred in the South region, when agility in the inspection and rapid response to the customer's request were required. We have also implemented, for example, self-service via WhatsApp for claims, assistance, and other insurance inquiries, a movement that should intensify in 2025.

An important innovation was the **automation of pension plan fund transfers**, which reduced the need for forms at the agency to almost zero, reducing manual work and customer response time. The rule applies to funds from the same certificate or from different certificates as long as they are from the same plan (Free Benefit Generating Plan – PGBL for PGBL or Free Benefit Generating Life – VGBL for VGBL).

While we are concerned with **automating and delivering greater operational efficiency and agility, we continue to humanize customer service through investments in communication and training of business partners and internal teams**. All this to maintain attention to the technical aspects involved in insurance and pension transactions, but also to overcome this interaction by delivering personalized and humanized service.



Training

Continuous learning focused on quality customer service is an ongoing practice at Zurich Santander. In 2024, the Ombudsman teams (Channels, Social Network, SAC Ombudsman, Ombudsman Service and offices that serve the Consumer Protection and Defense Program – Procon and Consumidor.gov) were trained on handling and consulting insurance product and claims systems, general concepts about insurance and assistance and renewal of the portfolio of older products, totaling **172 hours of training**. In addition, 3 training sessions were held with 50 professionals from the Customer Service (SAC) in the second half of the year, covering **insurance, claims and pension plans, totaling 72 hours of training**.

Looking at our distribution network, with the Protection in Focus initiative, we held training sessions with exclusive sessions between our specialists from the Commercial team and Relationship managers, with the aim of improving insurance performance. In 2024, more than **15,000 specialists were trained, totaling more than 22,500 hours of training**.

Customer Experience

GRI 3-3 Customer Experience and Satisfaction

We work on different fronts **to constantly improve our customers' experience, both through our technological platform, which is prepared to support customers' questions, suggestions and complaints, and in personal interactions with professionals who work in the various stages of the insurance and pension processes**. In line with this direction and with Resolution No. 382 of the National Council of Private Insurance (CNSP) of March 4, 2020, all employees undergo mandatory annual training on customer relations.

A relevant development in this context was the adoption, in 2024, of a **customer experience research and management** platform that contributes to both the collection and analysis of information. In practice, this means **not only giving consumers a voice, but also incorporating their opinions into the company's activities and operations, making the necessary improvements**. In Net Promoter Score (NPS) surveys, we evaluate issues related to claims payments and insurance assistance services, as well as redemptions, transfers between funds and portability of pension contributions.

In 2024,
we conducted around
22 thousand
NPS surveys, via SMS
or phone, and achieved
a Transactional
NPS (TNPS) of
73,04%



Guilherme and Fabiana,
employees of Zurich Santander

Concrete Results in Customer Experience

- Service Level (SL) in 2024:**
88.6% of calls answered in a timely manner.

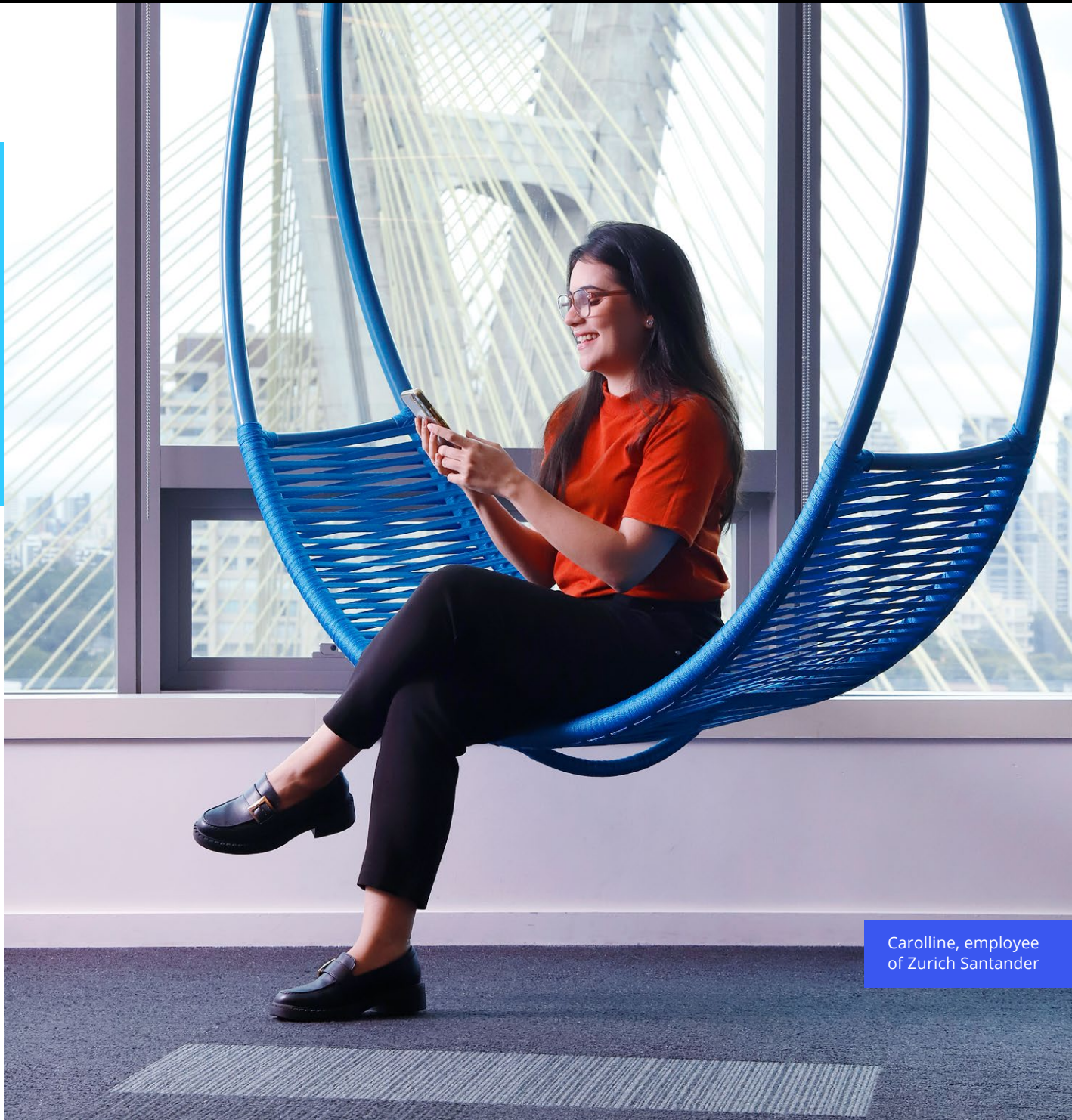
Improvement in First Call Resolution (FCR):
indicator rose from 95.2% (2023) to 95.8% (2024), reflecting greater resolution in the first call.
- Reduction in callbacks**
Only 2.9% of calls required a new contact.

Drop in call volume
Continuous reduction throughout 2024 compared to 2023, demonstrating greater operational efficiency and improvement in customer experience.

The back office structure of the Ombudsman's Office, which was created at the end of 2023, began operating definitively in 2024, in conjunction with *Banco Santander*. The objective is to improve the quality and response time of complaints registered in the Ombudsman's Office and *Consumidor.gov* channels – a free public service that allows direct dialogue between consumers and companies, seeking alternative dispute resolution over the internet.

Complaints ¹	Unit of measurement	2022	2023	2024
Complaints per 10,000 policies	Ratio	5.45	4.71	3.74
Timely resolution of complaints	Percentage (%)	86	91	92

1. In addition to complaints, it includes general policy inquiries.

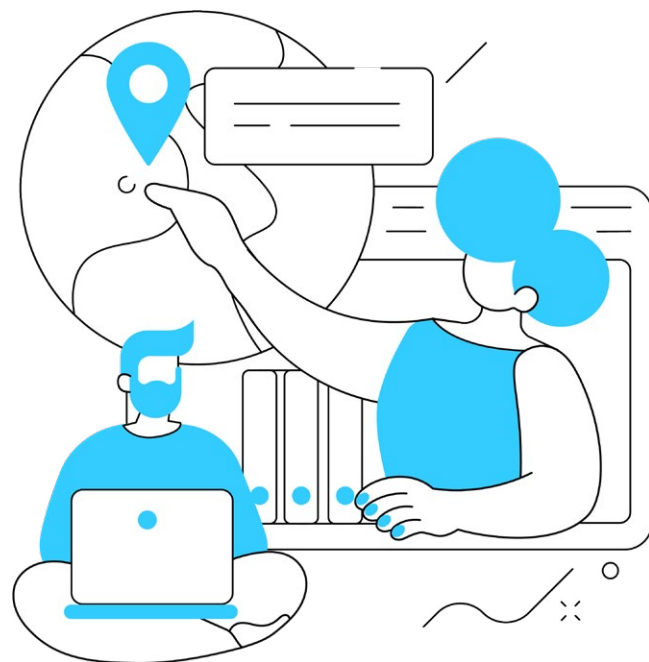


Carolline, employee of Zurich Santander



Driving Innovation

GRI 3-3 Innovation, digitalization and automation, 3-3 Offering responsible, accessible and inclusive products



The **focus on the client** at Zurich Santander is constantly reinforced through new initiatives that increasingly seek to **capture the voice of consumers and make the value of our products tangible through benefits and assistance services**. It is also a priority to incorporate innovative technologies, including those based on **artificial intelligence, making processes more agile and faster, with substantial advantages for people**.

To ensure that the **customer is always at the center of our business decisions and initiatives**, it is essential to engage teams to constantly innovate by focusing on improving consumer experience at every opportunity.

Customer Week, for example, aims to reinforce the importance of knowing, **experiencing, and reflecting on the experience we offer to people who trust us with their expectations of protection**. In practice, everyone is called upon to **“wear the customer’s coat of arms”**.

In 2024, the event included a schedule of lectures with relevant partners, addressing topics such as the customer experience journey, the benefits offered and generational movements, including the issue of sustainability as one of the motivators for customers' preference in choosing products and services. There was also a moment to listen to the customer, which directly involved the entire Executive Board.

Another notable initiative is the **Customer Game**, launched in 2024, based on the understanding that employees, regardless of their position or role, **must have in-depth knowledge of the consumer journey, from hiring to renewal**. Through a dynamic and interactive board game, groups of employees followed a learning path about products and their life cycles and communication channels. The experience even had a positive impact in the Great Place to Work (GPTW) survey, in which **employees stated, with 94 points, that our products and services are excellent**.

At the same time, at the end of 2024, we will have a regional initiative to foster innovation called **Thinksurance**. Professionals from all countries where the company operates were invited to present ideas that could positively impact the transformation of business and the sector, with significant results for stakeholders, especially customers. Of the ten finalist projects, three were from Brazil, bringing the **application of artificial intelligence to call centers and claims opening, in addition to simplifying insurance contracting**, all with a focus on improving customer experience. The final stages of the initiative will take place throughout 2025, when the finalists will receive training from a renowned international university and the winners will be able to implement the proof of concept of their ideas in one or more geographic regions of Zurich Santander.

Employees

GRI 2-7, 2-29, 3-3 Employee attraction, development and well-being

With an **objective, warm, diverse, and contagious culture**, our company seeks to adopt **the best people management practices, offering a comfortable, inclusive and diversity-valuing work environment**, where people can be who they are and have opportunities for professional development and growth.

