



# 2020

## ESG Report

December 31, 2020

# about this report

Welcome to the **ESG Report 2020** of **Itaú Unibanco Holding S.A.** [GRI 102-1](#)

The ESG Report 2020 is our main tool for reporting environmental, social and governance (ESG) indicators. The purpose of this report is to provide increased accessibility, in-depth knowledge and transparency on sustainability issues in our business and relationships.

This document is broken down into 11 chapters, structured based on the nine Positive Impact Commitments, in line with the Sustainable Development Goals (SDG) of the United Nations Organization (UN).

This report was prepared based on the main international reporting guidelines and standards, as follows:



## Global Reporting Initiative (GRI)

We take into consideration the sector indicators of the GRI Standards: Financial Sector in this report. The GRI performance indicators are marked with [\[GRI\]](#).



## Task Force on Climate-Related Financial Disclosures (TCFD)

We report on our adherence to the TCFD recommendations on climate-related strategy, governance, risk management, targets and metrics.



## Sustainability Accounting Standards Board (SASB)

We incorporate SASB indicators for the Financial Sector, in the categories Commercial Banking, Investment Banking & Brokerage and Asset Management & Custody Activities. The SASB performance indicators are marked with [\[SASB\]](#).



## International Financial Reporting Standards (IFRS)

We present our financial information in compliance with the International Financial Reporting Standards, issued by the International Accounting Standards Board (IASB).



**Alessandro Broedel**

Chief Financial Officer (CFO)

# sustainability and transparency

GRI 102-14

Dear stockholder,

The world is currently experiencing a renewed focus on sustainability. Today's environmental, social and economic outlook poses tough challenges for our future. Every initiative makes a difference and general awareness of sustainability matters has increased over time.

Customers increasingly consider sustainability practices as a factor in their consumption decisions and encourage initiatives in this direction. Companies not aligned with ESG (environmental social and governance) criteria will find it more difficult to access funding. Investors increase their risk and opportunity perception related to consistent ESG practices. There is a regulatory progression and convergence trend of the requirements to meet sustainability standards.

While this move towards ESG may be a novelty for some companies, these principles have been guiding us for a long time, and based on which we seek to improve continuously and remain up-to-date.

Incorporating sustainability topics into our business management and reporting is a major concern for Itaú Unibanco. We are keeping up with market trends and making headway on meeting standardization, concision and transparency related challenges.

Launched in 2019, the Positive Impact Commitments ensure a broader view of business-inherent risks and opportunities, guiding our decision-making to ensure the sustainable evolution of the bank, society and the environment. The results and learning experiences from the commitments will be disclosed in our Integrated Annual Report, which is wholly dedicated to ESG topics.

This ESG Report was prepared based on international reporting standards: the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosures (TCFD) and the Global Reporting Initiative (GRI). Additionally, we are seeking alignment with current trends brought by investors, market indexes and ESG ratings. In the end, we recognize that transparency and stakeholder engagement are key to fostering good business practices.

I wish you all a good reading!

**Alessandro Broedel**

Chief Financial Officer (CFO)

# report center

Dear reader,

Our set of annual reports for 2020 includes our Integrated Annual Report, our ESG<sup>(1)</sup> Report, and our Full Financial Statements (IFRS).

## This report



## ESG<sup>(1)</sup> report

Our main tool for reporting environmental, social and governance indicators. The goal is to provide greater accessibility, depth, and transparency on our business and relations from a sustainability standpoint. The ESG Report has been prepared based on the main international reporting guidelines and standards: GRI, TCFD and SASB.



## Integrated Annual Report

Presents relevant information about our activities and strategies, our corporate governance, and our financial, non-financial and sustainability results. This report has been prepared based on the main international reporting guidelines and standards: IFRS, GRI, TCFD and SASB.



## Full Financial Statements (IFRS)

Our Consolidated Financial Statements provide detailed information about our operations and equity, business, and financial indicators. The financial statements are prepared taking into consideration the requirements and guidelines of the National Monetary Council (CMN), as well as in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB).

## new Investor Relations website

Browse the **Investor Relations** website to access more information about Itaú Unibanco.



(1) Environmental, social and corporate governance.

# index

## ESG trajectory

- 7 sustainability governance and strategy
- 15 transparency of reporting and communications

## our business

- 21 responsible investment
- 32 financing in positive impact sectors
- 50 inclusion and entrepreneurship
- 57 financial citizenship

## our conduct and way of acting

- 64 ethics in relations and business
- 83 responsible management
- 106 inclusive management
- 143 private social investment

- 158 attachments  
complementary tables,  
SDG, PRB, SASB and GRI

### To browse this document:

 Find out more by clicking on the highlighted icons in this report.

 To return to the document **Index**, click on this button.

# ESG trajectory

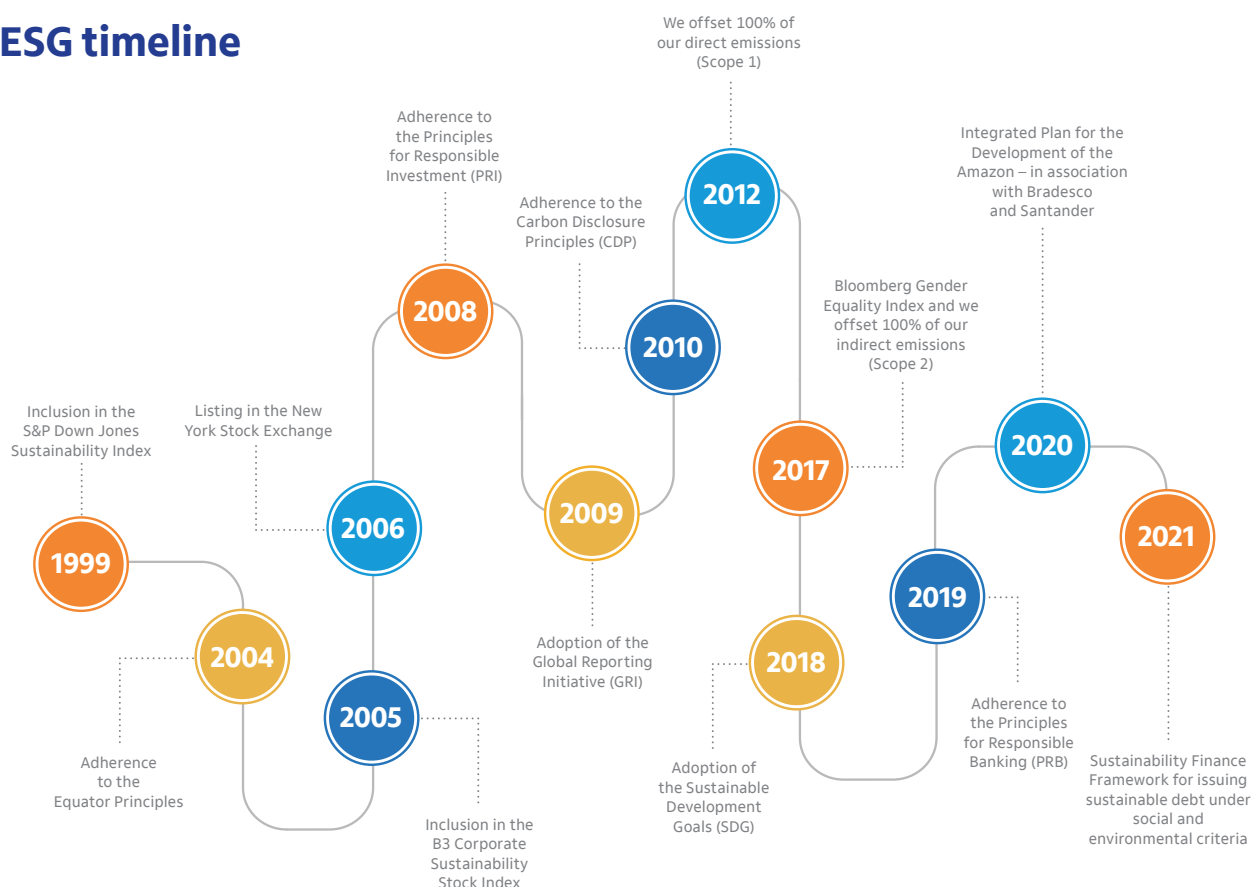
## sustainable performance recognized

For many years, we have been incorporating ESG issues into our business and operations. As a result of this historical commitment to the sustainability agenda, we have been ranked in local and international sustainability indices for over two decades.

We have been included in the Dow Jones Sustainability World Index since 1999, the only Brazilian bank to have been ranked in this index since it was first launched. For the 16th consecutive year, we were also selected for inclusion in B3's 2021 Business Sustainability Index. We also feature in Bloomberg's 2021 gender equality index (GEI), the Euronext Vigeo Sustainability Index (Emerging 70), and MSCI's Latin America and Brazil ESG Leaders Indices.

Every year, the ranking methodologies used by these indices provide us with a diagnosis of our performance in most of the different sustainability topics, identifying issues for improvement that can be used by management to drive our progress. Itaú Unibanco's inclusion in these indices is the result of our long-term commitment to creating shared value for employees, clients, stockholders and society as a whole.

## ESG timeline



# sustainability governance and strategy

GRI 102-18 | GRI 102-20

For us at Itaú Unibanco, business and sustainability move forward together.

At Itaú Unibanco, sustainability pervades all aspects of our business. Both this crosswise approach and materiality are part of the bank's corporate strategy, which is defined and monitored by a corporate governance framework that ensures environmental, social and economic (ESG) issues and trends are reflected in our daily activities and processes. This means we are able to drive both short- and long-term action plans that impact our stockholder relations and are aligned with their interests in a sustainable way.

Our ESG agenda is the result of the maturity of our sustainability governance processes and structures. In recent years, we have made firm commitments in the face of today's great challenges, with targets periodically reviewed, ensuring the transparent and efficient running of the business and approach to the impacts we generate.

The main pillars of our sustainability governance framework are as follow:

## sustainability governance structure



The responsibility and major topics addressed by the different sustainability governance levels are outlined below:

### Board of Directors

Steers, monitors and approves the sustainability policy and strategy in line with our long-term vision. In 2020, the topics Sustainability, Positive Impact Commitments, and the Integrity and Ethics Program became part of the debate.

### Superior Ethics and Sustainability Committee

Composed of Executive Committee members, this committee is responsible for integrating sustainability and ethics practices, and promoting and sharing these topics within the business management, organizational culture and strategy.

### Positive Impact Committee


Based on a corporate agenda, it addresses the sustainability issues that are key to the bank's governance and respective working groups. This committee is composed of representatives of the Positive Impact Commitments areas: Human Resources, Operations and Infrastructure, Compliance, Investor Relations, Credit, Collection, Wealth Management and Services (WMS), and Investments, among others. In 2020, we monitored our progress towards these Positive Impact Commitments, reviewed the targets for specific cases, and expanded the commitments to our foreign units, and the plan to communicate the agenda to stakeholders. We also presented follow-up reports on material topics to the members of this committee on a semi-annual basis. [GRI 102-18](#) | [GRI 102-20](#)

### new ESG committees

In 2020, Itaú Unibanco set up two new governance committees to make decisions on ESG topics connected to various business units and to our Retail Banking and Wholesale Banking operations, thereby contributing to a vision even more integrated with our Positive Impact Commitments:

- The purpose of the ESG Wholesale Banking Committee is to make use of our structure to carry out ESG operations in areas such as credit, issue of securities, and onlending, among other products. It has members drawn from different departments, including Project Finance, Investment Banking and Commercial Planning, Risks, Credit, Legal, Agribusiness, and Sustainability.
- The purpose of the ESG Retail Banking Committee is to assess E&S product offers, prioritizing life-changing products and services to our clients, both individuals and entrepreneurs. The Committee is composed of representatives from different business units, such as Microcredit, Vehicles, Iti, and Credit.

### working groups

Aimed at improving the efficiency of the implementation of the sustainability strategy, and integrating our sustainability initiatives into different business areas, these groups are responsible for the management of sustainability projects and other related initiatives. A good example was the implementation of the [Amazon Plan](#)  Working Group, with the Sustainability teams from the three banks participating in the program. In 2020, we also worked with three squads (small multidisciplinary teams), who engaged in activities focused on impact, climate finance and vulnerable stakeholders.

Besides these committees, each Positive Impact Commitment has its own governance framework, and it is possible to add value and integrate this topic into the bank's business agenda. In 2020, we also set up a positive impact Project Management Office (PMO) intended to ensure the organization of the commitments and the interface between sustainability leaders and sponsors. Among its main duties, we highlight the placement of commitment targets and indicators at the center of the agenda, as well as reviewing targets and indicators, including for purposes of external reporting, and identifying areas which require attention and best practice to help support the agendas. [GRI 102-18](#) | [GRI 102-20](#)



## Positive Impact Commitments

We consider material topics to be those that could impact our value creation in the short-, medium- and long-terms from the perspective of our management and major stakeholders. In recent years, we have revisited our sustainability guidelines, making adjustments to issues considered material to sustainable performance. Since 2019, the outcome of this work has been visible in the Positive Impact Commitments, which guide our decision-making and integrate ESG into our business, operations and stakeholder relations, by promoting a wider vision of opportunities and business inherent risks.

In 2020, given the increasing importance of this topic, we made efforts to make a new commitment, consisting of private social investment guidelines and targets. The focus is on reaffirming our pact with the Brazilian society, alongside our institutions and foundations, therefore strengthening bonds of trust amid uncertainty. This new commitment is intended to promote access and extend rights, improve quality of life in cities and strengthen people's transformation power through our private social investments.

These commitments are our sustainability strategy and enhance our contribution to the world and society. This agenda is aligned with the global scenario, since it reflects the UN Sustainable Development Goals (SDG) (for further information about this alignment, please [click here](#)). Additionally, both the bank's Sustainability and Environmental and Social Responsibility Policies, which approved annually by the Board of Directors, and the corporate governance structures integrated into sustainability underscore our sustainable development commitment. [GRI 102-42](#) | [GRI 102-43](#) | [GRI 102-44](#)

The journey undertaken by the Positive Impact Commitments was more demanding given the many changes occurring in 2020. However, these events have highlighted how important it has been in enabling the bank to handle E&S issues promptly and in a significant way for everyone, as it has endeavored to adjust the projects impacted by the scenario to ensure the progress of targets. We have also underlined our positive impact agenda by implementing new initiatives,

such as the [Todos pela Saúde](#) (All for Health) and the [Amazon Plan](#) projects. We understand that, given strategy and challenges for 2021, the themes connected with the Amazon become a potential material theme for us from now on.

**we present below our materiality, translated into the Positive Impact Commitments, including our potential new material theme, Amazon.**

[GRI 102-42](#) | [GRI 102-43](#) | [GRI 102-44](#)



**Commitment that guides our reporting.**

**Commitments for the development of the country.**

**Commitments that create a positive impact through our business.**

**Commitments that form the basis for our conduct and way of acting.**

(1) Potential material theme.

# Positive Impact Commitments process

GRI 102-40 | GRI 102-46

## review of strategic sustainability guidelines

The Positive Impact Commitments process has been set out by the Sustainability department and has engaged the participation of stakeholders including employees, executives, clients, stockholders, suppliers and civil society representatives, as well as specialized consulting firms.

The main steps for the build-up of the commitment were as follow:

### step 1

- Preparing an analysis of the corporate sustainability concept and its progress over time.
- Identifying the emerging codes with the largest positive and negative impacts on our business. This understanding takes into account the progress of sustainability and ESG issues in the market and in the world.
- 14 interviews with sustainability and financial market experts, opinion makers, academics, and executives from companies engaged in this topic; and
- 23 interviews with internal senior and middle management with key roles in current sustainability strategy.

### step 2

- Analyzing major market frameworks, such as the UN Sustainable Development Goals (SDG), the Paris Agreement, and the Task Force on Climate-related Financial Disclosures (TCFD).
- Preparing an analysis of competition and top movements in the world.
- Defining Sustainable Finance Drivers (potential topics to be used in our contribution to face global challenges), based on the analyses conducted, which are: Financial access and inclusion; suitability of financial orientation given; infrastructure capital; financial and technology innovation; intelligence and risk management; integrity; market transparency and resilience; and inclusive and responsible management.

### step 3

- Preparing internal and external assessments to understand how Itaú's performance is perceived by its employees, senior management and other stakeholders relevant to these assessments.
  - Conducting an internal survey of 775 employees from different departments;
  - 3 thematic panels with internal (executives) and external (opinion makers, topic-related associations and federations) stakeholders;

### step 4

- Based on the diagnosis arrived on the previous steps, we cross-referenced our former materiality to prioritize new topics addressing key business challenges. After a final round of discussions with internal teams to present the consolidated analyses, we defined the Positive Impact Commitments representing our priority material topics. For each commitment, monitoring targets and indicators were defined based on the historical business performance. Commitments were discussed with and approved by the executives from different areas of the bank.

### step 5

- Inclusion of the new commitments: in 2020, following the new market and social trends and challenges, we designed the new Private Social Investment Commitment. Alongside the organization's institutions and foundations, we carried out an internal evaluation of the progress of corporate social responsibility through studies and benchmarking, management alignment meetings, consultations with specialists, the definition of targets and approval by the Social Responsibility Committee.

## ESG-related compensation GRI 102-36

Socio-environmental and corporate governance issues, or ESG, are directly associated with business continuity, and this is reflected in our strategy through commitments governing our daily operations and our relationships with our stakeholders. Our benefit and compensation strategy varies for different areas of activity. We highlight that the variable compensation of executives and supervisors is in some cases linked to ESG issues:

### **ESG compensation metrics associated with client service and quality of sales and connected to the Financial Citizenship Commitment**

Some indicators related to the quality of sales and the suitability of the governance of products could negatively impact the compensation of certain employees, including those in entry-level positions and in higher-level positions, such as superintendents and officers.

At the branches, all employees and leaders may have their variable compensation reduced based on certain metrics, including cancellations of products, concentration of sales on the same client, complaints, civil lawsuits and reimbursements. Additionally, the Net Promoter Score (NPS), which measures the quality of products, services and client service, and other indicators related to clients' financial health could also impact the variable compensation.

- **Quality of Sales Programs:** the quality of the business is evaluated based on metrics, such as those mentioned above. The team could be subject to disciplinary measures and have their variable compensation impacted, based on our internal policies, if any bad business practices are identified.
- **Clients' financial health:** this indicator can also impact the compensation of the commercial area. Examples include: (i) credit management (offering special conditions to clients with signs of indebtedness, so that their loan contracts do not become overdue); and (ii) credit recovery (managers and consultants providing advisory services to clients who are already delinquent, encouraging them to find better alternatives to regularize their contracts).

### **ESG compensation metrics associated with the environmental management of our operations and connected to the Responsible Management Commitment**

- The compensation of business units' managers responsible for infrastructure is linked to the achievement of our public energy reduction targets.

### **ESG compensation metrics associated with ethics and connected to the Ethics in Relations and Business Commitment**

- The variable compensation of management members may be reduced when products are not sold in compliance with the governance terms for the evaluation of Itaú Unibanco's products and processes, which are evaluated at the discretion of the executive officer of the department responsible for the product and its application.

## Principles for Responsible Banking (PRB)

The financial sector has a key role in the daily lives of people and companies from all sectors, offering products, services and operations and investments. By the end of 2020, **200 banks from 49 countries** [↗](#), with an aggregate of US\$47 trillion of assets, have signed up to the Principles for Responsible Banking (PRB) and committed themselves to strategically aligning their businesses with the UN Sustainable Development Goals (SDG) and the Paris Agreement on Climate Change.

We seek to incorporate these globally assumed principles by complying with our Positive Impact Commitments. In 2020, we started the process of diagnosing principles and identifying which practices were already incorporated into our activities and action plans, in order to implement the recommendations and proceed with signing the pact. In-depth information about our **PRB self assessment** [↗](#) is provided at the end of this report.

# Amazon Plan

Launched in June 2020, in partnership with two other large private banks, named Bradesco and Santander, the purpose of the Amazon Plan is to promote the sustainable development of the Amazon region.

In addition to the importance of the Amazon biome to the global climate, this partnership was created in a particularly critical year for this region, with a massive acceleration in the rate of deforestation. According to data from INPE, the Brazilian institute for space research, between August 2019 and July 2020 – the month in which the Amazon Plan kicked off – deforestation in the biome rose by about 9.5%.<sup>(1)</sup> The region was also hit hard by the COVID-19 pandemic, which has worsened the vulnerability of the population.

The financial system has the capacity to contribute directly and indirectly to the sustainable use of the Brazilian biomes, based on its work with retail customers or by funding companies and their chains. Therefore, the Amazon Plan aims to support the region's sustainable development based on three strategic fronts:

1. Supporting environmental preservation and the development of a bio-economy;
2. Investing in sustainable infrastructure; and
3. Helping ensure the population's basic rights.

## Amazon Plan measures

To this end, the Amazon Plan comprises ten actions intended to the preservation and prosperity of the region, its population and economy:

### meat processing industry and deforestation

Aimed at reducing deforestation associated with the meat processing industry, strengthening internal diligence actions, supporting transition, and coordinating companies and associations to draw up a sector-wide commitment.

### financial and non-financial support for sustainable cultivation

Encouraging sustainable cultivation across the region through unique financing lines and financial and non-financial tools.

### green infrastructure

Fostering projects aimed at economic development and preservation through green-backed financial instruments and assets.

### social infrastructure

Investing in basic infrastructure for the social development of the region.

### markets for environmental assets

Fostering economic development and preservation projects through green-backed financial instruments and assets, such as payment for environmental services (PES) and carbon credit.

### climate change

Incorporating the impacts of climate change on long-term credit and investment policies, and enhancing the transparency of our reports.

### financial inclusion and orientation

Expanding the scope of businesses that promote financial inclusion and orientation in the region.

### land regularization

Coordinating and supporting the implementation of a computerized system to record land regularization and mapping state and local legislative projects and advocacy activities with the government.

### providing incentives to local development projects

Coordinating the setup of a fund for local actors and leaders working with socioeconomic development projects in the region.

### bio economy

Attracting investments to promote partnerships and the development of technologies to foster a bio economy.

(1) Complete technical note with data on: [www.inpe.br/noticias/noticia.php?Cod\\_Noticia=5615](http://www.inpe.br/noticias/noticia.php?Cod_Noticia=5615) [2].

In 2020 four of these measures (meat processing industry and deforestation; financial and non-financial support for sustainable cultivation; land regularization; bio economy) were prioritized for immediate action, as they were considered vital for the development of the others, although all measures were underway. Nevertheless, all of the measures have been set in motion. In 2021, we will continue to focus on these priority actions, while the other measures should continue to gain traction, moreover there is a potential for this theme to become one of our Positive Impact Commitments.

## governance and structure

Under a Statute of Governance, three joint action forums have been set up by the three banks to foster the plan's development.

- **Amazon Plan Working Group:** a weekly meeting between the Sustainability teams of the three banks to monitor the development of actions, debate proposals and understand the recommendations of the Strategic Amazon Committee and the Committee of Experts.
- **Strategic Amazon Committee:** composed of the Sustainability leaders and CEOs of each bank. This committee meets on a monthly basis and has a decision-making function: it reports on the progress of the actions and defines guidelines for next steps.
- **Committee of Experts:** with an advisory function, this committee discusses aspects of the plan with experts from different areas with a track record of working in the Amazon region. These discussions about possibilities for performance, questions and reflections take place once a quarter.

The members of this committee are experts in different aspects of the Amazon biome, working in the academic, scientific, corporate, E&S, and agricultural sectors.

## Amazon conference

From December 7 to 9, 2020, Itaú organized the Itaú Amazon Conference. This online public event, free of charge, covered approximately ten hours of content per day. During these three days, more than 70 public figures, experts, companies and players from both the domestic and international financial markets gathered to debate opportunities for investments, ESG practices, and the socioeconomic potential of the region.