All of this is materialized through various actions and tools that are promoted not only in Brazil, but also through the international movement in conjunction with our Regional Office in Spain. **Integrated and collaborative environments, training, recognition and compensation instruments, communication channels and events seek to enhance the results and performance** of our 400 employees – **360 permanent and statutory employees and 40 interns**.

Employee profile

Employees in total numbers	2022		2023		2024	
By employment contract and gender	Female	Male	Female	Male	Female	Male
Number of employees (total)	205	167	212	167	227	173
Number of permanent employees	189	149	195	146	206	154
Number of temporary employees	16	18	17	21	21	19





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New hires and employee turnover

GRI 401-1

Diversity Turnover		2022				2023				2024			
	New hires		Turnover		New hires		Turnover		New hires		Turnover		
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
Male	33	43	21	40	28	57	24	52	35	47	14	56	
Female	43	57	32	60	21	43	22	48	39	53	11	44	
Women in leadership	5	50	4	36	4	57	5	38	6	86	0	0	
Black people	21	28	11	21	9	18	8	17	23	31	3	12	
Black people in leadership	1	92	2	18	1	14	2	15	1	14	1	20	
LGBTQIAPN+	-	-	-	-	-	-	-	-	-	-	-	-	
Personnel with disabilities	0	0	2	4	2	4	1	2	4	5	0	0	
By age group (Brazil)													
Under 30 years old	27	36	18	34	21	43	9	20	41	55	8	32	
From 30 to 50 years old	46	61	34	64	26	53	31	67	32	43	14	56	
Seniors (+50)	3	4	1	2	2	4	6	13	1	1	3	12	
Per region (Brazil)													
North	1	1	-	-	-	-	0	0	0	0	0	0	
North East	1	1	-	-	2	4	2	4	1	1	1	4	
Midwest	0	0	-	-	-	-	0	0	1	1	0	0	
Southeast	68	89	50	94	46	94	40	87	71	96	23	92	
South	6	8	3	6	1	2	4	9	1	1	1	4	



Mablia, Malcolm, Juliana and Elias,
employees of Zurich Santander

Cultural Strengthening

GRI 3-3 Employee attraction, development and well-being of our employees

To foster engagement and strengthen corporate culture, the company conducts **periodic climate assessment surveys** and provides transparent and ongoing internal communication, so that employees are **open to dialogue and have clarity about the company's strategies, values and propositions**. We understand that this makes it possible to establish internal improvements and/or maintain practices, in addition to making it easier for our employees to set personal goals aligned with what the company seeks and **participate more effectively in achieving the expected results**.

The climate survey scored **94 points**, indicating high employee satisfaction with the company

Climate Assessment

To assess our culture and climate, we participated in the Zurich Experience Survey (ZES), which is conducted by the Zurich Group in all of its operations worldwide. **The questionnaire assesses engagement, long-term strategy, purpose and values, well-being, leadership effectiveness, and sustainability**. In 2024, we achieved 94 points, one of the highest scores for the Zurich Group and 1 point higher than the previous year, with highlights for “pride in working for the company”, where the favorability index reached 98 points, and for recommending the company as a great place to work, 96.

We also participated in **surveys conducted by Great Place to Work (GPTW)**, which evaluates the company based on the opinions of our employees regarding leadership, compensation practices, benefits, quality of life, diversity and inclusion, resources needed for performance, development opportunities, among other aspects.

Last year, Zurich Santander rose from 20th to **12th place among mid-sized companies** in the insurance segment in the national ranking and maintained its **14th place in the GPTW Mulher mid-sized company ranking**. It was also highlighted in the GPTW Young Powers segment for the work it does with apprentices and interns who are entering the job market. When asked in the survey about why they wanted to work at the company, most respondents pointed to the opportunities for growth and development.



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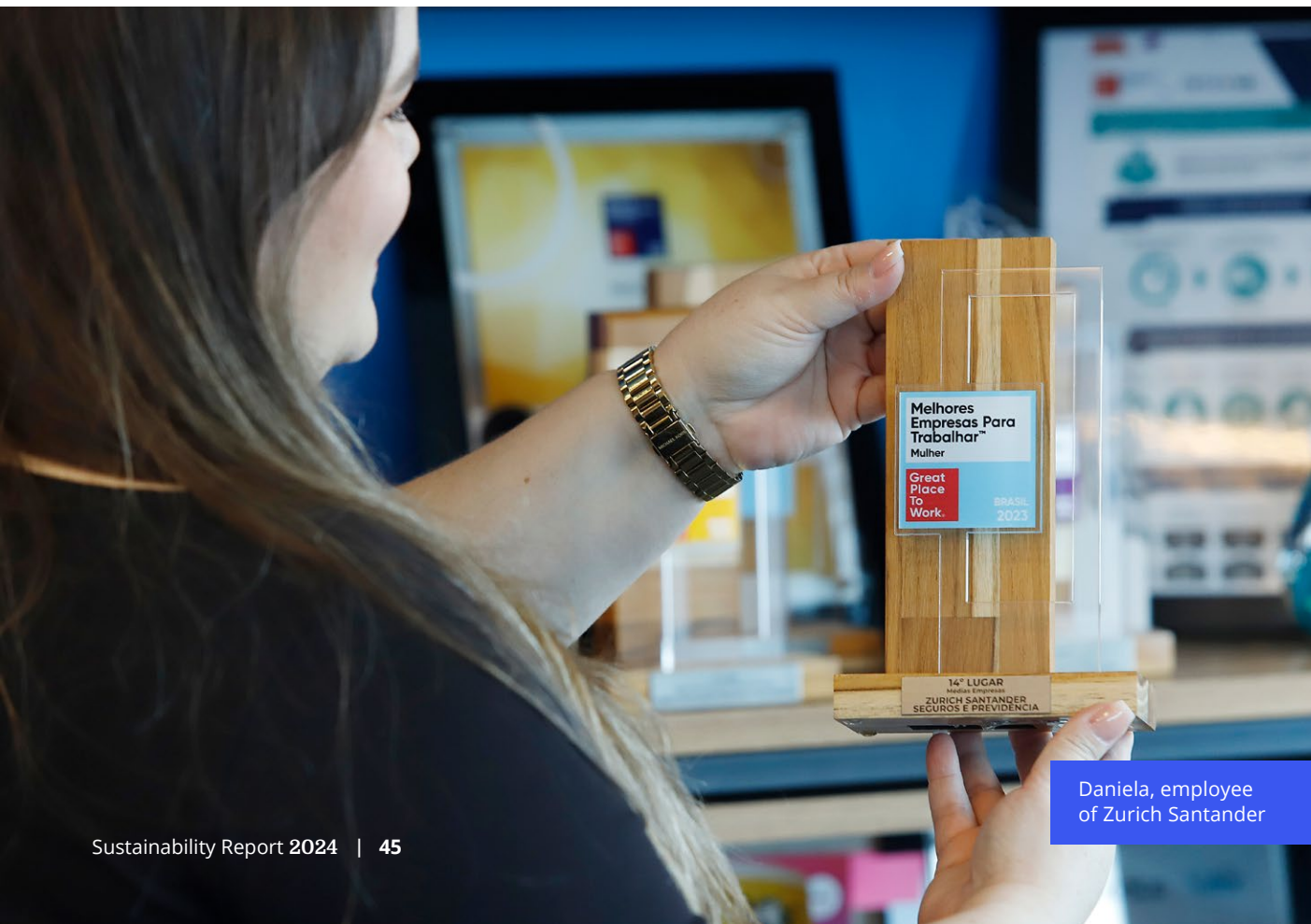
Zurich Santander on GPTW

2nd best
mid-sized insurance
company in the
ranking of financial
institutions

12th best
mid-sized
company in
the insurance
segment in the
national ranking

5th best
company for
young people
starting their
careers (*Jovens
Potência*)

14th place
in the ranking
of best
companies
for women
to work for



Daniela, employee
of Zurich Santander

Internal communication channels and the wide range of engagement actions and internal events constitute an important mosaic for **strategic alignment, the dissemination of corporate culture and identity, and the creation of experiences** with a general impact on employees and leaders. Through moments of celebration, for example, **we encourage coexistence and integration, always respecting diversity and valuing the plurality of cultural expressions**. We also have initiatives that reinforce team unity and a better understanding of the customer journey, with the possibility of purchasing products with the Zurich Santander brand, taking the **pride in belonging beyond corporate borders**.

Among the internal communication channels, the **ZS Portal**, an internal social network open to everyone's contributions, the **Intranet**, an institutional information hub with regional reach, and the **Leadership Team**, a meeting of managers to align strategic themes and provide training in leadership matters, stand out.

Throughout 2024, communication initiatives to strengthen the culture include:

- **General meeting:** the quarterly meeting to present results and strategic alignments in 2024 was attended by customers, neuroscience experts and employees, hosted by Marcelo Malanga on TV ZS. The broadcast featured sketches of famous Brazilian television

programs, such as recipe preparation, storytelling sessions and even commercial breaks, which featured projects carried out by different areas of the company.

- **Offsite:** the last meeting that brings together all employees takes place in December at a hotel. This is the time to celebrate deliveries, recognize projects that stood out and socialize. In addition, in 2024, the teams participated in workshops on preparing garlands, felt gloves, hygiene and care kits and making kites, bringing social impact and diversity as major motivations.
- **Memories Space:** to celebrate the company's 13th anniversary in 2024, we launched the Memories Space, which now houses souvenirs that carry the Zurich Santander brand and history since its creation. Employees actively participated in the construction of this new space, which has become the center of our office and also a welcome area for people visiting the company.
- **ZS Store:** to further reinforce the Zurich Santander brand and meet employee requests, we launched an e-commerce site to sell items at cost price, with our identity. T-shirts, windbreaker jackets, diaries, cups and other items are now sold simply and easily in a digital environment.



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Celebration is in our DNA

To offer an even more welcoming and pleasant space to employees, the company renovated the space dedicated to moments of celebration such as happy hours, **fun and relaxation** and introduced new features such as a **gourmet kitchen, ping-pong table, racing simulator, pinball and chess set, as well as massage chairs** for breaks during the day. Defined as ***Praça Sorriso da Lu***, the space began to offer a **free lunch of Minas Gerais cuisine** once a week, which, in return, encourages social engagement through donations to partner non-governmental organizations (NGOs). With this mobilization, the company collected more than **1 ton of food, 1,865 cleaning items and 2,093 hygiene products**.



Carolina, Fernanda, Leonides, Juliana and Marcus, employees of Zurich Santander



Development

GRI 404-1, 404-2, 3-3 Employee attraction, development and well-being

The way each of our employees and leaders behaves is essential to generating value for our company and for everyone. By recognizing the importance of people internally, we offer opportunities for individual and professional development and **reward the results achieved**, always motivating everyone to go beyond the tasks and goals established.

To make this happen, we rely on the **Performance Cycle**, which includes defining employee objectives in accordance with business goals and preparing an Individual Development Plan (IDP) containing the knowledge and skills that need to be developed until the final evaluation. Throughout the cycle, periodic reviews of goals and performance are carried out as a way to encourage employee improvement and development.

We provide several initiatives and tools aimed at education and professional development. The main ones are:

- **ZS University:** launched in 2023, it unifies the training offered by Zurich Santander and the Zurich Group.

- **LinkedIn Learning:** available at ZS University, it offers training in business, technology and creation, aligned with personal and professional goals.
- **Hacker Rangers:** a gamified platform, also launched in 2023, with a focus on cybersecurity.
- **Techknowledge:** technology and innovation platform of the Santander Group.
- **Enterprise Skills Initiative of Microsoft:** free access to preparatory simulations and Microsoft certification exams.
- **Santander Open Academy:** Banco Santander's global platform with scholarship programs and opportunities focused on education and entrepreneurship.