One of the purposes of this conference was to raise funds to finance projects in the Amazon region. Donations were made to Instituto Socioambiental (ISA), an institution recognized for its work in the Amazon region with local partners, such as Rede de Sementes do Xingu on a reforestation project, focusing on the recovery and protection of spring water and riparian vegetation along rivers in the region. These activities involve the participation of indigenous people, smallholder farmers, urban dwellers and rural producers.

The conference agenda was broken down into three broad sessions:

**Amazon:** debates on the sustainable development of the region, economic challenges and opportunities, and the fundamental rights of the local population.

**Supervisors & Markets I and II:** focused on investment topics and ideas, such as macroeconomic scenarios, Brazil's fiscal issues, foreign exchange and ESG investments; and

**Corporate:** talks with companies on ESG prospects and private sector actions.

with the support of the companies, supervisors, public figures and audience members who attended the conference, the funds donated will provide for the planting of about 380,000 trees in the Amazon biome, with priority given to areas in the Xingu and Araguaia river basins.

# transparency of reporting and communications

GRI 103-1 Transparency of reporting and communications | GRI 103-2 Transparency of reporting and communications | GRI 103-3 Transparency of reporting and communications

## our commitment

Enhancing the transparency of our business as well as strengthening our financial results, demonstrating value to all of our stakeholders in a fair way and in line with the market best practice.

## review of targets

In order to enhance the transparency of our reporting and communications we review our targets for the coming years, making them more specific, and consistent with market demands. To this end, we regularly present our revised targets and the status of any follow-up activities. Our results against the previous targets may be found in our **Positive Impact Commitments paper** [\[↗\]](#).

## status of our targets



**Disclosing material financial and non-financial information on the Company's business in a simple, clear and objective manner, maintaining an annual average equal to or greater than 4.5 in satisfaction surveys of earnings disclosures.<sup>(1)</sup>**

**ACHIEVED<sup>(2)</sup>**

**4.5 is the overall** satisfaction score on surveys conducted in 2020.



**Implementing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) on climate-related strategy, governance, risk management, targets and metrics by 2022.**

**TARGET IN PROGRESS**

In 2020, we implemented **79%** of the projects in response to TCFD recommendations.

(1) The satisfaction survey, using a scale from 0 to 5, has five evaluation criteria: IR team service, financial statements and corresponding notes, conference calls, questions & answers of investors, and ESG content.

(2) Annual target, periodically monitored.



## Integrating ESG issues that are material to the market in our main reports.

ACHIEVED<sup>(2)</sup>

### Including ESG issues in earnings releases:

Recurring ESG reporting in quarterly earnings releases, including ESG content in Management Reports, Management Analysis & Discussion, and Earnings Conference Calls.

### Investor services with a focus on ESG issues in 2020:

25 meetings with local and foreign investors and stockholders, 11 meetings of them held during the ESG Road Show.

### Number of SASB indicators disclosed in the 2020 Annual Report:

12/14 indicators – Commercial Banking;

3/15 indicators – Asset Management and Custody Activities; and

4/18 indicators – Investment Banking and Brokerage.



## Continuing to innovate in the content, form, and timeliness of our communications.

TARGET IN PROGRESS<sup>(2)</sup>

**5 videos with talks by executives** aimed at investors launched in 2020;

**8 episodes of the Investcast podcast** launched in 2020, with 7,119 hits;

**24 posts on LinkedIn** by Investor Relations department executives in 2020; and

**Updating the Investor Relations website** to make it more interactive and accessible to a wider range of audiences.

(2) Annual target, periodically monitored.



# main transparency and communications initiatives

## investor relations and channels

In line with our commitment to strengthen our position in capital markets and improve our relationships with stockholders and investors, we hold conference calls in English and Portuguese in the days following our quarterly earnings releases. In these meetings, our CEO and other executives answer questions posed by stockholders and investors. To expand our coverage into new channels, the Investor Relations team also answers questions sent via WhatsApp and email, ensuring that all questions can be clarified. In 2020, the average satisfaction score for our conference calls was 4.5/5.0.

For the purpose of integrating ESG issues that are material to the market as one of the issues we are accountable for, we have set up a management group within the Investor Relations team dedicated to reporting sustainability information. Over 2020 we integrated data on sustainability projects and initiatives into our 2020 quarterly earnings releases. The ESG content was included in the Management Report, Management Analysis & Discussion, and Earnings Conference Calls presentations. In addition to one-off initiatives, we held an ESG Roadshow with local and foreign investors, totaling 25 ESG meetings.

In order to serve our stockholders, we were the first publicly-held company in Brazil to host a podcast specifically for Investor Relations, named Investcast. Eight episodes were launched in 2020, totaling 7,119 hits during the year. Overall, 21 episodes are available on the **Investor Relations** [website](#) and on the platforms Spotify, Deezer and iTunes. To increase the scope of information disclosure, our executives recorded quarterly videos commenting on Itaú Unibanco's results. Five videos were launched during 2020.

During 2020, with in-person investor meetings not being possible, we stepped up our investors services and held daily online meetings and video conferences with institutional and individual investors. As a result, we attended 30 online conferences with over 640 analysts and portfolio managers. We also answered 817 emails and calls from individual investors.

## investor relations

### highlights 2020



**4.5/5.0 satisfaction in our results disclosures.**



**817 emails and calls from individual investors answered.**



**we attended 30 online conferences with over 640 analysts and portfolio managers.**



**ESG road show with local and foreigner investors.**



**25 meetings with investors that are focused on ESG issues.**



**winner in two categories of the APIMEC IBRI 2020 award.**

## Association of Capital Market Analysts and Professionals (APIMEC)

In 2020, due to the novel coronavirus pandemic and safety and social distancing protocols, we only held one meeting, which took place online. At that event, we were awarded the Emerald Seal by APIMEC-SP – 25 years of Attendance.

## APIMEC IBRI award

In December 2020, we won APIMEC IBRI awards in two categories:

- Best Investor Relations Professional; and
- Best Investor Relations Practice and Initiative – Large Cap.

This nationwide range award was organized by the association and the Brazilian Investor Relations Institute (IBRI). The choice was made based on online direct votes cast by individual accredited analysts and members of the National APIMEC, and also by effective members of IBRI.

## main voluntary transparency and communications commitments

### INTEGRATED REPORTING <IR>



### Integrated reporting

Integrated reports have never been so important. As we reflect on the economic crisis caused by the COVID-19 pandemic and wait for the massive vaccine rollout, it is clear that a company creates value only when other types of capitals are also nurtured, improved and protected.

To make our reporting more integrated, coherent and objective, in 2013 we signed up to the <IR> Business Network Program, the main global program from the International Integrated Reporting Council (IIRC) for the adoption of integrated reporting following the International <IR> Framework guidelines.

The 2020 Integrated Annual Report has been prepared in conformity with the latest version of the International <IR> Framework (2021). Additionally, the main feedback and contributions outlined in the <IR> Report Critique Project have also been incorporated into the 2020 Integrated Annual Report.


### SASB Alliance

In 2019 Itaú Unibanco Holding S.A joined the Sustainability Accounting Standards Board (SASB) Alliance, a community of organizations united by the belief that industry-specific standards based on clear materiality concepts can help companies and investors adjust their reports to market expectations.

We understand that membership of the SASB is a major step towards more robust reporting of the most significant sectoral sustainability information. In 2020, we assessed our activities based on the sector standards and incorporated the SASB financial sector indicators in the Commercial Banking, Investment Banking & Brokerage and Asset Management & Custody Activities categories. In 2021 we will continue this journey, improving our compliance with accounting metrics and enhancing our reporting.

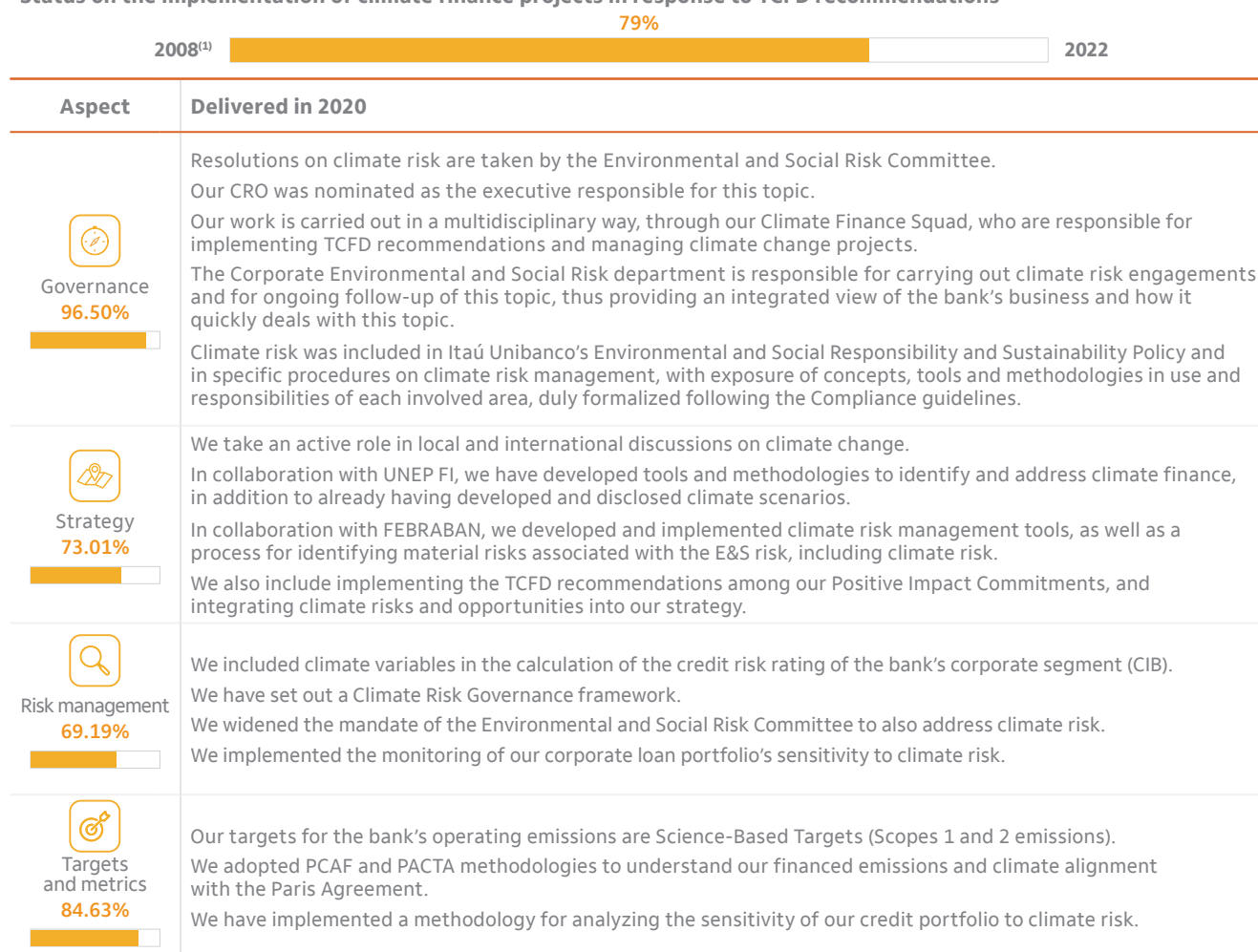
## Task Force on Climate-Related Financial Disclosures (TCFD) recommendations

The TCFD, set up by the Financial Stability Board (FSB), a G20-linked body, which we have supported since 2017 – has issued recommendations encouraging organizations from a number of sectors to gather and disclose information about the impact of climate change on their business. Our target is to incorporate the recommendations of the TCFD on climate-related strategy, governance, risk management, targets and metrics by 2022.

We address climate finance management from **different perspectives** . We use an internal methodology to calculate the percentage of TCFD recommendations implemented. Outstanding for its pioneering initiative in Brazil and inspired by the work carried out by Brazilian Business Council for Sustainable Development (CEBDS), Accounting for Sustainability (A4S), KPMG, the Brazilian Federation of Banks (FEBRABAN) and the United Nations Environment Programme – Finance Initiative (UNEP FI), this methodology has been developed and applied through internal workshops engaging the Company's different departments. Our methodology assigns weightings to the actions required to implement the recommendations, based on the complexities of five dimensions: technical, political, temporal, human capital, and financial capital. Please find below the current project implementation status.

### project implementation aligned with TCFD

#### Status on the implementation of climate finance projects in response to TCFD recommendations



(1) Since 2008 we have been implementing climate actions, already aligned with TCFD recommendations, even before their introduction in 2015, such as the Greenhouse Gas Inventory and the setting of emissions reduction targets.

# media and reputation management

## corporate communication

Our purpose is to reinforce the bank's main stances and key messages, contributing to clear and proper media coverage. To this end, we maintain an open and transparent relationship with the media and with opinion makers in general. We have channels for responding to the media on our website, via email, as well as dedicated phone lines.

We have currently 189 spokespeople authorized to talk to the media. These spokespeople are trained on a needs basis, as required, or in the case of new executives, when they are appointed as spokespeople, in accordance with our internal Press Relations Policy. In 2020, we responded to 2,959 topics raised by domestic media alone, and took 2,209 proactive actions, which led to events, meetings with journalists, contacts with influencers, press releases, etc.

The bank's coverage in the local and international media is monitored through an image audit carried out by CDN Comunicação, a communications agency focused on creating and strengthening image and reputation. The information, analyzed at the quantitative and qualitative levels, results in the Media Exposure Quality Index (IQEM), an indicator monitored on a monthly basis ranging from zero to ten. In 2020, Itaú Unibanco saw its best performance ever, with an annual IQEM of 9.1. [GRI 102-43](#)

In 2020, we made 270 posts on LinkedIn [Itaú Unibanco](#), reaching an average of 5.39% engagement – considered high by the social media platform's own metrics.

Itaú Views, a weekly podcast that analyzes topics on the economic agenda and addresses material topics of monetary policy, economic activity, sector evaluations, investments and technology, produced 73 episodes in 2020 listed by 284,000+ listeners, with an average retention rate of 68%.

The Corporate Communications department is also responsible for managing the awards received by Itaú Unibanco. We received 62 awards in 2020, with the most noteworthy being the recognition of the most valuable brand in the three top rankings: Brand Finance, Brandz, and Interbrand; in addition to being recognized as the Most

Remembered Brand during the Pandemic, by Datafolha; Best Companies to Work For, by Great Place to Work; Best Bank for Women Entrepreneurs, by Global SME Finance Awards; Folha Top of Mind, by Folha de S. Paulo; Latin American Design Awards, by Latin American Design; iF Design Awards, by iF Design Foundation, among other awards received.

## reputation

We have measured the bank's reputation from the perspective of the general public every year since 2008 using the RepTrak® Deep Dive methodology from The RepTrak Company™ (formerly the Reputation Institute), an international consultancy specialized in corporate reputation management. Based on this monitoring, we perform assessments and obtain perceptions regarding the bank's strategic attributes, enabling us to analyze and plan actions to prioritize specific needs and mitigate risks. In 2020, our reputation, based on the general public's perceptions, was 68.4, on a scale from 0 to 100.

**Annual Media Exposure  
Quality Index of 9.1/10.**

**2,959 requests attended  
and 2,209 proactive actions.**

**270 posts on Itaú  
Unibanco's LinkedIn.**

**73 episodes launched at Itaú Views.**

**over 284,000 views on our podcast.**

**62 awards received.**

# responsible investment

GRI 103-1 Responsible investment | GRI 103-2 Responsible investment | GRI 103-3 Responsible investment

## our commitment

Increasing the integration of environmental, social and corporate governance (ESG) issues into investment decisions, and increasing the offer of our products and services for a positive impact on the economy.

## status of our targets



**Carrying out ESG assessments in 100% of applicable assets, externally certified, by 2022.**

### TARGET IN PROGRESS

We reached a rate of ESG **coverage of 99.84%** of our managed assets and have started the analysis of potential external certifiers to meet the 2022 goal.



**Having a regular offer of impactful responsible investment products in our portfolio for Brazil by 2022.**

### TARGET IN PROGRESS

**We launched new off-the-shelf ESG and responsible investment products in 2020:**

ESG funds themed around clean energy and water, the ESG international allocation fund and ESG active management equity fund.



**Fostering and distributing impacting responsible impact investment products to reach 3% of our total assets under management (WMS) by 2022 (distribution).**

### TARGET IN PROGRESS

**We have more than R\$400 million** in assets in our ESG funds in December 2020. We will continue to engage the WMS areas to achieve this goal by 2022.<sup>(1)</sup>

(1) In 2021, this goal will undergo a revision process aligned with the market context and with our business strategy.

## sustainability in investments at Itaú Asset Management

Our mission is to help our clients achieve their long-term financial goals, contributing to the evolution of the sustainability in investments through our entire products and services platform.

Itaú Asset Management (IAM) is in charge of asset management at Itaú Unibanco. With over R\$750 billion assets under management, we are the largest private asset manager in Brazil. Our 60-year history is defined by ongoing market innovations, and our team is made up of 200 qualified professionals. By continuously attracting talent and remaining close to our clients, we offer solutions to a wide range of investor profiles, with sophisticated and democratic strategies. Our Responsible Investment Policy guides our activities related to sustainability in our investments and ESG integration. [SASB FN-AC-410a.2](#)

We have always understood sustainability in investments and ESG integration to be strategic and essential to enable us positively to contribute to developing a more efficient and sustainable capital market in Brazil.

Our ESG journey started in 2004 with the setting-up of Fundo Itaú Excelência Social (FIES). In 2008 we stepped ahead and signed up to the UN Principles for Responsible Investment (UN PRI). We have consistently improved the integration of ESG into all our investment decisions, not only for specific products or strategies.



over **R\$750 billion**  
assets under management.



team made up of **200**  
**qualified** professionals.



**ESG coverage** of  
**99.84%** of our  
managed assets.



**102 companies** in  
21 economic sectors  
were engaged.

GRI G4-FS10



attended **99** general  
**stockholders' meetings**  
of investees.



**prize winner**  
ALAS Institution Brazil.

We have developed ESG models for company valuations since 2010. The pragmatic approach to these models is aimed at estimating the financial impact of material ESG issues on each investee. In 2013 and 2014, white papers with our ESG integration models for fixed income and listed equities income were prepared and publicly disclosed. In 2016 we helped develop the Stewardship Code of the Association of Investors in Capital Markets (AMEC).

We integrate ESG issues into company valuations for fixed income and listed equities income, into our voting at the general stockholders' meetings of investees (proxy voting) and into individual and joint engagements with investees.

We believe that ESG factors are key performance drivers in the long-term for our investees, whether due to the opportunities that arise or due to the expected risk mitigation.

Sound corporate sustainability, corporate governance and Stewardship practices are essential to creating value to companies and contributing to more transparent and efficient financial and capital markets. By Stewardship, we mean excellence in managing and monitoring securities held on behalf of our clients.

We describe below our advances on issues such as ESG integration, engagement with companies, voting in general stockholders' meetings of investees and new products dedicated to ESG and to sustainable investments.

GRI G4-DMA Product portfolio (former FS5)

## innovation in ESG integration

GRI 102-15 | GRI G4-DMA Product portfolio (former FS5)

In 2020 we reached 99.84% ESG coverage for all Itaú Asset Management's eligible assets. This historical milestone was reached ten years after we started our ESG journey, highlighting our long-term dedication and commitment to sustainability in investments. [GRI G4-FS11](#)

The implementation of ESG assessments of investees is the responsibility of the dedicated ESG team, and these are shared with all the managers of investment funds and sector analysts, who are responsible for knowing the ESG risks identified by these assessments and take them into account in making investment decisions.

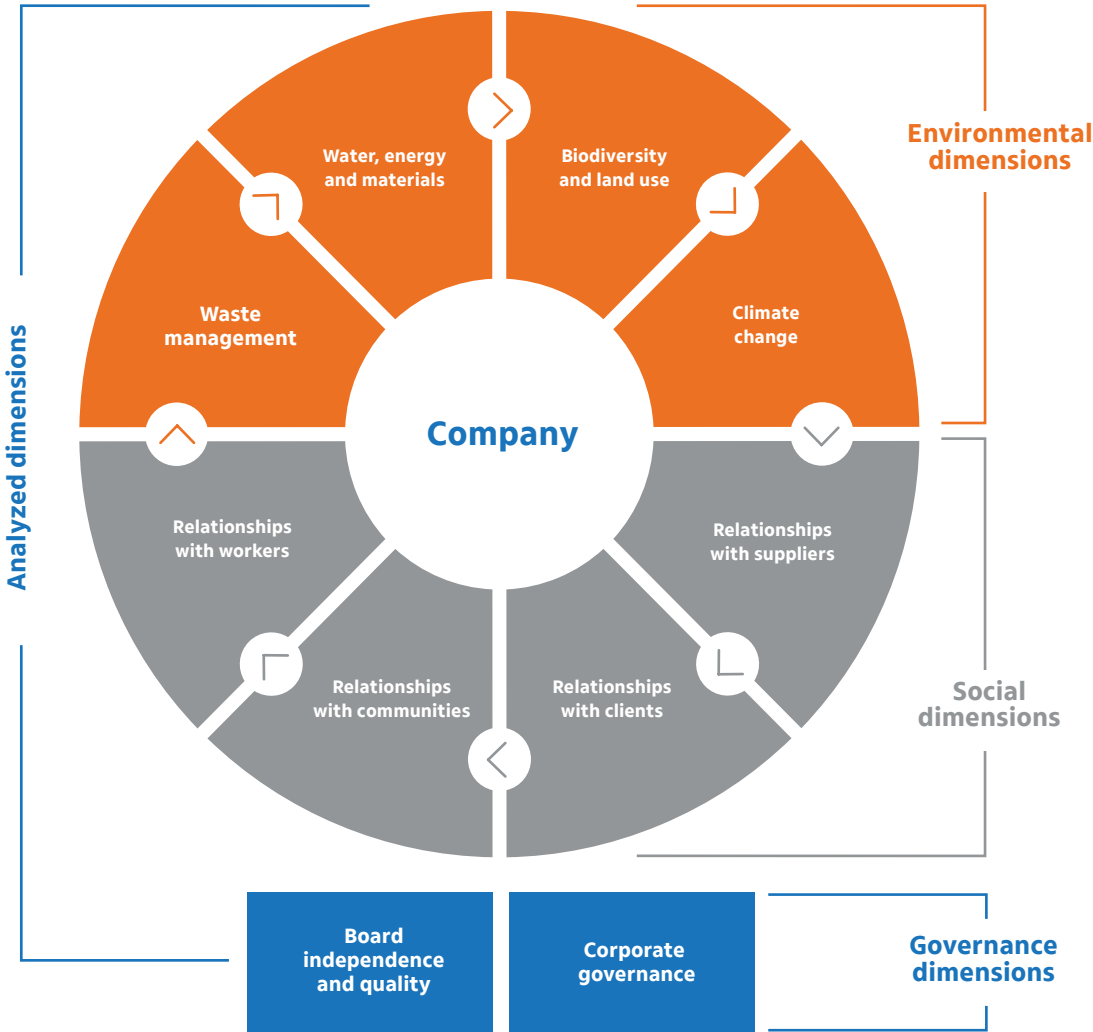
Our CIO and CEO are responsible for supervising the topics Stewardship, ESG integration, proxy voting and engagements. Additionally, our ESG related plans and targets are reassessed every year.

Our ESG models for companies are aimed at estimating and integrating the financial impact of E&S issues according to traditional valuation models. This assessment identifies eight multi-sector dimensions and prioritizes the critical variables to each sector when evaluating companies. Additionally, our ESG approach is in line with international initiatives, such as the Global Sustainable Investment Alliance (GSIA).