In 2024, we took new steps in this direction. Together with our Regional Office, we launched the **Thinksurance** program, with the purpose of **promoting innovation and business transformation, to continue adding value to customers, employees and partners.**



[Learn more](#) [In Clients.](#)



Rodrigo, Priscila, Alessandra, Solange, and Natana are part of the *Feitos de Argentum* initiative

Professionals with more than ten years of service were also the focus of the development agenda with the launch of **Feitos de Argentum**. Around 50 employees started participating in a biannual agenda as a way of **valuing the experience acquired and the differentiated perspective on the company's topics**. Topics such as intergenerationality, lifelong learning, communication and personal branding were discussed collaboratively and with the participation of external guests and our chief executive officer (CEO).

Lunch & Learn, which began in 2023, was expanded in 2024. The company's directors started taking part in the initiative, which, every month, during lunch, brings together between 20 and 40 employees **who want to learn and share about business, general knowledge and careers, in a relaxed manner**, strengthening relationships with employees.

The **Technical Mentoring and Career Mentoring Program**, which has already been held traditionally, ensured relevant exchanges and development for the 86 participants, but also provided opportunities for more people. This time, we included **mentoring with our own talent** (professionals with more than ten years at the company) for **interns and young people in situations of social vulnerability**, served by *Instituto Aliança*. In total, there were 18 mentees for these new categories, who had more than six meetings.

With a focus on leadership, the company invested in the **Executive Leadership** program, carried out by IE Business School, in Spain, in partnership with the Financial Times newspaper. With online and in-person sessions that covered all directors and direct reporting managers, the consultants talked about **the importance of communication, aspects of people management evolution, as well as the culture of feedback and succession**.

In addition to the initiatives carried out internally, the company also offers the **Acelera ZS** educational program, which **sponsors courses selected by employees that are in line with development plans**. In total, 22 employees were awarded technical courses, language courses, undergraduate and graduate courses, certifications, as well as national and international conferences and fairs.

Total training hours GRI 405-1	2022		2023		2024	
By gender	Total	Average	Total	Average	Total	Average
Female	8,599	58	7,367	35	8,053	41
Male	8,663	45	4,654	26	4,871	32
Total	17,263	51	12,021	31	12,924	37
By functional category						
Directors	185	20	303	33	362	36
Superintendents	648	46	425	28	544	42
Managers/ Senior Managers	2,341	46	2,422	41	1,279	33
Coordinators	7,551	55	4,193	25	5,941	36
Operational	6,536	51	4,676	35	4,798	36
Total	17,263	51	12,021	31	12,924	36



Ravi and Sara, employees of Zurich Santander



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International Opportunities

GRI 3-3 Employee attraction, development and well-being of our employees

International experience is also one of the development assets that our employees have at their disposal. In 2024, *TraveZSia* was launched, offering the **possibility of participating in projects in countries where Zurich Santander is present**, expanding professional experience and cultural exchange. In the first edition, five Brazilians worked in Argentina, Mexico and Spain, while Brazil received people from Spain and Argentina. The second edition, focused more specifically on digital products, will take three professionals to Barcelona in early 2025.

Make The Difference is an **international immersion program led by the Zurich Group** that covers all employees from countries where the company is present. In 2024, our company had three Brazilian representatives who went through the **business analysis and study stages to generate a diagnosis and proposal and development of a project**, to be presented in 2025 at the Zurich Group headquarters in Switzerland.

Recognition

GRI 2-19, 2-20

Our compensation and benefits policies are aligned with the **Performance Cycle**, are **applied to all permanent employees and are linked to the company's results and individual performance (except for control functions)**. They also follow the processes defined by the Zurich Group, respecting the criteria established in the Collective Agreement for Insurance Workers, and include the use of methodologies, market references and approval levels with both the shareholder and the Board of Directors.

To internally recognize employees who stand out for their attitudes, behaviors, skills and knowledge, the **Recognize program** continued in 2024, mobilizing the entire company. In total, there were **4,843 nominations across the 8 categories: Applause** (partnership attitudes in day-to-day activities), **Innovation** (proposing innovations), **Inspiration Leadership** (inspiring and encouraging attitudes with a spirit of leadership), **Team Collaboration** (multidisciplinary projects carried out collectively), **Risk Culture Award** (identification and mitigation of risks), **Customer Experience** (focus on the customer), **Excellence Execution** (excellent execution) and **Gold Award** (high performance, delivery and values). An evolution for 2024 was the open voting for the Inspirational Leadership and Gold Award categories held during the Offsite (a meeting that brings together all employees at the end of the year).

Talent Development

In 2024, our workforce increased due to hiring, but mainly through internal movements: **70% of the opportunities were filled by professionals who were already working with us**, and **40% of our interns were hired**. We have also invested in best retention practices, through recognition actions, improvements in benefits and a welcoming work environment, both physically and emotionally.



Thayane, Fernanda, and Gabriela, participants of the *TraveZSia* program



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Health and Wellbeing

GRI 3-3 Employee attraction, development and well-being, 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 3-3 Financial and insurance education

Promoting a healthy lifestyle and the care and protection of people, including our employees, is part of Zurich Santander's culture. The **Pulsar Station**, which brings together and organizes all the opportunities offered by the company, highlights how **the health and well-being of our employees are a priority** and an integral part of our value proposition.

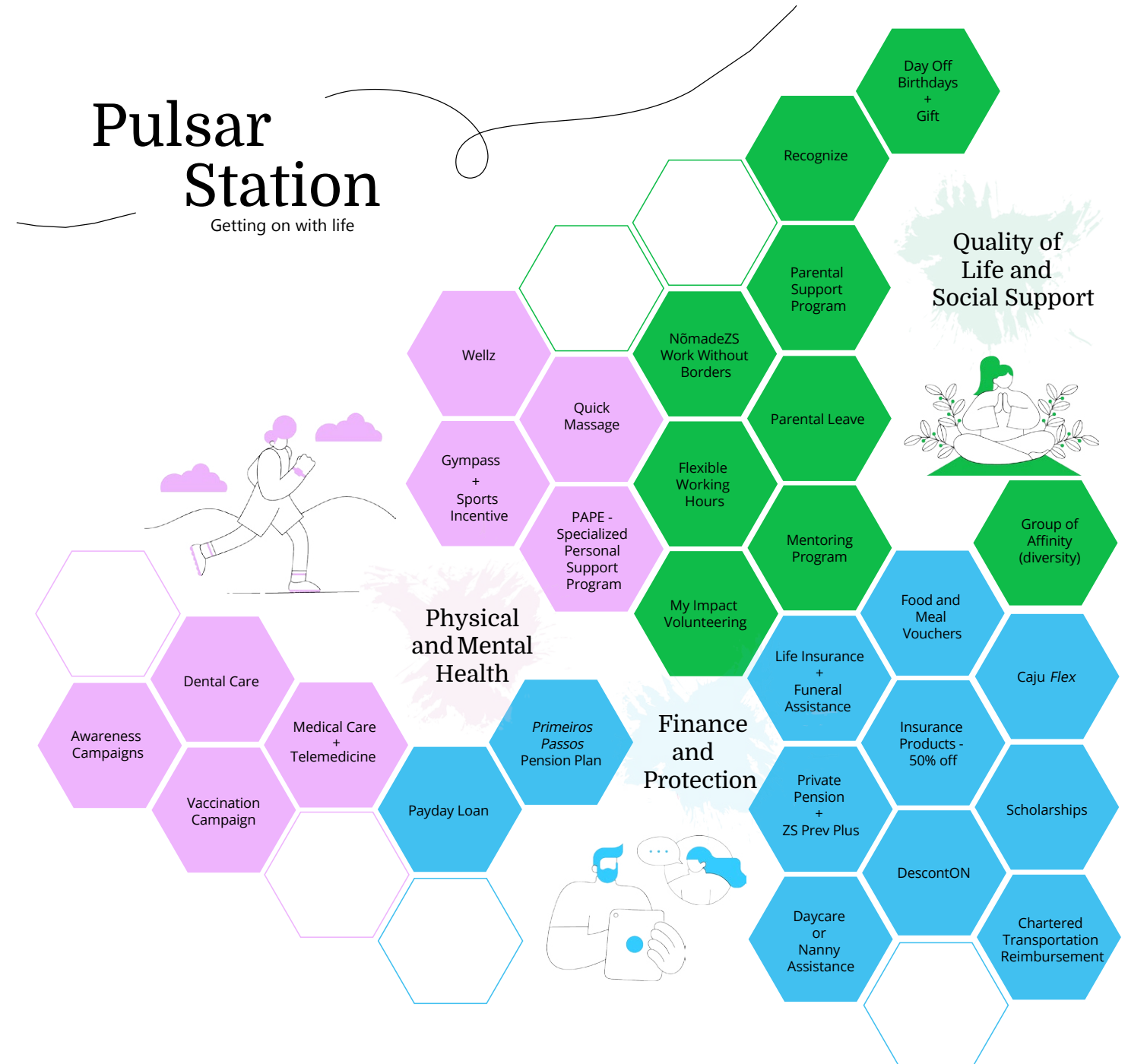
Some examples:

Wellz Platform: offers therapy sessions, guided meditations, discussion groups, educational content and monthly events with varied themes focused on people's mental well-being.

Financial protection and education: all employees can purchase insurance with a 50% discount and have access to ZS Prev, an exclusive private pension plan, which includes employee contributions (ranging from 3% to 12.5%) and the organization's contribution with the same percentage. Our professionals also have access to financial education initiatives to increase their ability to carry out efficient long-term planning. **GRI 201-3**

Flexible working hours: we have a hybrid work model, which provides for two days in the office and three days working from home. And, in 2024, a pilot project was carried out so that employees with children between the ages of 0 and 14 could work 100% from home specifically during the July school holidays, thus ensuring a better quality of life, connection and support for families.

Nômade ZS: employees can work remotely for up to 25 business days in Brazil or abroad, allowing flexibility and quality of life for everyone.





Parenting: the Parenting Policy ensures equality in the exercise of the rights of mothers and fathers who work at the company, offering 120 days of maternity leave (extendable for another 60 days in accordance with the guidelines of the Citizen Company Program, totaling 180 days) and 42 days of paternity leave (5 days per Collective Labor Agreement, 15 days aligned with the Citizen Company Program and another 22 days offered by the company). It also seeks to create a welcoming environment for women, men and family members during pregnancy and in the first 12 months of the newborn. And it supports fathers, mothers or guardians of children and adolescents with specific demands that deviate from typical standards.

Colorful Calendar: throughout the year, the company promotes health and well-being care, focusing each month on prevention and employee awareness – White January, Yellow September, Pink October, Blue November.

For occupational health and safety, the **Internal Accident Prevention Committee (CIPA)** holds monthly meetings to review the company's practices. During the 2024 fiscal year, the highlights were the promotion of webinars on workplace health and safety, with the aim of promoting an appropriate posture at work, the renewal of firefighters to support in urgent and emergency cases, and the maintenance of the annual flu vaccination campaign, open to all employees, interns and apprentices, with discounts for dependents through the benefit offered by contracted partner networks.

At the end of the year, the **Internal Workplace Accident Prevention Week (SIPAT)** was held, which included online training on moral, sexual and virtual harassment, quality of life, health and healthy eating, a “laughter therapy” session, workplace safety and also included concepts of the environment and circular economy. The Ergonomics Blitz, carried out by a group of actors in our office, mobilized employees in a light and fun way about the importance of posture, lighting, air conditioning, among other aspects.