[SASB FN-CB-410a.2](#) | [SASB FN-AC-410a.2](#)

The following issues are taken into account when evaluating the performance of each company:

- Potential impact on cash flow;
- Manageability; and
- Availability of information.





## ESG model for listed equities

This ESG model provides an estimate of the impact on the fair value of the company at the evaluation date. The previous knowledge and financial estimate of significant ESG issues can help identify any events with the potential to create or destroy value for stockholders. Our [white paper on ESG integration in listed equities](#) describes the topic in detail.

## ESG model for fixed income – corporate issuers

The model provides an estimate of the impact on the company's cash flow at the valuation date, used by the credit desk as an additional input in estimating the cash flow of the companies under analysis. Our [white paper on ESG integration into fixed income](#) describes the topic in detail.

## corporate governance rating

As a supplement to these models, in both listed equities and fixed income – corporate issuers, we also use an internal corporate governance rating calculated based on information about the company's structure.

## the relevance of climate change

Climate change has the potential to increase the frequency and severity of extreme climate events, change rainfall levels, impact agroforestry productivity and demand significant investments by companies to adjust and develop resilience. Therefore, understanding the potential financial impact of these and other climate change topics is one of the goals of our ESG model, which embodies one dimension dedicated to the topic.

When we analyze companies, we develop scenarios and financial estimates for each of the material issues identified: physical damage, the spread of disease, changes in the water cycle, GHG emissions pricing, agricultural and forest production, and the development of new products and services focused on a new low-carbon economy.

One of the major factors in our analysis is carbon pricing. To this end, the estimated price is entered as a variable into our model to estimate the cost of GHG emissions incurred by companies. On that basis, we calculate the value of the financial impact of these emissions on the market value of the companies and, as a result, on their share prices. We believe that this approach, in addition to encouraging the adoption of best practice by investees, allows investors more accurately to assess the risks and opportunities involved.

**the percentage of our assets allocated to sectors that do not pose risks to consumers or third parties, or that have not been allocated to the production or distribution of fossil fuels and by-products was above 99% in 2020.**

## engagement with investees

We believe engagement with investees is an adequate way to increase our knowledge. The purpose of such engagement is to promote constructive dialogue and deepen the understanding of how certain ESG issues may impact the cash flow of investees.

We encourage the adoption of management and corporate governance best practice to reduce risks, protect our clients' interests and foster a more efficient and transparent capital market. Additionally, we encourage investees to disclose material ESG information that could impact their financial performance. Accordingly, investments made through Itaú Asset Management encourage increased transparency and the adoption of ESG best practice by the companies.

In 2020, 102 companies in 21 economic sectors were engaged with ESG topics, aimed at obtaining material ESG information to the investment process.

## percentage engagement by economic sector



We take part in collective engagements, together with other investors, to join forces with those who share our vision regarding the relevance of sustainability in investments.

We select collective engagements by taking into account the potential positive impact of the initiative, and our exposure to the target companies.

Today, we are involved in the following public initiatives for collective engagements:

1. Carbon Disclosure Project (CDP): encouraging increased transparency of reporting information on climate risk management for companies around the world;
2. CDP Forests: obtaining information from companies about forest management and the prevention of deforestation related to direct and indirect suppliers;

3. PRI Integrity: identifying companies with the best internal corporate integrity and anti-corruption policies and processes;

4. Investidores pelo Clima (IPC – Pro-Climate Investors): encouraging increased transparency in reporting information on climate risk management by Brazilian companies; and

5. Credit rating agencies: fostering ESG integration by credit rating agencies. [GRI 201-2](#)

The target for the coming years to make headway in engagement with investees.

## voting at investees' general stockholders' meetings (proxy voting)

Good corporate governance practices deliver greater alignment between the company's and investors' interests.

We adopt a policy of voting at general stockholders' meetings, also known as proxy voting. Developed in accordance with the ANBIMA's self-regulation code, this policy establishes that, as an institution responsible for investment fund management, we are entitled to vote at general stockholders' meetings of publicly held companies issuing securities included in the fund portfolios under our management and which provide such voting rights. [GRI G4-DMA Active ownership \(former FS12\)](#)

When exercising these rights to vote, we take into account business sustainability issues guided by three pillars: acting proactively in defense of the environment, social development, and good corporate governance.

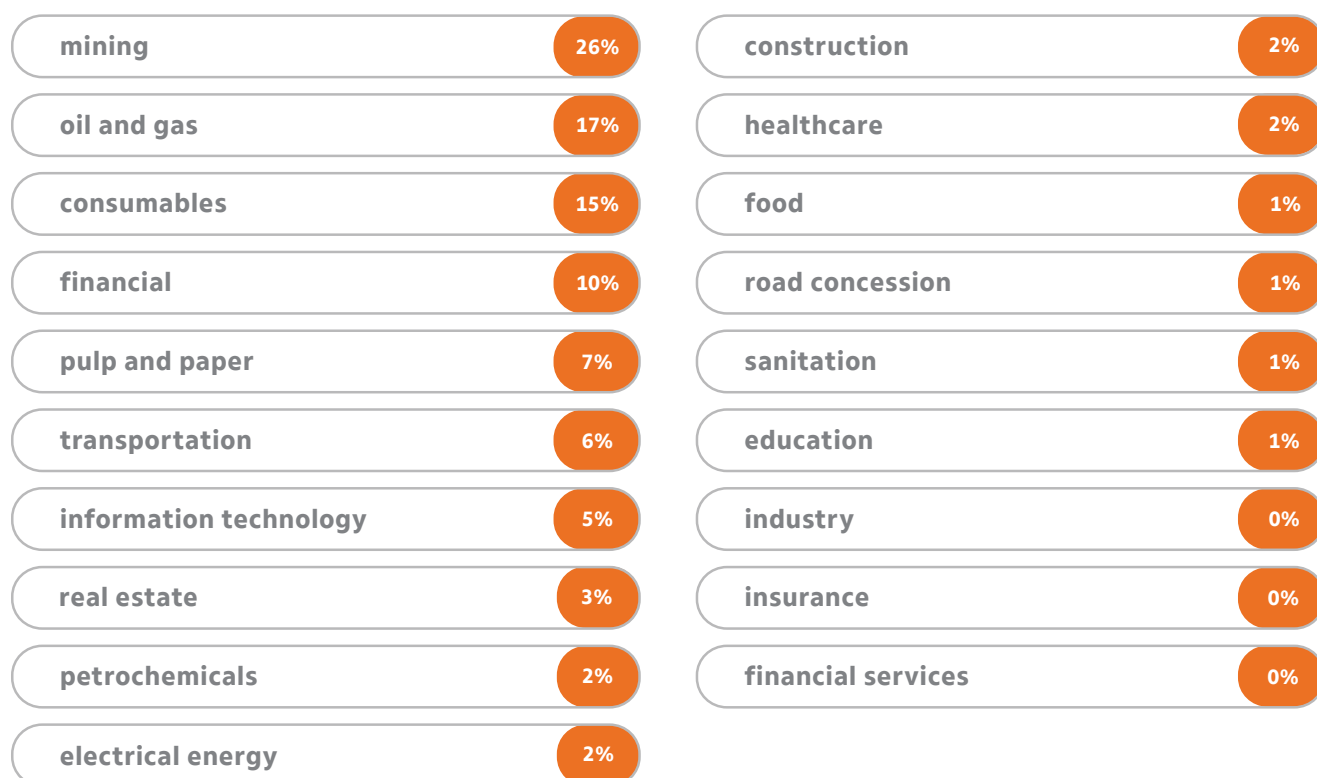
The Policy establishes that voting rights will be exercised when funds hold over 3% of the company's capital stock, or when a company holds interest over 10% of a single fund. Calls to stockholders' meetings are analyzed in advance by the ESG analyst and portfolio managers. Exercising the right to vote is public, as companies publish their meeting minutes.

[GRI G4-DMA Active ownership \(former FS12\)](#)

Accordingly, when the voting rights are exercised, we defend the interests of quota holders in a manner that is beneficial and adds value to investees.

In 2020, IAM attended 99 general stockholders' meetings of investees. The companies in the general stockholders' meetings in which we participate in are broken down by sector, as listed in the chart below:

### percentage of participation in general stockholders' meetings of investees per sector



## ESG and topic-specific funds GRI G4-DMA Economic performance

In 2020, we launched a family of ESG and topic-specific products dedicated to the Brazilian and foreign markets. The purpose of these products is to provide our clients with investment opportunities that contribute to more sustainable development, and a more transparent and efficient capital market. Currently, our ESG portfolio is composed of the following products:

### ETF ISUS11

ETF ISUS11 is a listed equities income fund, and its quotas are traded on the stock exchange. The purpose of the fund is to track the Business Sustainability Index (ISE) of B3.

### ETF GOVE11

ETF GOVE11 is a listed equities income fund, and its quotas are traded on the stock exchange. The purpose of the fund is to track the Trade Corporate Governance Index (IGCT) of B3.

### Fundo Carteira Itaú ESG Internacional (International Itaú ESG Portfolio Fund)

The Fundo Carteira Itaú ESG Internacional derives from the successful Fundo Carteira Itaú (Itaú Portfolio Fund), an asset allocation fund aimed at offering a full investment portfolio through diversification, with investments in Brazil and abroad. The Fundo Carteira Itaú ESG Internacional seeks to invest in the ESG versions of mainstream indices and funds. In this way, Itaú Asset Management enabled a diversified asset allocation fund with significantly improved ESG criteria.

Main investment types:

- Brazilian fixed income;
- Brazilian equities;
- Multi-market funds with third-party selection;
- Currency;
- Foreign fixed income;
- World equities and gold; and
- Brazilian shares with third-party selection.

### Fundo Itaú Index ESG Água (Itaú ESG water Index Fund)

Access to water is an ongoing challenge to governments, companies and individuals worldwide, not only in high water-stress regions. Mass urbanization, climate change and more recently the COVID-19 pandemic have shown the importance of this asset to public health and the private sector.

The Fundo Itaú Index ESG Água purpose is to invest in 50 global companies operating in the water segment, fostering positive externalities to society and the environment.

## Fundo Itaú Index ESG Energia Limpa

### (Itaú ESG Clean Energy Index Fund)

The transition to a more carbon-efficient economic system is one of today's major global challenges. Against this backdrop, energy sources deemed clean tend to be developed at a more accelerated pace compared to the market as a whole, particularly in countries with ambitious CO<sub>2</sub> emissions targets.

The purpose of the Fundo Itaú Index ESG Energia Limpa is to invest in 30 global companies operating in the clean energy generation segment, such as biofuels, solar energy and wind energy.

## Fundo Itaú Ações Momento ESG

### (Itaú ESG Moment Fund – Equities)

Integrating ESG issues into the investment assessment and into allocation decisions has been a reality at Itaú Asset Management since 2010. However, the Fundo Itaú Ações Momento ESG goes beyond this, and its purpose is to provide clients with an unconstrained investment strategy for listed equities, which seeks a full return in the long-term, and includes the use of Itaú Asset's ESG filter to select companies.

The strict ESG company assessment process carried out by this fund is aimed at avoiding investments in companies currently involved in controversial ESG issues.

The streamlined portfolio uses an investment process based on ESG-oriented investigative assessment. It combines the search for companies with high-quality business and management with the flexibility to explore market opportunities.

## donation funds for social and environmental projects

### Itaú Excelência Social

Set up in 2004, Fundo Itaú Excelência Social (FIES) is an investment fund that invests in the shares of socially responsible companies. With the aim of improving education standards in Brazil, this fund allocates 50% of its management fees to improving the operations of Civil Society Organizations (CSOs) which contribute to the full development of children and youths. From the outset, this fund has already allocated over R\$33.4 million, benefiting 197 CSOs.

### Ecomudança program

The Ecomudança investment fund family was set up in 2009 as part of a strategy to offer investments to help

drive positive change in society, with respect to renewable energy, waste management, forests and sustainable agriculture. Managed by Itaú Asset Management, these funds allocate 30% of management fees to organizations running innovative projects that positively impact the environmental and social area. This program has already supported 2,034 families, of which 1,180 experienced an increase of more than 10% in income from their activities.

Get to know the results of this program:

- 70 financed projects;
- 245,000 seedlings planted;
- 51,000 tCO<sub>2</sub>eq emission prevented; and
- 1.6 metric tons of waste properly disposed of.

## education

During our ESG journey, we have sought to educate investors through participation in events and preparing white papers outlining our ESG models and describing how we assess the importance of specific topics, such as climate change, the water crisis, the UN Sustainable Development Goals (SDG), among others.

The purpose is to spread knowledge and demonstrate the importance of factoring in ESG issues and the companies' relationships with their stakeholders over the investment process.

In 2020, we launched a new white paper addressing 'Responsible investment in COVID times'. The purpose of this white paper is to discuss, from a responsible investment viewpoint, the major ESG challenges and opportunities companies will face during and after the pandemic, and which topics will have increased materiality to the investors' agenda.

All the following Itaú Asset Management ESG white papers are available at our website [↗](#):



### Integrating ESG issues into company valuations



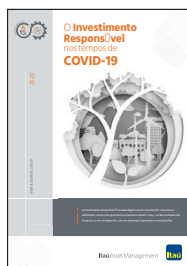
### Integrating ESG issues into fixed income securities



### Climate change and its impacts



### Responsible investment from the SDG viewpoint



### Responsible investment in COVID times



## Itaú Asset Management's recognitions

### PRI annual report [↗](#)

The IAM's Principles for Responsible Investment was ranked top (A+) in terms of the responsible investment strategy and governance dimension. This is a very significant recognition that reflects how seriously we conduct our sustainability related investment activities.

### ALAS20 2020 award

In 2020, we received the ALAS Institution Brazil award. This award is only granted to investors who show evidence of leadership, consistency and excellence in the public disclosure of information on their responsible investment, corporate governance and sustainability research practices.

The award is supported by PRI, and we were ranked first in the following categories:

- Leading Institution in Responsible Investment, Brazil;
- Leading Institution in Corporate Governance, Brazil; and
- Leading Institution in Sustainability Research, Brazil.

# financing in positive impact sectors

GRI 103-1 Financing in positive impact sectors | GRI 103-2 Financing in positive impact sectors |  
GRI 103-3 Financing in positive impact sectors | SASB FN-CB-410a.2

## our commitment

Continuously stepping up our financing and services in positive impact sectors.

## status of our targets



Taking into account risk, return and effect variables of environmental and social issues in our loan portfolio by 2025, and continue to foster a positive impact on the economy.

### TARGET IN PROGRESS

In 2020, we developed a governance structure with a working group aimed at integrating ESG into the portfolio, in addition to establishing an **ESG Committee with executives from the Wholesale Banking segment for the monitoring, discussion and resolution of agendas on this matter.**



Allocating R\$100 billion, through products and services, to positive impact sectors by 2025.

### TARGET IN PROGRESS

**R\$48.1 billion** from Aug 2019 to Dec 2020.



Allocating R\$15 billion, through products and services, to renewable energy generation and services by 2025.

### TARGET IN PROGRESS

**R\$12.6 billion** from Aug 2019 to Dec 2020.



## ESG operations in the Wholesale Banking Segment

In 2020, we created a working group aimed at integrating ESG into the loan portfolio. Upon delving deeper into this work, we felt the need to prepare a specific governance structure to carry out discussions on our deliveries, and the challenges this agenda imposes on financial institutions in general. Accordingly, the ESG Committee, composed of executives from the Wholesale Banking segment, was established to monitor the evolution of projects, discuss trends in local and foreign markets and the progress of the agenda, assess ESG operations and connect strategic matters that involve the topic in large companies.

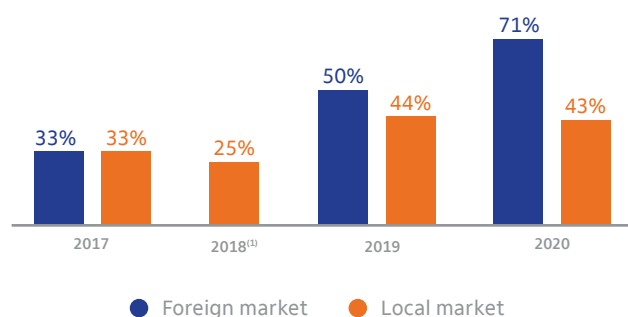
We also established an ESG working group in the Fixed Income department to assess capital market operations and provide specialized support to clients, when necessary.

### ESG bonds

Itaú BBA has been working with distinction on the structuring of issues of ESG bonds in local and foreign capital markets, which includes green seal, social or sustainable operations or operations with characteristics tied to sustainability targets (ESG-linked).

In 2020, we structured our first issue of debentures in the local market, in the amount of R\$1 billion, to have its yield tied to compliance with sustainable targets related to the increased consumption of renewable energy and the reuse of solid waste. Meanwhile, in the foreign market, we participated in important issues, structuring the first issue of green bonds of the logistics sector, amounting to US\$500 million, with funds intended for investments in initiatives aimed at reducing greenhouse gas (GHG) emissions and improving the issuing company's energy efficiency. Additionally, we structured the first green issue of two Brazilian financial institutions, establishing a leading position in this market, and expertise in assisting clients with their first funding operations with the ESG seal.

participation of Itaú as a coordinator of ESG Bonds of Brazilian companies in local and foreign markets



(1) In 2018, there were no issues of ESG Bonds by Brazilian companies in the foreign market.

In January 2021, we issued Itaú Unibanco's first proprietary sustainable bond, amounting to US\$500 million. This was the first Sustainability Bond (which combines green and social aspects) of a Brazilian issuer and the first Latin America's Tier 2 Sustainability Bond. The funds from the proprietary issue will be used to finance or refinance<sup>(1)</sup> green and/or social projects within our loan portfolio, in accordance with our [Sustainability Finance Framework](#). This issue is directly related to the bank's Positive Impact Commitments, more precisely to the Financing of positive impact sectors, Inclusion and Entrepreneurship.

(1) Any funded transaction that is not the result of onlending.

## allocation of funds by type of financing

We have several types of financing, many of which promote environmental and social benefits. In accordance with the table below, in 2020 we originated R\$4.8 billion in financing with these aims.

Type	Allocation of funds in 2020		Amount (R\$ million)
Solar panel financing	Solar panel financing for individuals and legal entities (Retail Banking).		79.5
Hybrid vehicle financing	Hybrid vehicle financing for individuals and legal entities (Retail Banking).		10.9
Electric vehicle financing	Electric vehicle financing for individuals and legal entities (Retail Banking).		10.9
<b>BNDES ABC<sup>(1)</sup></b> Financing of investments that help reduce the environmental impacts of farming and cattle raising activities.	Financing for the reduction of GHG emission in farming.		55.8
<b>BNDES Automatic<sup>(1)</sup></b> Financing of projects related to the implementation, expansion, recovery and modernization of facilities and/ or activities in the industrial, infrastructure, commerce, service provision, farming and cattle raising, forest production, fishing and aquaculture sectors.	Modernization and expansion of the industrial infrastructure of production units.		1.7
<b>BNDES Finame<sup>(1)</sup></b> Financing for the production and acquisition of Brazilian machinery and equipment.	Incentive to local economy.	Retail Banking (SME)	114.3
		Wholesale Banking	135.0
<b>Bridge loans for projects</b> Short-term loans.	Transmission lines, hydroelectric and wind plants, improvements of highways.		1,013.0
<b>Project finance – Long-term<sup>(2)</sup></b> Financing for the implementation, expansion or modernization of developments.	Energy generation and transmission.		67.5
<b>Project finance – Capital market operations</b> Funding operations for companies by means of the issue of securities, such as the issue of debentures.	Energy generation and transmission, sanitation infrastructure, transport and logistics infrastructure.		3,313.9
Total			4,802.5

(1) The purpose of all lines from BNDES is to stimulate Brazilian companies, resulting in an increase in jobs and demand for Brazilian industrialized products, in addition to providing access to cheaper capital for investments in technology.

(2) Excluding capital market operations.

## other initiatives in the field

### green buildings

The construction of green buildings on an appropriate scale may stimulate economic growth, with low carbon emissions, and create high-skilled jobs in emerging markets in the coming decades, at the same time as it

improves energy security, air quality and the well-being of people. As a financial institution, we have the ability to boost sectors and help mitigate the impacts of buildings. To encourage this segment, standardized metrics and

## Itaú Impact Tank

accurate reports that can catalyze investments at the scale necessary for the development of the green buildings market in Brazil are required.

We want to help our clients make their businesses resilient to market and climate changes, in line with the trends imposed by our consumers. To reach this goal, we established a partnership with the International Finance Corporation (IFC), a member entity of the World Bank. Its purpose is to stimulate the Brazilian market to develop an investment pipeline in the green building segment. IFC will support Itaú with consulting services to help raise stakeholder awareness of the economic and environmental opportunities of green building. The supply of technical knowledge for the bank's developer and construction company clients that are interested in seizing these opportunities through the certification of green buildings under "Excellence in Design for Greater Efficiencies" (EDGE) from the IFC is also provided for. It also includes guidance on how to use the EDGE platform to design and certify green projects.

Impact businesses are businesses that are clearly intended to solve environmental and social problems by means of their core business, while seeking financial returns and being committed to measuring the impact they generate. To support these businesses, we created Itaú Impact Tank, a program that offers support to social businesses, by means of mentorships and connections with Itaú BBA's commercial team to bring these businesses closer to our corporate clients (large companies). In the first edition, we selected healthtechs that are transforming the Brazilian scenario to increase positive impact, using technology, in the healthcare industry. At the end of the mentorships, the entrepreneurs were invited to present their initiatives on a Pitch Day (an online event for the presentation of new businesses/startups), offering opportunities for partnerships, clients or investors. In this first edition, organized with Yunus Negócios Sociais, we selected six businesses, generating 32 connections, in addition to the visibility provided by the exposure on the Pitch Day, which reached 4,000 views.

## loan portfolio by sector<sup>(1)</sup>

GRI G4-FS8 | SASB FN-CB-410a.1

	2020		2019
	Total (R\$ million)	Percentage	Total (R\$ million)
<b>Public sector</b>	<b>3,787</b>	<b>0.5%</b>	<b>1,190</b>
Petrochemicals and chemicals	2,360	0.3%	682
State/municipal government	1,125	0.2%	0.1
Sundry	302	0.0%	309
<b>Private sector</b>	<b>706,766</b>	<b>99.5%</b>	<b>581,827</b>
<b>Legal entity</b>	<b>367,233</b>	<b>51.7%</b>	<b>281,111</b>
Sugar and ethanol	4,569	0.6%	3,963
Agribusiness and fertilizers	22,640	3.2%	3,963
Food and beverages	21,043	3.0%	16,814

	2020		2019
	Total (R\$ million)	Percentage	Total (R\$ million)
Banks and other financial institutions	14,279	2.0%	10,635
Capital goods	5,011	0.7%	5,062
Pulp and paper	1,668	0.2%	1,693
Electro and electronics and IT	7,596	1.1%	5,311
Packaging	3,196	0.4%	2,565
Energy and sanitation	9,007	1.3%	7,279
Education	3,119	0.4%	2,214
Pharmaceuticals and cosmetics	8,730	1.2%	6,319
Real estate	29,457	4.1%	21,265
Leisure and tourism	8,409	1.2%	5,297
Wood and furniture	4,969	0.7%	3,341
Construction materials	4,593	0.6%	4,854
Metallurgy/steel and iron	10,199	1.4%	8,764
Media	734	0.1%	717
Mining	5,329	0.8%	4,603
Infrastructure works	10,904	1.5%	8,468
Oil and gas	7,223	1.0%	5,989
Petrochemical and chemical	12,764	1.8%	9,699
Healthcare	5,005	0.7%	3,419
Insurance, reinsurance and pensions	54	0.0%	13
Telecommunications	2,823	0.4%	2,749
Apparel and footwear	5,277	0.7%	4,412
Trading	2,589	0.4%	1,842
Transportation	25,809	3.6%	19,159
Household appliances	2,894	0.4%	2,396
Vehicles/auto parts	16,530	2.3%	12,599
Third sector	3,656	0.5%	1,732
Publishing and printing	1,628	0.2%	1,195
Trade – sundry	26,849	3.8%	20,373
Industry – sundry	10,982	1.5%	9,148
Services – sundry	48,578	6.8%	38,729
Sundry	19,120	2.7%	10,424
<b>Individuals</b>	<b>339,533</b>	<b>47.8%</b>	<b>300,716</b>
Credit cards	93,102	13.1%	96,664
Real estate loans	96,603	13.6%	73,952
Consumer loans/current account	126,345	17.8%	110,470
Vehicles	23,483	3.3%	19,631
<b>Grand total</b>	<b>710,553</b>	<b>100.0%</b>	<b>583,017</b>

(1) Breakdown by activity sectors (with no endorsements and sureties) – Itaú Unibanco Holding.

of our financing operations, we currently allocate R\$20 billion to companies producing or selling fossil fuel and its byproducts, and to organizations producing or selling products that may ultimately cause risks to the health, the food and nutrition security or the public security of the population. This amount accounts for approximately 2.86% of our total portfolio.