Carolina, Juliana, Fernanda, and Renata, employees at Zurich Santander



Diversity and Inclusion

GRI 3-3 Promotion and respect for human rights, 3-3 Diversity and equal opportunities, 405-1

Diversity and inclusion are part of the company's culture and are values that are intrinsic to our drive to protect what matters most to people. In this sense, our **diversity, equity, inclusion and sense of belonging strategy helps to strengthen our way of being** and contributes to our decisions having broader and more innovative perspectives.

The construction of this positioning is being done in alignment with all the countries where Zurich Santander operates, with the **Diversity, Equity, Inclusion and Belonging Committee (DEIP)** as a forum that fosters debate and the construction of an increasingly better place to work. And our employees are fundamental to this movement, regardless of age group, ethnicity, nationality, gender, race, color, religion, sexual orientation, marital status, etc.

This principle is formalized in our **Code of Conduct** and in clauses that integrate our internal policies and contracts with suppliers, reaching the external public. In 2024, we launched the **Inclusive Language Guide** (*Guia de Linguagem IncluZSiva*), developed in partnership with the Regional Office. The goal is to improve the repertoire, presenting practical recommendations on oral and written expressions that need to be avoided to avoid generating unconscious biases, discrimination and misleading communications.

We are also part of the LGBTQIA+ Business and Rights Forum.

Throughout the year, communications, events and other initiatives were implemented to keep the debate, dialogue, knowledge and evolution of all employees and the company alive on this agenda.

Gender equality: since 2024, our Executive Board has been made up of 50% women and 50% men, while women in leadership positions account for 59% and 56% of the total number of employees. To reinforce awareness of this agenda, in March, Women's Month, we held a major meeting to discuss the role of women in life and in the job market, especially in the financial sector. With our practices focused on gender equality, we have been **recognized for the seventh consecutive year as one of the 15 best mid-sized companies for women to work for**, according to the consultancy Great Place to Work (GPTW).

In 2024, we launched our Inclusive Language Guide, bringing together information and practical tips on how to make everyday communication free from prejudice



Clarissa, Jessica, and Kyane, employees of Zurich Santander

People with disabilities (PWDs): in 2024, we supported the *Mano Down* Institute in building an inclusive gym with resources provided by the company through the Sports Incentive Law. We celebrated Autism Awareness Day with testimonials from employees about the inclusion of people on the autistic spectrum in the job market and encouraged the use of colorful socks, considering the global Lots Of Socks campaign. We also provided very special coverage of the Paris 2024 Paralympics with the support of an employee who accompanied her Paralympic athlete husband and our Offsite, with Galera do Click, which has photographers with Down Syndrome.

LGBTQIAPN+: we celebrated Pride Month with the traditional Diversity Circle, which involves all employees in a moment of dialogue and reflection and communicates the company's benefits in favor of gender plurality, including the entire process of support for sexual reassignment (or transgenitalization), including psychological counseling and surgical procedures. This is an agenda that permeates internal communication throughout the year through testimonials and stories from employees, who share their experiences and reinforce important moments.

Ethnic-racial: to reflect on the history and struggle of black people in Brazil, in addition to the knowledge pills on our internal communication channels, we promoted a Rhyme Battle with the presence of personalities who are references in this movement that is culturally black. In a light-hearted meeting full of rap, everyone was able to learn about the life experiences of these guests and learn a little more about resilience and courage.

Diversity in governance bodies and employees (%)

GRI 405-1

	2023					2024				
	Directors	Superintendents	Managers/ Senior Managers	Coordinators	Operational	Directors	Superintendents	Managers/ Senior Managers	Coordinators	Operational
Male	2	1	7	21	11	2	1	5	21	14
Women in the organization	1	2	8	21	26	1	2	6	25	23
Women in leadership	3	10	27	17	-	5	11	25	18	0
Black people in the organization	0	0	3	8	12	0	0	2	9	14
Black people in leadership	0	0	9	6	-	0	1	11	4	0
LGBTQIAPN+	-	-	-	-	-	-	-	-	-	-
Under 30 years old	0	0	0	4	21	0	0	0	5	22
From 30 to 50 years old	2	3	12	35	15	2	2	10	37	15
Seniors (+50)	1	1	2	4	1	1	1	1	4	0
People with disabilities	-	-	10	10	80	0	0	0	1	3

9 of the 13 management positions open in 2024 were filled by women

Generations: the generational diversity in the company is a valuable tool for exchange and innovation, and we reinforce this approach by exchanging knowledge between employees who have been with us longer and those who are just joining the company (interns). We also promote meetings with external experts on generational movements during Customer Week, to remind us of the importance of different profiles in internal relationships and, especially, to better understand our customers. At the Offsite, employees were divided into three generational groups in a question-and-answer session to demonstrate that, regardless of age, we have more in common than we imagine.



Maternity/paternity leave, by gender GRI 401-3	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Total number of employees entitled to take maternity/paternity leave	149	189	146	195	173	227
Total number of employees who took maternity/paternity leave	4	5	7	9	4	6
Number of employees who returned from leave during the period	4	5	7	9	4	7
Number of employees still on leave at the end of the period	0	0	0	0	0	3
Number of employees who remained in their jobs for at least 12 months after returning from leave	3	5	7	9	4	7
Rate of return (%) ¹	100	100	100	100	100	117
Retention rate (%) ²	100	100	100	100	100	117

1. Number of employees who returned from leave divided by the number who went on leave, by gender.
2. Number of employees who remained with the company for at least 12 months after returning from leave divided by the number of employees who went on leave, by gender.

People with disabilities (%)	2022	2023	2024
Male	1	1	1
Female	2	2	3
Total	3	3	4



Guilherme, Gabriella and Ana Beatriz, employees of Zurich Santander

First Job Incentive

GRI 413-1

Providing opportunities in order to ensure plurality is a relevant path to inclusion. In 2024, we maintained the **Young Apprentice program**, focused on the inclusion of young people, preferably black and brown people, and with priority given to those who participated or are participating in the **social program Skills for the Future**, an initiative carried out in partnership between the Z Zurich Foundation, Zurich Santander, *Fundação Forge* and *Instituto Aliança*.

In parallel, we rely on **ethnic and racial representation criteria to fill internship positions**, in partnership with Universia (a Santander Group company), and we encourage our employees to indicate diverse profiles for open opportunities in the company. We also maintain an **Affirmative Talent Bank** open on LinkedIn (our channel for receiving resumes).

To support apprentices and interns hired by the company to face their first professional experiences with greater confidence, the company promoted, in 2024, the **Young Talents program**. In total, 40 young people participated in the initiative, which included **periodic workshops in partnership with a specialized consultancy firm covering topics such as self-awareness, presentation techniques and problem-solving**. They also put some of this knowledge into practice through **Shark Talk**, which allowed interested young people to present topics of interest to them as a way of practicing their public speaking skills, engagement skills and receiving feedback for their improvement. Also as part of the program, they had a **Coffee & Chat moment with company leaders**, who shared about their careers and the challenges they faced, inspiring everyone.

Workers who are not employees of the company GRI 2-8	Unit of measurement	2022	2023	2024
Apprentices	Quantity	7	9	7



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Community

GRI 3-3 Social inclusion, 2-29, 413-1

Our role as agents of change for the country's economic and social development is demonstrated through our **policies and practices that support society, generating a positive impact and contributing to a more just, equal and equitable society**. To this end, we promote dialogue with the community, collaborating with institutions, NGOs and partners, in order to build long-term relationships and meet local needs.

We support and develop projects in the areas of **culture, sports, basic and professional education, guaranteeing the rights of children and adolescents, as well as health and quality of life**. This work takes place in partnership with other non-governmental organizations and local actors, but especially with the support of the **Z Zurich Foundation**, which promotes social mobilization through global volunteer opportunities, engagement in social causes and financial donations.

We encourage and are proud of our employees' high level of engagement in volunteering, a consolidated element of our sustainability culture and institutionalized through our **Volunteering Policy**, according to which all employees can

dedicate the equivalent of three working days of their working day to corporate volunteering promoted by the company. In addition, we have the **My Impact** platform, made available by the Z Zurich Foundation, where employees have access to online and in-person volunteering opportunities and can also indicate social organizations to receive financial resources.

87,142 people were impacted by socio-environmental actions focused on volunteering, action in climate emergencies and offering value to customers in 2024





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Volunteering

GRI 413-2, 3-3 Social inclusion, 3-3 Financial and insurance education

Our employees were able to engage in several social actions throughout the year, aligned with **health and well-being, professional training, financial education, socio-environmental engagement**, always encouraging manual skills and the exchange of knowledge. In total, **32 actions were promoted, with a total of 298 employees dedicating more than 1,500 hours of volunteer activities**. Among these actions, the following stand out:

- **Financial education:** we held seven lectures on financial education for young people and adults served by partner institutions such as **United Way**, the Brazilian Institute for Cancer Control (IBCC), the Association of Parents and Friends of the Disabled (Apae), the Sports and Education Institute (IEE) and the *Instituto Aliança*. In total, more than 370 people participated in these meetings. The group of volunteers focused on sharing this knowledge has grown stronger over the years and now has 12 people.

- **Professional training:** we participated in training young people to enter the job market and in the development of teachers through a partnership with the Aliança Institute (**learn more in Skills for the Future**) and the Z Zurich Foundation and United Way. Through volunteer work, our employees gave lectures on careers, provided mentoring, simulated interviews and even a career fair. In total, 44,606 people benefited from this front.

- **Health and well-being:** we produced 250 canary seed breast implants to be donated to women who had undergone mastectomies through the NGO *Mamas de Amor*, provided dental care to 110 children and adolescents in partnership with the NGOs *Amigo da Vez* and *Associação Fraternidade*, carried out 4 blood donation campaigns in partnership with the *Instituto Sírio Libanês*, which benefited 292 people, in addition to a discussion group on mental health and parenting at the IBCC and a self-defense class with young people served by the *Instituto Sensei Dojo*.

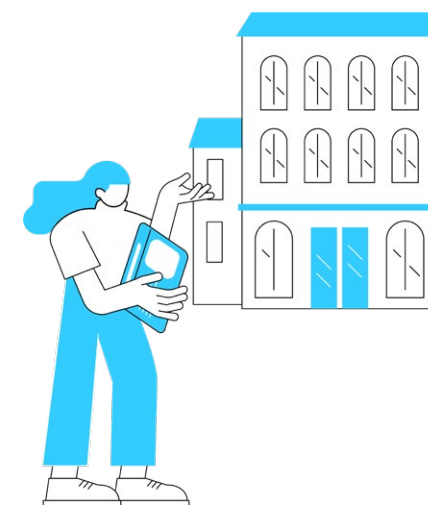
- **Socio-environmental mobilization:** taking advantage of Environment Month in June, we mobilized employees to collect and prepare aluminum cans that were transformed into musical instruments for children served by the *Instituto Bacarelli*. We also brought all the teams together at our Offsite to prepare Christmas wreaths, felt gloves for mothers and children served by United Way, as well as personal hygiene and self-care kits for the elderly living at the *São Francisco de Assis* Nursing Home.