## credit approval criteria

We define environmental and social risk as the probability of losses arising from exposure to environmental or social events related to the activities developed by the Company. Since this risk always has significant crossover with the other types of risk, it must be managed in an integrated and cross-cutting manner. At Itaú, we have a Sustainability and Environmental and Social Responsibility Policy (PRSA) that sets out our environmental and social management guidelines based on institutional issues, addressing the most relevant risks to our operations through specific procedures.

Our management structure has three lines of defense against risk: the first (front office) manages risk as part of its daily activities, following the guidelines of the PRSA, manuals and specific procedures. The second line comprises the Credit Risk, Internal Control and Compliance departments. The Compliance Department operates through the Corporate Environmental and Social Risk Management department, which was reinforced in 2020 and contributed to strengthening the governance of this risk to assist and oversee the activities of the first line. Meanwhile, the third line of defense, represented by the Internal Audit Department, carries out an independent assessment of risk management, controls and governance. [SASB FN-CB-410a.2](#)

We seek to align our environmental and social risk management with the best market practice. In this context, we constantly improve our work by means of the work of


different teams as part of a multi-disciplinary group, ensuring that Itaú Unibanco's environmental and social vision is always enhanced by environmental and social specialists who compose the Credit Risk, Legal and Compliance departments, in addition to other partner departments.

In 2020, we carried out a strategic review of our environmental and social governance to integrate the management of this risk into a cross-cutting and unified model, based on the level of reputational risk, in accordance with the fundamentals of the organization's risk appetite. [SASB FN-CB-410a.2](#)

The new environmental and social risk framework includes, for example, an extension of the mandate of the Environmental and Social Risk Committee (CRSA) and the formal inclusion of the Executive Committee in resolutions on this matter. We also updated the policies and procedures, covering Business, the bank's own operations – such as waste management at administrative buildings and branches – and audits of suppliers and key subsidiaries, including international units. We also highlight the formalization of the management of climate risk, both transition and physical, as an important part of Itaú Unibanco's environmental and social risk management, having also developed proprietary procedures to address the matter.

## Sustainability and Environmental and Social Responsibility Policy

GRI G4-DMA Product portfolio (former FS1) | [SASB FN-CB-410a.2](#)

Our **Sustainability and Environmental and Social Responsibility Policy (PRSA)**  has specific procedures for each business line, covering the most significant risks. There are specific criteria that must be met to maintain relationships with clients and suppliers. Accordingly, we understand that the use of forced or compulsory or child labor and the exploration of prostitution are practices that are contrary to our values, and are therefore excluded from our portfolio. Throughout 2020, 50 clients were blocked due to their involvement in some of these activities. [GRI 408-1](#) | [GRI 409-1](#)

In order to measure the quality of the processes and monitor the exposure to environmental and social risk, the departments are closely monitored through internal controls and audit. These controls include an assessment of the adequacy of environmental and social risk manuals and procedures, and the findings from this work are reported periodically to the proper forums. [GRI G4-DMA Audit \(former FS9\)](#) | [GRI G4-DMA Product portfolio \(former FS3\)](#)

## environmental and social risk management in credit approval

The environmental and social topic is included in the granting of credit by means of a risk management system that includes, in addition to local specifics, the best international practices, such as the **Equator Principles<sup>(1)</sup>** [\[Z\]](#) (EP) for project finance. We also take into consideration the development of this topic in reputational, legal and regulatory risks.

Taking into consideration our extensive operations in the financial markets, we chose to develop analysis criteria essentially focused on large companies operating in more sensitive sectors from an environmental and social standpoint, including **agricultural producer** [\[Z\]](#), clients, products and operations aimed at activities with a greater environmental and social impact potential. Our analyses are considered not only in credit granting and financing release decisions, but also in the design and structuring of products and contractual and pricing conditions.

In 2020, around 26% of the clients of the wholesale credit portfolio were subject to an environmental and social analysis for relationship purposes, or for project-related operations. Because we are a financial institution, all our direct and indirect activities have an impact for our stakeholders. Therefore, determining capital allocations and supporting our clients with sustainable investment solutions that generate financial returns and benefits for society are an essential part of our operations.

It is worth noting that our risk management methodologies include regulatory standards related to environmental, social and governance factors, such as CMN Resolution No. 4,327/2014 (Central Bank of Brazil – Bacen), SARB Self-Regulation No. 14 of August 28, 2014, of the Brazilian Federation of Banks – FEBRABAN) and ABNT NBR ISO No. 14,001/2015 – Environmental Management Systems – Requirements for guidance and use.

## credit approval criteria

GRI G4-DMA Product portfolio (former FS1 | FS2 | FS3 | FS4)

After verifying that a client is on our list of **excluded activities** [\[Z\]](#), they are subjected to analyses using additional environmental and social criteria based on the requirements that are specific to their industry and segment, guarantee structure proposed for each operation and type of product, as explained in the topics below. These analyses are carried out by the Business Environmental and Social Risk team.

**in line with our commitments related to the promotion of positive impacts on society and responsible investment, in 2020 we approved a strategy that will result in the gradual reduction, by 2025, of Itaú's credit exposure to clients whose activities are related to tobacco, such as agricultural producers that exclusively grow this crop, and cigarette manufacturers.**

## industry and segment

The environmental and social risks of clients in the Large Corporations segment are rated high, medium or low, which directly affects their risk ratings. This ranking takes into consideration sustainability parameters such as energy and water consumption, liquid effluent discharge, solid waste disposal, air emissions, and occupational health and safety risks for employees. Management criteria that can mitigate the impacts of various industries, such as certifications and/or rankings in sustainability indexes are also taken into consideration.

### sensitive sectors

Sensitive sectors include those that represent significant environmental and social risk, and which therefore, in addition to being rated, require individualized environmental and social assessments. This additional assessment is carried out at the time of credit approval and renewal by senior management levels and the evolution of their environmental and social practices is regularly monitored.

To that effect, we apply a methodology that is capable of distinguishing and quantifying the impact of

(1) The cutoff criteria set by the Equator Principles are available on the website [equator-principles.com](https://equator-principles.com) [\[Z\]](#).

environmental and social aspects in the financial performance of clients, such as litigation arising from environmental accidents and costs associated with the transition to a cleaner economy in the financial performance of these clients, in accordance with the drivers below.

## environmental and social risk assessment drivers



This methodology generates a risk rating associated with a score that is used in the composition of the risk ratings of these clients, serving as a basis for pricing and capital allocation. The sectors included in this list, where clients are subject to the assessment methodology are:

- Mining
- Steel and iron and metallurgy
- Oil and gas
- Textiles
- Pulp and paper
- Chemicals and petrochemicals

We intend to expand this methodology to cover more sectors over the coming years.

## restricted list

In addition to the environmental and social ratings, clients from the sectors grouped in the restricted list are also subject to individual due diligence by means of a process that encompasses everything from the application of sector questionnaires and targeted media surveys at the time of the renewal of the credit limit to a possible submission of the case for analysis by the Senior Committee. If the client does not satisfactorily comply with our sector guidelines, they may have their credit limits blocked. The arms and tobacco industries, cold storage plants and beef slaughterhouses, wood extraction and fishing industries are included on this list.

## agricultural producers

For agricultural producers, we developed an environmental and social scoring system that allows for the identification of different client profiles within our portfolio. The scores are generated based on an analysis of remote reports on the properties that present geolocated environmental and social information. Through these reports, we can monitor, for example, deforestation. This score also reflects the health and safety practices of the rural workers, which are checked using on-site reports prepared by a specialized outsourced company. The score assigned to each client is renewed every year, and composes the risk rating of these clients, with an impact on pricing.

Additional due diligences focused on the properties that receive financing directly from the bank are carried out whenever the client contracts an operation aimed at exploring the land at a specific property. This due diligence, carried out both prior to contracting and over the entire term of the financing, includes checks on illegal deforestation practices and overlaps of protected areas and traditional communities, in addition to other environmental regulatory requirements.

## real estate guarantees

For the establishment of guarantees for real estate properties, whether urban or rural, tied to loan operations, a prior environmental and social due diligence must be carried out to identify any environmental liabilities existing at these properties. The analysis includes an assessment of liabilities such as signs of contamination and overlaps of protected areas based on information on both the history of occupation of the

property or land, and on its current use and data on the surrounding areas. The results of this assessment may have a direct effect on the valuation of the guarantee and/or require it to be replaced.

## new products

New products launched by the bank, as well as public resource transfer products, such as Rural Credit and the operations of the National Bank for Economic and Social Development (BNDES), are subject to an environmental and social risk assessment prior to their operation and/or contracting.

## structured transactions subject to the approval of the Products Committee

We have specific assessment methodologies for different types of structured transactions. In order to submit these structured transactions to the Wholesale Products Committee, it is necessary to fill out a form that indicates the need for a more detailed analysis and to establish a specific due diligence process before the transaction is contracted. Transactions such as acquisitions of preferred shares of companies in general are subject to this process and, in addition to the due diligence process, which is usually conducted by a law firm, they may also in some cases be subject to a technical assessment by the Business Environmental and Social Risk team. Projects financed by the Securitized Real Estate Loans (CRI) and Agribusiness Receivables Certificate (CRA) products may also receive technical support from this department.

## structured project finance transactions

Environmental and social due diligence on this type of transaction begins with collecting prior environmental and social information on the project – the licensing stage, the sensitive characteristics of the surroundings, etc. – which can support the preparation of a more detailed environmental and social agenda covering relevant technical and legal issues, where applicable.

These issues allow the ranking of projects with high, medium or low environmental and social risks. At the end of the analysis, it may be necessary to design an action plan to boost the adoption of best practices by the client, which should be monitored by the Business Environmental and Social Risk Department on a biannual or annual basis over the term of the contract.



The contractual obligations resulting from this plan are exhaustively discussed with the client, and become conditions precedent for the use of the funds. The environmental and social analysis, as well as its monitoring, includes observing a variety of environmental and social aspects of local legislation and the International Finance Corporation's (IFC's) Performance Standards, when applicable, and it may be performed by a specialized independent consultant. Each monitoring cycle can involve document reviews, negotiations with the client and funding agents, and visits to the project site.

For the purpose of improving our assessment of credit in these transactions in which we are primarily taking the risk associated with the project's cash flow, we use a risk rating model that reflects environmental and social aspects of the transaction. These aspects can include regional sensitivities, the maturity of the project licensing process, and the expertise of the client in managing these variables. The weighting of all these factors generates a direct impact on the final risk rating of the project, and helps achieve more accurate pricing, as well as better capital allocation.