- **Value Reporter (*Repórter de Valor*):** in 2024, we will resume the Value Reporter, which promotes employee visits to social projects supported by the company through incentive laws. The goal is to strengthen ties with these organizations and capture information (testimonials, images and videos) that are transformed into articles or online events on our internal communication channels. In total, there were four editions of the program throughout the year, which were at United Way Brazil, IBCC, in *São Paulo*, Acer Brasil, in Greater *São Paulo*, and the Child Rehabilitation and Stimulation Service (Serc), in *Gravatá, Pernambuco*, which serves people with disabilities in rural areas of the region.

Financial education

GRI 201-3, 3-3 Financial and insurance education

Encouraging prevention, increasing people's ability to plan for the future, and bringing knowledge about financial education to internal and external audiences are essential steps on the path to making a responsible value proposition tangible. This effort takes place, to a large extent, in the daily interactions of our professionals in customer service channels, but especially in the dissemination of this information to the community and people starting out in their careers.





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Skills for the Future

GRI 413-1

Since 2020, we have partnered with the Z Zurich Foundation, the Forge Foundation and the *Aliança Institute* to implement this important program, which aims to **train young people between the ages of 17 and 24 in vulnerable situations to enter the job market**. In 2024, we continued the partnership, implementing social projects for young people in **São Paulo, Bahia and Pernambuco**.

The program consists of the projects **Rotas e Travessias, Com Domínio Digital and Cloud Computing**, which are carried out in person and online and seek to **develop socio-emotional skills, knowledge of the corporate environment** and the world of technology, with a focus on education and preparation for entering the world of work.

The main volunteer actions involved **career talks**, in which our employees shared their professional trajectories, **career mentoring, meetings on financial education, as well as mock interviews**, aiming to prepare them for their first job interview. There is also **training for public school teachers**, who learn about methodologies for approaching life projects, further enhancing the impact of the projects. In 2024, the **program reached 44,141 people**, including young people and trained teachers, to replicate the methodology for other students.



Nathalia, Natan and Thabata, employees of Zurich Santander



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Private Social Investment

GRI 3-3 Social inclusion, 413-2

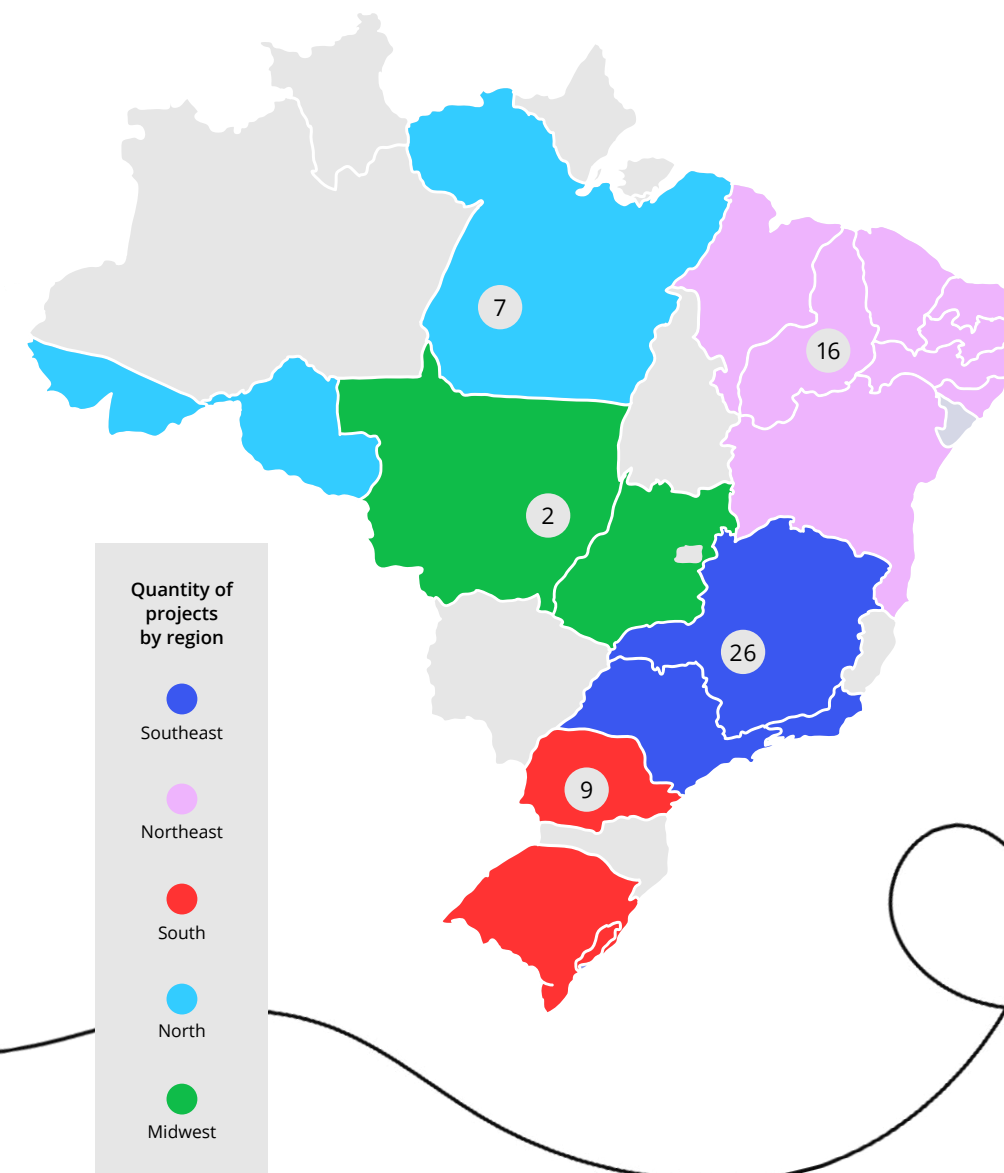
In 2024, Zurich Santander allocated **R\$20 million, through tax incentive laws, to cultural projects, support for sports, the elderly and people with disabilities and those undergoing cancer care**, in addition to guaranteeing the rights of children and adolescents. The initiatives are aligned with the company's values and the objectives of social transformation and community development, always in accordance with the best practices of compliance and governance.

The projects received resources in 2024 and will be developed from 2025.

Lei de incentivo	2023		2024	
	Total amount allocated (R\$)	Total amount	Total amount allocated (R\$)	Total amount
Municipal Fund for the Rights of Children and Adolescents (Fumcad)	2,683,183.64	9	2,846,225.02	17
Elderly	2,683,183.64	8	2,846,225.02	12
Sport	5,366,367.28	7	4,075,253.40	5
National Program to Support Healthcare for People with Disabilities (Pronas)	2,683,183.64	6	1,229,376.90	4
National Program to Support Oncological Care (Pronon)	2,683,183.64	1	1,229,376.90	1
Federal Law for the Promotion of Culture (Rouanet Law)	10,732,732.56	13	8,130,000.00	8
Total	26,831,183.40	44	20,356,457.24	47

At the same time, in 2024, we monitor the completion of projects that received investment in 2023.

Support for social projects in several Brazilian states





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Municipal Fund for the Rights of Children and Adolescents (Fumcad)

We continue to participate in the **Amigo de Valor Program**, promoted by *Banco Santander*, which supports **projects that protect and create opportunities for children and adolescents in vulnerable situations** and is one of the largest social mobilization programs with the allocation of part of the Income Tax. In 2024, we monitored the execution of seven projects supported by the company and employees, through voluntary donations, which were focused on **reducing abuse and child labor and promoting the reception, inclusion of people with disabilities and socio-educational care**.

- ***Um Resgate à Infância – Chega de Trabalho Infantil!***

To combat child labor in the city of *Buíque*, in *Pernambuco*, the project carries out campaigns in schools – as a way of strengthening the space as a safe place –, identifies and refers cases of this nature, as well as supports families. It also promotes health care, cultural and sports activities, benefiting more than 900 people, including individuals, families, communities and public authorities as a force to confront and eradicate the problem in the region.

- ***Crescer Aprendendo***

A positive parenting program offered to caregivers of children aged 0 to 6 (Early Childhood) in extremely vulnerable areas of the city of *São Paulo* through the NGO United Way Brazil. The initiative addresses topics such as emotional health (90% are women and 70% are black, with no support network), combating violence, anti-racist education, health care and healthy eating, and the importance of play and affection for the good cognitive development of children. In total, 900 people benefited in 2024.

As a way to generate even more engagement in the social projects that are part of the *Amigo de Valor* Program, we created a group of ambassadors to present and defend, in a live broadcast for the entire company, the initiatives that should receive resources from the company and all employees. In the end, the winning project was ***Família Guardiã – Projeto de Apoio a Famílias Extensas***, in *Diadema*, which offers shelter to children and adolescents who are victims of violence, integrating them into extended families, and which estimates to serve 180 people between direct and indirect services in 2025.



Elderly Act

Social and financial inclusion, protection against abuse, care and assistance to the elderly are some of the focuses of the projects supported through the Elderly Act, among which we highlight:

- Empreendedorismo Turbinado**

Led by the Institute of Research and Entrepreneurial Projects (IPPE), the project encourages entrepreneurship, innovation and income generation among the elderly in *Belo Horizonte, Minas Gerais*. The actions include personal and collective development content focused on entrepreneurship, coaching, digital marketing and leadership, helping these people to stay active, well-informed and have the possibility of social integration. More than 5,000 people had access to the initiative throughout 2024.
 - Idoso Que Pinta, Que Canta e Que Dança**

The project, carried out in *Alagoinhas, Bahia*, seeks to promote quality of life and healthy aging, strengthening the self-esteem, knowledge and experiences of the elderly, while also working to reduce social isolation and idleness, which is common among these people. To this end, a municipal community center was created that offers games, craft workshops, digital guidance, dance, choir and music. More than 2,000 people from the city had the opportunity to participate in the project.

Sports Act

Throughout 2024, seven projects were developed to promote access to sports, quality of life and well-being, among other social benefits. Among them, we highlight:

- Mano Down Institute – Academia Inclusiva II Project**

To promote integration, improved self-esteem, autonomy, physiological functions, strength and muscular resistance, the institute offered 800 sports workshops (swimming, functional circuit, capoeira, yoga, chess, volleyball, among other modalities) for 76 people who are in a situation of social vulnerability in the metropolitan region of *Belo Horizonte*.
 - Corrida Juntos**

The *Circuito Juntos Santander* is an initiative that aims to promote unity, sport and teamwork, encouraging the formation of teams for five and ten kilometer races. In 2024, 5 stages were held, with more than 15 thousand participants in 5 cities in different regions of our country.
 - Circuito Corrida de Rua Santander**

Consists of several stages that take place at tourist attractions in different regions of Brazil. In 2024, 15 stages were held, totaling more than 22 thousand participants.





Cultural Incentive Law (Rouanet Law)

Musical shows, exhibitions and immersive activities are among the projects supported by the company. In 2024, eight projects were promoted, with highlights including:

Elvis – A Musical Revolution

Presented at the *Teatro Santander*, the show told the stories and songs of the famous artist Elvis Presley, bringing together audiences from different generations. In total, more than 110 thousand people watched the musical, with 15 sessions being exclusive to audiences served by non-profit organizations.

Cabaret

The famous Broadway musical had a Brazilian reinterpretation about the nightlife at the KitKat Klub, a bankrupt cabaret in Berlin in the early 1930s, at the time of the rise of Nazism in Germany. It is in this environment that an English singer and dancer falls in love with a young American writer and that the plot unfolds, involving the entire audience in an immersive experience. More than 17 thousand people went to 033 Rooftop to watch the show.

Shakespeare in Love

Inspired by the Oscar-winning film from 1999, the Portuguese-language musical theater version tells the story of young William Shakespeare who, after experiencing writer's block, meets Viola de Lesseps—a young woman who dreams of becoming an actress and becomes his new muse and love. A total of 28,290 people attended the play.

Chiquinha Gonzaga Orchestra

Since 2022, Zurich Santander has supported the Brazilian Institute of Music and Education (IBME), which aims to promote social transformation among students in the public school system of *Rio de Janeiro* through education, music and culture. Over the years, the project has impacted more than 20,000 people, with 30 musicians selected to perform on international tours in Spain, Portugal, Switzerland and France and to spread classical and Brazilian music in these countries.





Suppliers

GRI 2-6, 2-23, 2-24, 2-29, 204-1, 3-3 Responsible value chain, 3-3 Promotion and respect for human rights

As strategic partners of Zurich Santander, our **suppliers are essential in building a solid and lasting value chain that supports our operations**. To this end, we have guidelines that make our values and conducts tangible, which are fundamental in this relationship. These principles are described in our **Code of Conduct and Sustainability Policy**, shared since the beginning of the relationship, but their internal processes and management are also formalized in our **Purchase Request Policy**.

Our suppliers are concentrated in the areas of Technology (software, development, cybersecurity), Services, Customer Service and Claims Adjustment. As part of supporting the economic development of communities, we choose, whenever possible, to hire local suppliers. By the end of 2024, there were **197 suppliers in total, with local contracts representing 98%**.

For new hires or contract renewals, all of our suppliers undergo an approval process in which **reputational media research is conducted and global restrictive and sanctions lists** are consulted to assess any issues related to governance, financial issues, information security or socio-environmental risks. These analyses

are reviewed annually through a process called **Quality Assurance of critical suppliers**, in which, in 2024, the company began to include environmental criteria. Of the 11 suppliers that operate as Business Process Outsourcing (BPO) evaluated, none had any environmental issues.

All contracts include **contractual clauses** related to anti-bribery and anti-corruption practices, prevention of slave and child labor, respect for the environment, fighting all forms of discrimination, guaranteeing labor rights and health and safety. In 2024, **100% of our suppliers were assessed for social aspects** in accordance with the criticality rules established in the Purchase Request Policy.

As a result of the work we carried out to comply with Circular No. 666/2022 of the Superintendence of Private Insurance (Susep), in 2024, we defined and began implementing an **improvement plan for assessing and monitoring sustainability risks in supplier management**. The workflow considers identifying opportunities to improve relationships and the sharing of sustainable practices. The implementation of these actions will begin in 2025.



Sara and Aline, employees of Zurich Santander



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Associations and Market Entities

GRI 2-28

Zurich Santander, through its employees, **actively participates in associations, entities and technical committees in the insurance and pension markets** to monitor and contribute to the construction of a more ethical and sustainable sector. Among the organizations in which the company is present, the following stand out:

- National Confederation of Insurance Companies (CNSeg)
- National Federation of Private Pensions and Life Insurance (FenaPrevi)
- National Federation of General Insurance (FenSeg)
- Brazilian Association of Dental Plans (Sinog)

In addition to **serving as members of various committees and working groups**, the company is also represented in the presidencies of the Tax Affairs and Investment Committees, both of which are part of CNSeg. It is also represented by the mentor director of the Survival Products Committee of the National Federation of Private Pensions and Life Insurance (Fenaprevi).

The internal governance of this agenda is carried out through the **appointment and monitoring of representatives, monthly meetings to share topics and trends**, and joint discussions on new developments and possible impacts for the company. The content is also aligned with the Executive Committee periodically or in a timely manner, as needed.



Washington, Alejandro, Fernanda, Marcela, Marcelo, Laura, Valéria, João, and John, directors at Zurich Santander



Flavia and Mario, employees
of Zurich Santander

Environment

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Environmental Principles and Management

GRI 3-3 Governança responsável, 2-23, 2-24, 2-25

The **Responsible Governance front**, in our sustainability strategy, includes the **commitment to build a culture of environmental awareness that generates value for our stakeholders**. In this sense, we seek to manage the impacts of our activities on the environment, focusing on greater **efficiency in the use of resources, reduced waste generation and the promotion of environmental education**.

Our **Sustainability Policy and Facilities Policy** make this direction tangible and reinforce the relevance of the environment, among the topics of our Materiality Matrix. At the same time, we continue on an agenda of **evolving practices and**

mapping sustainability risks associated with our operations, in line with the requirements of the Circular of the Superintendence of Private Insurance (Susep) No. 666/2022.

The structure for monitoring environmental indicators, created in 2023, was improved last year, including new views and data and generating important strategic information for the management of topics such as air travel, waste, water, among others. From this, the company also prepared its first **Greenhouse Gas (GHG) Emissions Inventory** and maintained a recurring acculturation plan with our employees as a way of generating greater engagement and environmental awareness.



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ZURICH



Santander

SEGUROS E PREVIDÊNCIA BRASIL

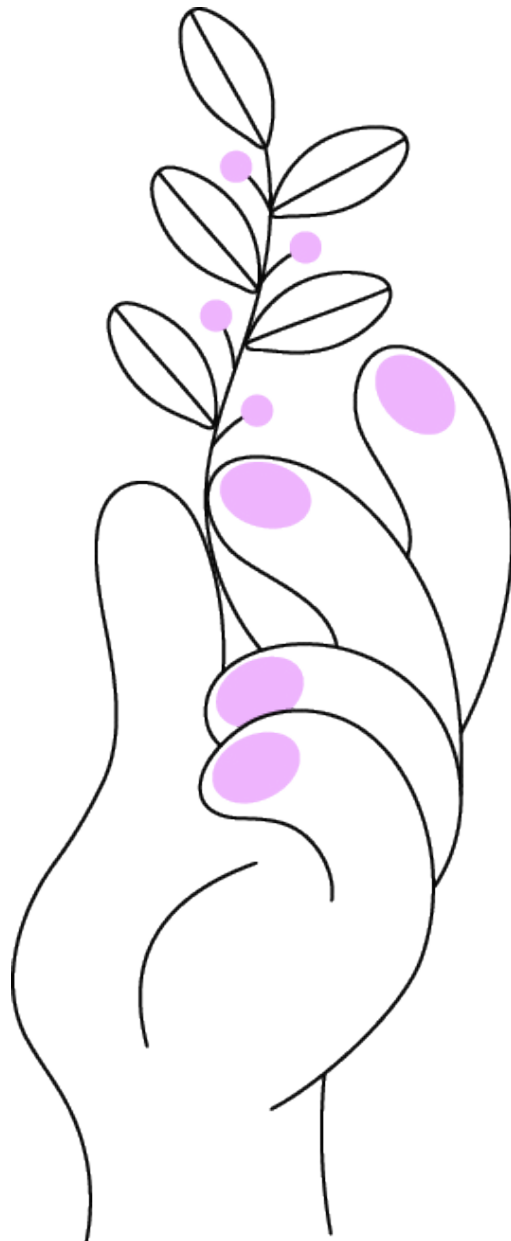
GHG emissions

GRI 3-3 Climate action and transition to decarbonization, 305-1, 305-2, 305-3

In 2024, we took another step towards identifying the impact of our activities on climate change by preparing our first **GHG Emissions Inventory**, with 2023 as the base year. The calculation was based on the internationally recognized Greenhouse Gas Protocol (GHG Protocol) methodology and indicated a total of 312.10 tons of CO₂ equivalent (tCO₂e) using the operational control approach.

Our Scope 1 emissions are concentrated in the **power generators used in our office** (stationary combustion source) and were neutralized in Scope 2, since the energy consumption of the building where we are located is **100% from renewable sources with International Renewable Energy Certificate (I-REC)**. Scope 3 groups together our main sources of emissions, which are **employee commuting between home and office, air travel, accommodation and internal waste generation**. On a smaller scale, we had emissions related to the treatment of effluents and purchased goods.

In order to mitigate our impacts, we have established an action plan throughout 2024, with monthly monitoring of environmental indicators, to identify **opportunities for better use of resources and reduction of our environmental footprint**. Regarding employee transportation, for example, we have replaced the entire fleet of our Board of Directors with electric and hybrid vehicles and encouraged carpooling at our corporate events. In addition, in 2024 we will continue to provide services for transporting mail and documents using electric transportation.



GHG emissions

In metric tons of CO₂ equivalent

Direct emissions
(Scope 1, gross)

0.55 tCO₂

Biogenic CO₂ emissions

0

Indirect emissions
(Scope 2, gross based on location):

0

Indirect emissions
(Scope 2, gross based on market)

0

Indirect emissions
(Scope 3, gross):

311.48 tCO₂

In metric tons of CO₂ equivalent per employee

Emissions
intensity

0.92 tCO₂eq

Total emissions per year

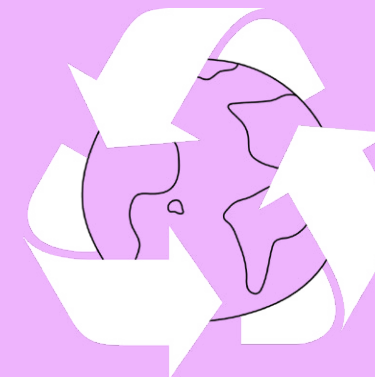
312.10 tCO₂eq.



Resource Management

GRI 3-3 Resource and waste management

We are committed to seeking **greater efficiency and the rational use of natural resources linked to our operations**. The water and energy consumption data used in the office are provided by the management of the condominium where we are located, and, since 2023, we have been **monitoring these metrics monthly**.



Energy Efficiency

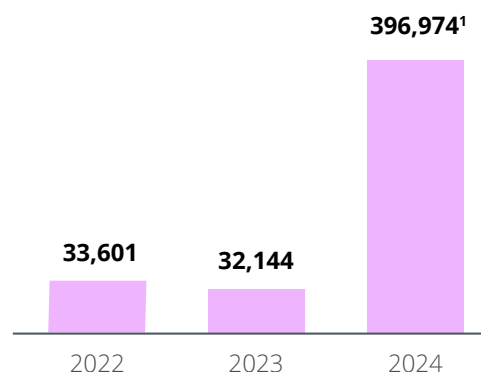
GRI 3-3 Energy Efficiency, 302-1, 303-1, 303-2, 303-

The building where we are located is certified by **Leadership in Energy & Environmental Design (LEED)** due to the incorporation of sustainable practices, such as reusing rainwater and groundwater, purchasing energy through the free energy market and using more efficient materials in its structure.

Internally, in our office, we have adopted **Earth Hour as a daily practice**, turning off the office lights during times when there are fewer employees – especially during lunch hours and after 8 pm – and, at the same time, limiting the use of the air conditioning to the early hours of the morning and late at night. We have also continued to **gradually replace obsolete light bulbs with LED ones in the office** and in common areas, respecting the concern for conscious consumption. However, in contrast, in the renovation of our gourmet space Praça Sorriso da Lu, we have already prioritized the use of LED bulbs and **motion sensors**, to promote greater savings in energy consumption.



Electricity consumption (kWh)



1. The increase in consumption recorded in 2024 is part of a data review carried out by the condominium through its energy meters throughout the year.

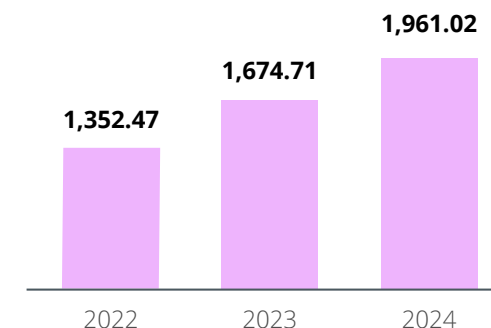
Water Consumption

GRI 3-3 Energy Efficiency, 303-1, 303-2, 303-5

We also monitor water consumption through our environmental indicators structure, based on apportionment data sent by the condominium administration. In 2024, we installed aerators on bathroom faucets with a **focus on reducing water consumption** and we continue to raise awareness about the appropriate use of this resource.



Water consumption (m³)





Waste Management

GRI 306-1, 306-2, 306-3, 306-4, 306-5, 3-3 Resource and waste management

To manage our office waste, we have made **selective collection** points available at various locations, including one specifically for the **proper disposal of batteries**. An internal team weighs the recyclable and non-recyclable waste generated daily.

Combining the environmental and social pillars, we promoted the collection of **aluminum cans to transform them into musical instruments (ganzás) to be donated to children in socially vulnerable situations**, assisted by the Bacarelli Institute. Employees were involved in everything from the disposal of the cans in a specific location to the production of the ganzás, and the action had a great impact because it raised **awareness about the importance of cleaning for the most appropriate disposal of the cans**.

To strengthen the focus on conscious consumption, an initiative adopted in 2024 was the donation of furniture that would no longer be used internally to employees who showed interest. The response was excellent, exceeding the number of items to be donated.

In 2024, we've continued with the selective collection of waste generated in our office and its weighing between recyclable and non-recyclable waste, with the separate disposal of batteries and light bulbs.

1.22 ton
discarded and
destined

1.09 ton
destined for recycling

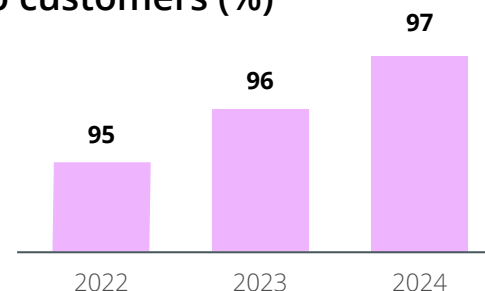
2.31 tons
of waste generated

Less Paper

GRI 301-1, 3-3 Resource and waste management

We continue to expand **digitalization in internal processes and those that impact other stakeholders**. As such, communications to customers are now predominantly carried out through digital channels, limiting the sending of printed materials only to those who do not have a registered email address, and we continue to have a centralized Shipping area, responsible for controlling the use of the company's printers.

Digital communications to customers (%)



Zero Plastic

GRI 301-1, 3-3 Resource and waste management

Employees are regularly encouraged to **avoid single-use plastic consumption, a practice that is already part of our culture**, with periodic reinforcement, including on Plastic-Free Day, which takes place in July. All employees receive guidance on not using these items and, as part of the **welcome kit, they receive a reusable bottle and a mug for drinking other beverages**.

Environmental Culture

In 2024, a periodic internal communication plan on environmental issues was put into practice in order to raise awareness on the topic and reinforce concrete actions. The following topics were addressed:

- Earth Hour
- Proper disposal of waste during happy hour
- World Environment Day
- Plastic-Free July
- Energy consumption
- National Day of Conscious Consumption
- World Cleanup Day
- Carbon footprint
- Sustainable practices during office renovation

In addition, at our Offsite event, we installed water dispensers and distributed reusable cups to all employees, focusing on minimizing waste generation.



Susep Circular No. 666

Table Governance of sustainability risk (GVR)		
Objective	Description of sustainability risk management governance	
Contents	Qualitative information	
Frequency	Annual	
Details of information	The role of the Board of Directors, the Executive Board, the officer responsible for internal controls and the Risk Committee in the sustainability risk governance process must be described, in accordance with Susep Circular No. 666, of June 27, 2022, and CNSP Resolution No. 416, of July 20, 2021.	
	(a) Description of the way in which the Board of Directors, Executive Board, officer responsible for internal controls and Risk Committee act to supervise sustainability risks.	Supervision and management of sustainability risks is carried out at a strategic level by the Board of Directors, which ensures that the Risk Management Structure and Internal Control System function properly, approves and ensures compliance with the guidelines defined in policies - including the Risk Management Policy, Sustainability Policy and other regulatory policies, as well as being aware of the Risk Management Report and Sustainability Report. To assist the Board of Directors, the Audit & Risk Committee, at a tactical level, works to ensure an effective system for identifying and mitigating risks and maintaining solid internal controls and governance, in compliance with local laws and regulations.
	Description of the role of the Board of Directors, Executive Board, the director responsible for internal controls, and the Risk Committee in managing sustainability risks.	At the operational level, operations are divided as follows: 1st line of defense: these are the business areas - primarily responsible for risk (risk takers) and its day-to-day management. The Executive Committee validates the controls related to the company's operations and business, with active participation in monitoring risks and respective action plans, advising on possible corrections and improvements and promoting internal acculturation.
	(c) Description of the bodies at the strategic, operational levels and their responsibilities by subsidizing the Board of Directors, the Executive Board, the director responsible for internal controls and the Risk Committee in the management and supervision sustainability risks.	2nd line of defense: the Risks and Internal Controls Department acts independently of the company's other structures, managing risk appetite, monitoring potential impacts and actions to be taken and ensuring that material risks are identified, measured and mitigated in a timely manner. Its work encompasses sustainability risks in an integrated manner with the other risks incurred by the company. 3rd line of defense: these are internal and external audits aimed at providing independent assessments of the activities carried out by the company, assessing the adequacy and effectiveness of the controls defined and compliance with the internal rules and regulations in force.

Table Strategies associated with sustainability risks (EST)		
Objective	Identification and description of the actual and potential impacts of sustainability risks on the institution's business, strategies and risk management	
Contents	Qualitative information	
Frequency	Annual	
Details of Information	Aspects of sustainability risks with potential impacts on business, strategies and risk management must be described, in accordance with Circular 666 of June 27, 2022.	
	(a) Description of sustainability risks with the potential to generate significant losses in the short, medium and long term.Divide into (a.1) for climate risk events and (a.2) other sustainability risks, OR	The materiality study was based on our internal Self Assessment Operational Risk (SAOR) risk management methodology and sector studies on social, environmental and governance risk management drawn up by the Principles for Sustainable Insurance (PSI), the Principle for Responsible Investment (PRI) and the Principles of the United Nations Environment Programme (UNEP-FI).
	(a) Description of sustainability risks with Divide into (a.1) for climate risk events, (a.2) for environmental risk events and (a.3) for social risk events.	In the initial stage, we carried out a broad mapping of potential sustainability risks to our business, which were then classified based on the potential impact and probability of materialization in the short (1 to 3 years), medium (3 to 5 years) and long term (5/6 to 10 years), looking at our internal activities (relations with suppliers and partners, relations with employees and management of the administrative building), underwriting processes and investment management.
	Indicate the temporal criteria adopted to define the different horizons (short, medium and long term)	In the end, seven main sustainability risks were identified:
	(b) Description of the methodology used to assess the potential losses generated by sustainability risks.	(a.1) three physical climate risks associated with frequent and severe weather or long-term environmental changes; (a.2) zero environmental risks associated with environmental degradation, including excessive use of natural resources; (a.3) four social risks associated with the violation of fundamental rights and guarantees or acts harmful to the common interest.
	(c) A description of how the impacts of the risks mentioned in item (a) are considered in the institution's business and strategies, detailing the time horizon considered and the criteria adopted in prioritizing the risks assessed.	The management of sustainability risks and the construction of a resilient strategy are carried out across the other risks mapped by the company and follow the same policies and processes defined in the Risk Management and Internal Controls Structure. To this end, periodic strategic exercises are carried out involving the company's decision-making forums, as well as business areas, considering historical events and those mapped as trends, in order to mitigate potential impacts on the business.
	(d) Description of the resilience of the organization's strategy, considering its capacity to adapt to changes in climate patterns and the transition to a low-carbon economy.	Focusing on our clients, we have an approach to preventing these risks by encouraging them to use our products, which offer cover and assistance to help them deal with the consequences of climate risks materializing (find out more in Integrated Approach to Climate Events). In addition, fulfilling our role as an institutional investor, we allocate financial resources to sectors that foster a low-carbon economy (find out more in Responsible Investments) and, internally, we monitor our greenhouse gas (GHG) emissions to manage the impact of our operations and seek more efficient practices. At the same time, we follow studies, trends and new regulations on climate change, as well as any developments that may impact our business and our stakeholders.

Table Processes for managing sustainability risks (GER)		
Objective	Description of how sustainability risks are managed	
Contents	Qualitative information	
Frequency	Annual	
Details of Information	The processes for identifying, evaluating, classifying, measuring, treating, monitoring and reporting sustainability risks must be described, in accordance with Circular No. 666 of June 27, 2022 and CNSP Resolution No. 416 of July 20, 2021.	
	(a) Description of the processes used for identifying, evaluating, classifying measurement of sustainability risks.	The materiality study was based on our internal Self Assessment Operational Risk (SAOR) risk management methodology and references from external studies. Sustainability risks were identified, assessed and classified according to their criticality, and mitigating controls were mapped out which will become part of the company's monitoring of this issue, following the same flow as for other risks.
	(b) Description of the sustainability risk management processes, highlighting their treatment, monitoring and reporting.	
	(c) A description of the mechanisms used to establish concentration limits in economic sectors, geographical regions, products or services that are more likely to suffer or cause impacts on sustainability. impacts on sustainability.	Our products are offered through the banking channels of Banco Santander and other companies that are part of its ecosystem, which follow specific analysis flows for offering financial products. Internally, Zurich Santander maintains an underwriting process based on the principles of proportionality and relevance, analyzing in greater depth the contracts with greater exposure to the risk limits adopted, in line with internal policies and business decisions. In addition, the company seeks to generate a positive impact through its products and services, considering aspects such as longevity, vulnerable audiences, promoting the use of renewable energy, among others. When managing its investments, the insurer integrates environmental, social and governance (ESG) aspects, observing the requirements established by regulatory bodies, public commitments related to this issue (PRI, among others), internal policies and good sustainability practices (find out more in Responsible Investments). As for our supplier relationships, the approval process includes research into reputation, slave labor, child labor, penalties, global sanctions, adverse media, politically exposed persons (PEP), among other relevant points for the company (learn more in Suppliers).
	(d) A description of how the processes used to identify, assess, classify, treat, monitor and report sustainability risks are integrated with the management of underwriting, credit, market, liquidity and operational risks.	In defining sustainability risks, the connection with the traditional risk dimensions (underwriting, credit, market, liquidity, and operational) was considered, in addition to the probability, impact, and effectiveness of controls. Therefore, the management of sustainability risks follows the same model already adopted by the company (three lines of defense), including established discussion forums and reporting procedures.



GRI Content Index

Statement of use	Zurich Santander Insurance America reported the information mentioned in this GRI content summary for the period 01/01 to 12/31/2024 based on the GRI Standards.		
GRI 1 used	GRI 1: Foundations 2021.		
GRI Standard	Disclosure	Location or Page	SDG
GRI 2: General Disclosures 2021	2-1 Organizational details	9, 10, 36	-
	2-2 Entities included in the organization’s sustainability reporting	6	-
	2-3 Reporting period, frequency and contact point	6, 81	-
	2-4 Restatements of information	28	-
	2-5 External assurance	6	-
	2-6 Activities, value chain and other business relationships	9, 10, 12-15, 20, 42, 63	-
	2-7 Employees	42, 80	8 and 10
	2-8 Workers who are not employees	55 We engage non-employee workers, such as young apprentices (who operate under a special and temporary contract), as well as service providers for administrative activities, customer service, claims settlement, and information technology (IT) development.	-
	2-9 Governance structure and composition	19, 26-28	5 and 16
	2-10 Nomination and selection of the highest governance body	27	5 and 16
	2-11 Chair of the highest governance body	27	16
	2-12 Role of the highest governance body in overseeing the management of impacts	27	-
	2-13 Delegation of responsibility for managing impacts	26-28	-
	2-14 Role of the highest governance body in sustainability reporting	6	-
	2-15 Conflicts of interest	25, 32	16



GRI Standard	Disclosure	Location or Page	SDG
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	27, 33	-
	2-17 Collective knowledge of the highest governance body	26, 27	-
	2-18 Evaluation of the performance of the highest governance body	28	-
	2-19 Remuneration policies	49	-
	2-20 Process to determine remuneration	49	-
	2-21 Annual total compensation ratio	For confidentiality reasons, Zurich Santander does not disclose the proportion of the total annual remuneration of the company's best-paid person in relation to the average total annual remuneration of all employees, nor the proportion of the percentage increase in the total annual remuneration of the organization's best-paid person.	-
	2-22 Statement on sustainable development strategy	3, 4	-
	2-23 Policy commitments	19, 25, 29, 30, 32, 33, 63, 66	16
	2-24 Embedding policy commitments	11, 18, 19, 25, 29, 30, 32, 33, 63, 66	16
	2-25 Processes to remediate negative impacts	29, 30, 31, 33, 66	16
	2-26 Mechanisms for seeking advice and raising concerns	33	16
	2-27 Compliance with laws and regulations	We have not recorded any significant violation of laws or regulations by Zurich Santander.	-
	2-28 Membership associations	64	-
	2-29 Approach to stakeholder engagement	12, 36, 37, 42, 56, 63	-
	2-30 Collective bargaining agreements	100% of Zurich Santander Brazil employees are covered by collective bargaining agreements.	8
GRI 3: Material Topics 2021	3-1 Process to determine material topics	7	-
	3-2 List of material topics	7	-
	3-3 Management of material topics	Innovation, digitalization, and automation (38, 41); Cybersecurity and data privacy (34); Responsible, accessible, and inclusive product offering (13, 38, 41); Customer experience and satisfaction (39); Financial and insurance education (50, 57); Responsible value chain (63); Social inclusion (56, 57, 59); Diversity and equal opportunities (52, 53); Attraction, development, and well-being of employees (42, 44, 47, 49, 50); Responsible governance (18, 19, 25, 66); Fair competition (32, 33); Anti-corruption and anti-money laundering (33); Sustainability culture and awareness (18, 19); Sustainable economic performance (16); Promotion and respect for human rights (52, 63); Ethics and transparency (32); Energy efficiency (68); Climate action and transition to decarbonization (68); Resource and waste management (68, 69); Risk management (29); and ESG investments (22).	-



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GRI Standard	Disclosure	Location or Page	SDG
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	16	8, 9
	201-2 Financial implications and other risks and opportunities due to climate change	22, 23	13
	201-3 Defined benefit plan obligations and other retirement plans	50, 57	-
	201-4 Financial assistance received from government	59	-
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	For confidentiality reasons, Zurich Santander does not disclose the ratio between the lowest salary and the local minimum wage.	1, 5 and 8
	202-2 Proportion of senior management hired from the local community	100% of the members of the Board of Directors of Zurich Santander Brasil are hired in Brazil, although they may have another nationality.	8
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	20, 22	5, 9 and 11
	203-2 Significant indirect economic impacts	13, 20, 22	1, 3 and 8
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	63	8
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	32, 33	16
	205-2 Communication and training about anti-corruption policies and procedure	33	16
	205-3 Confirmed incidents of corruption and actions taken	33	16
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	33	16
GRI 301: Materials 2016	301-1 Materials used by weight or volume	69	8 and 12
GRI 302: Energy 2016	302-1 Energy consumption within the organization	68	7, 8, 12 and 13
	302-4 Reduction of energy consumption	68	7, 8, 12 and 13
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	68	6 and 12
	303-2 Management of water discharge-related impacts	68	6
	303-5 Water consumption	68	6



GRI Standard	Disclosure	Location or Page	SDG
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our headquarters are located in the Brooklin district in the city of São Paulo, whose original predominant biome is the Atlantic Forest, but which has lost its natural configuration over time due to intense urbanization. In compliance with Federal Law No. 9.985, of July 18, 2000, which establishes the National System of Nature Conservation Units (SNUC) and aims to promote the conservation and maintenance of natural heritage – diversity of fauna, flora and other forms of life, our office is not currently located in or next to protected areas or zones of great value for biodiversity.	6, 14 and 15
	304-2 Significant impacts of activities, products and services on biodiversity	In any case, the relevance of this agenda is part of our materiality matrix and has been the subject of studies of opportunities that should be worked on in the coming years.	6, 14 and 15
GRI 305: Emissions 2016	305-1 Direct emissions (Scope 1) of greenhouse gases (GHG)	67	3, 12, 13, 14 and 15
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) from greenhouse gases (GHG) from the purchase of energy	67	3, 12, 13, 14 and 15
	305-3 Other indirect emissions (Scope 3) of greenhouse gases (GHG)	67	3, 12, 13, 14 and 15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	69	3, 6, 11 and 12
	306-2 Management of significant waste-related impacts	69	3, 6, 11 and 12
	306-3 Waste generated	69	3, 11 and 12
	306-4 Waste diverted from disposal	69	3, 11 and 12
	306-5 Waste directed to disposal	69	3, 11 and 12
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	In our approval process, we consult restrictive lists and disreputable media that include environmental aspects, and, in the event of any findings, a more in-depth analysis is carried out in order to make a decision.	-
	308-2 Negative environmental impacts in the supply chain and actions take	The company evaluates the environmental criteria of its critical suppliers in the Quality Assurance process, and of the 11 Business Process Outsourcing (BPO) evaluated, none had any environmental findings.	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	42, 43	5, 8 and 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	50	3, 5 and 8
	401-3 Parental leave	54	5 and 8
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Organizational changes and significant events are formally communicated to employees through Zurich Santander's various communication channels. The time period between the occurrence and the communication, unless regulated by a specific rule, does not have a predetermined deadline.	8



GRI Standard	Disclosure	Location or Page	SDG
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	50, 51	8
	403-2 Hazard identification, risk assessment, and incident investigation	50, 51	8
	403-3 Occupational health services	50, 51	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	50, 51	8 and 16
	403-5 Worker training on occupational health and safety	50, 51	8
	403-6 Promotion of worker health	50, 51	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50, 51	8
	403-8 Workers covered by an occupational health and safety management system	50, 51	8
	403-9 Work-related injuries	Two accidents at work were recorded, with no serious consequences. Both cases were dealt with in accordance with regulatory standards, with the reinforcement of prevention campaigns and raising awareness of the necessary precautions to mitigate the risk of further accidents.	3, 8 and 16
	403-10 Work-related ill health	In 2024, no leaves of absence of more than 15 days related to occupational illnesses were recorded. The company establishes the guidelines, responsibilities and procedures related to leave, absence and legal absences for its employees through the Leave, Absence and Legal Absence Policy, available to all on an internal platform.	3, 8 and 16
GRI 404: Training and Education 201	404-1 Average hours of training per year per employee	47, 48	4, 5, 8 and 10
	404-2 Programs for upgrading employee skills and transition assistance programs	47, 48	8
	404-3 Percentage of employees receiving regular performance and career development reviews	In 2024, 100% of employees underwent a performance appraisal, aimed at the professional improvement of each employee as well as the company's performance.	5, 8 and 10
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28, 52, 53	5 and 8
	405-2 Ratio of basic salary and remuneration of women to men	80	5, 8 and 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	In 2024, no cases of discrimination on the grounds of gender, racial or ethnic origin, nationality, religion or belief, disability, age, sexual orientation or other relevant forms of discrimination involving internal or external stakeholders were identified in all operations. There were no complaints related to human rights issues.	5 and 8



GRI Standard	Disclosure	Location or Page	SDG
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	In 2024, there were no complaints related to the rights of the workers of the companies contracted by the company.	8
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	We had no reports of child labor in the supply chain.	8 and 16
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	In 2024, no suppliers were identified with a significant risk of incidents of forced or compulsory labor.	8
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	We have a partner company contracted to provide security at our office, which annually trains its employees in the best management practices, in accordance with the rules set out in the contract.	16
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	22, 55, 56, 58	-
	413-2 Operations with significant actual and potential negative impacts on local communities	57, 59	1 and 2
GRI 414: Social Supplier Evaluation 2016	414-1 New suppliers that were screened using social criteria	Based on the current Procurement Request Guideline, only purchases over R\$15,000 per year are evaluated using social criteria.	5, 8 and 16
	414-2 Negative social impacts in the supply chain and actions taken	No actual or potential negative social impacts have been identified.	5, 8 and 16
GRI 415: Public Policy 2016	415-1 Political contributions	There were no contributions to political parties and/or representatives, as this is forbidden according to internal policy.	16
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	In 2024, 100% of the products offered by Zurich Santander complied with the required information procedures.	12
	417-2 Incidents of non-compliance concerning product and service information and labeling	We recorded no cases of non-compliance related to product and service information and labeling.	16
	417-3 Incidents of non-compliance concerning marketing communications	We recorded no cases of non-compliance related to marketing communications.	16
GRI 418: Customer Privacy 2016	418-1 Verified complaints regarding privacy violations and customer data loss	We have not registered any complaints relating to breaches of customer privacy or loss of customer data.	16



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Annexes Supplement to GRI Content

Zurich Santander Brazil employees, in total numbers GRI 2-7	2022		2023		2024	
By employment contract and gender	Female	Male	Female	Male	Female	Male
Number of employees (total)	205	167	212	167	227	173
Number of permanent employees	189	149	195	146	206	154
Number of temporary employees	16	18	17	21	21	19
Total number of employees by region (considering only direct employees, statutory employees and interns)						
North	1	0	1	0	1	0
North East	3	1	3	1	2	1
Midwest	1	0	1	0	1	1
South	9	3	7	4	5	4
Southeast	191	163	200	162	218	167
Total number of permanent employees by region (direct employees and statutory employees)						
North	1	0	1	0	1	0
North East	3	1	3	1	2	1
Midwest	1	0	1	0	1	1
South	9	4	7	3	5	4
Southeast	175	144	183	142	197	148
Total temporary employees by region (interns)						
North	0	0	0	0	0	0
North East	0	0	0	0	0	0
Midwest	0	0	0	0	0	0
South	0	0	0	0	0	0
Southeast	16	18	17	21	21	19

Ratio of base salary and remuneration of women to those of men by employee category (%) GRI 405-2

Functional category	2023	2024
Directors ¹	37	34
Superintendents	-4	1
Managers/senior managers ²	-14	-18
Coordinators	-10	11
Operational	3	2

1. The calculation also includes the remuneration of the CEO and statutory directors. Among these positions, two are held by men with longer tenure and one by a woman hired in 2024. These factors influence the variation presented, although in 2024, the Executive Board was composed of 50% women and 50% men.

2. The variation is related to the growth of the total salary base for this employee category, as well as the increase in both the number and remuneration of women, aiming for greater representation and gender equity.

Credits

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GRI 2-3