## Equator Principles

For products such as project finance, we apply the Equator Principles.<sup>(1)</sup> The analysis begins by categorizing the project, and the assessment includes material and sensitive topics, such as the impact on traditional communities, climate change and Human Rights, in accordance with the IFC's Performance Standards, in addition to assessing compliance with local legislation and the adoption of an environmental and social management system. In high or medium risk projects, the involvement of an independent environmental and social consulting firm may be required for the contract and for the environmental and social monitoring over the entire duration of the contract. We note that no project finance transactions were contracted in 2020. GRI G4-FS6

(1) The cutoff criteria set by the Equator Principles are available on the website [equator-principles.com](https://equator-principles.com).

In 2020, we monitored 72 project finance contracts and 124 new structured project-related transactions were analyzed. There was no rejected financing operations for projects. GRI G4-FS6

Further details on the volume of project-related products contracted in 2020 are presented in the tables below.

## contracted project finance-related transactions<sup>(1)</sup>

	Project guarantee <sup>(2)</sup>			Bridge-loan <sup>(3)</sup>			Total		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Amounts of the contracted transactions</b>									
Total investment (R\$ million) <sup>(4)</sup>	4,101.0	11,317.3	20,555.5	1,058	-	635	5,159	11,317.3	21,190.5
Itaú Unibanco's share (R\$ million) <sup>(4)</sup>	2,282.3	3,707.2	4,284.1	1,013	-	635	3,295.3	3,707.2	4,919.12
<b>Category</b>									
A	-	-	8	-	-	1	-	-	9
B	9	13	19	3	-	3	12	13	22
C	4	-	2	3	-	-	7	-	2

	Project guarantee <sup>(2)</sup>			Bridge-loan <sup>(3)</sup>			Total		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Sector</b>									
Logistics	-	-	-	-	-	-	-	-	-
Energy	13	13	21	5	-	3	18	13	24
Infrastructure	-	-	8	1	-	1	1	-	9
<b>Location</b>									
Brazil <sup>(5)</sup>	-	2	1	-	-	-	-	2	1
Midwest	-	0	4	1	-	-	1	-	4
Northeast	9	9	15	1	-	2	10	9	17
North	1	-	5	-	-	-	1	-	5
Southeast	3	1	3	3	-	1	6	1	4
South	-	1	1	1	-	1	1	1	2
<b>Total number of contracted transactions</b>	<b>13</b>	<b>13</b>	<b>29</b>	<b>6</b>	<b>-</b>	<b>4</b>	<b>19</b>	<b>13</b>	<b>33</b>

(1) Analyzed based on the criteria of Itaú Unibanco's Corporate Environmental and Social Risk Policy.

(2) Includes surety rollover transactions.

(3) Capital market transactions that may have been partially included in the portfolio.

(4) If denominated in a different currency, the foreign exchange rate of the day of the transaction was used.

(5) Projects located in more than one Brazilian region (e.g., linear infrastructure, CAPEX of a chain of stores, etc.).

## contracted project finance-related capital market transactions<sup>(1), (2)</sup> GRI G4-FS6

Capital market transactions for projects <sup>(3)</sup>	2020	2019
<b>Category</b>		
A	1	-
B	7	12
C	2	1
<b>Sector</b>		
Sugar and ethanol	1	-
Energy	3	12
Infrastructure	5	-
Logistics	1	-
Telecommunications	-	1
<b>Location</b>		
Brazil <sup>(4)</sup>	1	2
Southeast	5	4
South	1	5
Midwest	2	-
Northeast	1	2
North	-	-
<b>Total number of contracted transactions</b>	<b>10</b>	<b>13</b>
<b>Volume of transactions (R\$ million)<sup>(5)</sup></b>	<b>3,313.9</b>	<b>5,648.0</b>

(1) Analyzed based on the criteria of Itaú Unibanco's Corporate Environmental and Social Risk Policy.

(2) If denominated in a different currency, the foreign exchange rate of the day of the transaction was used.

(3) Transactions other than in capital markets, such as debentures, promissory notes, etc.

(4) Projects located in more than one Brazilian region (e.g. linear infrastructure, CAPEX of a chain of stores, etc.).

(5) Includes capital market transactions that may have been included in the portfolio, even if only partially.

## contracted project-related corporate finance<sup>(1)</sup> GRI G4-FS6

	Number of projects			Total investment (R\$ million) <sup>(2)</sup>			Itaú Unibanco's total share (R\$ million) <sup>(2)</sup>		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Category</b>									
A	-	-	-	-	-	-	-	-	-
B	-	1	7	-	150.00	144.87	-	21.7	120.10
C	3	-	-	67.5	-	-	67.5	-	-
<b>Sector</b>									
Sugar and ethanol	-	-	-	-	-	-	-	-	-
Agribusiness	-	-	4	-	-	79.34	-	-	79.34
Logistics	-	-	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-	-	-
Energy	3	1	1	67.5	150.00	16.00	67.5	21.7	16.00
Healthcare	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	2	-	-	49.53	-	-	24.77
<b>Location</b>									
Brazil <sup>(3)</sup>	1	-	2	21	-	57.40	21	-	57.40
Southeast	-	-	5	-	-	87.47	-	-	62.70
South	2	-	-	46.5	-	-	46.5	-	-
Midwest	-	1	-	-	150.00	-	-	21.7	-
Northeast	-	-	-	-	-	-	-	-	-
North	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>3</b>	<b>1</b>	<b>7</b>	<b>67.5</b>	<b>150.0</b>	<b>144.87</b>	<b>67.5</b>	<b>21.7</b>	<b>120.10</b>

(1) Analyzed based on the criteria of Itaú Unibanco's Corporate Environmental and Social Risk Policy. No corporate finance transactions were contracted that fell under the criteria of the Equator Principles.

(2) If denominated in a different currency, the foreign exchange rate of the day of the transaction was used.

(3) Projects located in more than one Brazilian region.

Note: Project-related corporate finance is usually covered by existing credit limits, rather than being approved for specific transactions.

## structured operations for real estate project finance

Prior to the release of funds intended for the construction of real estate developments, a due diligence is carried out to identify and mitigate environmental and social risks related to the contamination of soil and water, forest liabilities, or risks related to the direct or indirect existence of potentially polluting activities in the project's surroundings.

This due diligence uses specific environmental documentation, such as preliminary, confirmatory and detailed assessments of soil and water contaminants, documents with information on the history of the use and occupation of the land and its surroundings, environmental licenses and other legal authorizations and, when necessary, intervention and remediation plans agreed with environmental bodies. Should any risk be identified, specific contractual conditions may be established to ensure the monitoring of the remediation of this risk.

## contracted project-related corporate finance aimed at real estate projects<sup>(1)</sup>

In 2020, 92 real estate projects were analyzed, with a total contract value of R\$3,296,129,412.83, in accordance with the table below:

	Number of projects	Amount of the project (CAPEX) – R\$	Amount financed by Itaú
Simplified analysis <sup>(2)</sup>	31	1,395,348,245.02	1,109,540,159.09
Detailed analysis <sup>(3)</sup>	61	3,046,007,286.35	2,186,589,253.74
<b>Category</b>			
C	92	4,441,355,531.37	3,296,129,412.83
<b>Location</b>			
Southeast	71	3,628,927,469.16	2,673,856,887.21
South	8	296,996,770.06	226,972,525.62
Midwest	9	359,093,897.61	279,900,000.00
Northeast	14	156,343,394.54	115,400,000.00
North	0	-	-

(1) Analyzed based on the criteria of Itaú Unibanco's Corporate Environmental and Social Risk Policy.


(2) The simplified analysis for the application of the environmental and social questionnaire.

(3) If the simplified analysis indicates a risk, a specific environmental and social due diligence of the project is carried out.

## environmental and social dilemmas

We understand that environmental and social risk management requires an integrated and cross-cutting view at the organization, as this is necessary to deal with complex issues and ensure that all decisions made are in line with our principles, our risk appetite and culture and, above all, seek the lowest possible impact for our stakeholders.

By including the environmental and social dimension in our risk management, we assumed the position of transformation agents, contributing to reviews of market practices, creating value for our current society and future generations and, through providing financing to projects, we believe that our contribution can be even greater.

We also take into consideration that part of our role as transformation agents is the sharing of our knowledge and good practices. With this in mind, we published the **E&S Risk Mitigation in Project Finance – Case Studies**  paper through which we shared our contribution to mitigate the environmental and social risk in three representative cases of project finance in different sectors in 2020.

## engaging clients in the management of their environmental and social impact

Some economic activities are excessively impactful due to their potential effects on society, on the environment and on people's health. Accordingly, ensuring the quality of our environmental and social analysis for these sectors is a significant challenge, in particular considering our commitments in response to climate change, concerns about working conditions, damage to biodiversity and the potential occurrence of environmental disasters. To this end, we have worked on the preparation and adoption of our own tools, and on the development of new workflows that bring more comfort to the bank on its credit pricing for clients from these sectors.

In 2020, we faced the global repercussions of growing conflicts related to deforestation in Brazil, mainly related to meat production and livestock in deforested areas. In view of the gravity of the problem, we recognized the need to promote actions to discourage these practices in the sector, and took action to improve the environmental and social due diligence applied to the cold storage plant industry, which was already on our Restricted Activities List.

To this end, we studied international ESG standards and spoke directly with clients and stakeholders to understand the main environmental and social daily dilemmas of the sector, such as difficulties managing their production chain and the related good practices, in addition to internally carrying out discussions on the topic. These internal debates involved the Risk, Credit and Commercial departments, and their purpose was to increase the accuracy of the environmental and social analysis inherent to the sector, and on that basis, to allow the identification of our clients that operate in this sector.

These actions resulted in the creation of a new analysis methodology capable of distinguishing our clients through the assessment of environmental and social practices applied to their own land, as well as their supply chain, the results of which will directly affect their risk ratings. Through this new methodology, we seek to encourage our clients to improve their environmental and social conduct by granting bonuses for good environmental and social management and deforestation prevention practices, such as the monitoring and traceability of direct and indirect suppliers through audits and georeferencing, as well as the management of their own land, by verifying embargoes and the use of sustainable production technologies, such as livestock-forest integration.

The support of our clients and stakeholders was crucial for us to go deeper in the most relevant topics and achieve success in the development of this methodology, which will help discourage cattle-raising in illegal areas, engaging our clients in the development of sustainable practices.

## climate finance

GRI 102-11 | GRI 102-15 | GRI 201-2

Climate change poses significant risks and opportunities for institutions in all sectors of the economy. We are attentive to the potential impacts of climate change on our business.

Since 2017, we have supported the Task Force on Climate-Related Financial Disclosures (TCFD), a task force created by the Financial Stability Board (FSB).

Its recommendations encourage organizations in various sectors to obtain and disclose information related to the impacts of climate change on their business.

Climate finance has become one of our strategic priorities, and since 2019 it has been incorporated into our Positive Impact Commitments, such as the commitment to incorporate the recommendations of the TCFD on governance, strategy, risk management and climate metrics and targets by 2022, in addition to the commitment to increase financing on positive impact and renewable energy sectors. To that end, many departments of the bank have been working on the implementation of processes, policies and tools. Our current rate of adherence to the TCFD is 79%, composed of governance aspects (96.50%), strategy (73.01%), risk management (69.19%) and targets and metrics (84.63%). For further details, please [click here](#).

Climate risk governance is part of the environmental and social risk governance structure, directly supervised by the Chief Risk Officer (CRO), the executive responsible for this topic at the bank. Our Environmental and Social Risk Committee, a joint decision-making body, is also responsible for decisions related to climate risk, and can bring the most relevant topics to the attention of the Board of Directors for decision-making purposes. The committee meets at least every six months, or whenever there is significant demand, and is composed of officers from the Compliance, Credit Risk and Legal departments that are dedicated to the matter, and the requesting departments, or the departments affected by the topics discussed, participate in these meetings.

We have a multidisciplinary Climate Finance group composed of the Corporate Environmental and Social Risk,<sup>(2)</sup> within the Corporate Compliance Office, Sustainability, Finance and Investor Relations departments that coordinates the actions and projects to meet the recommendations of the TCFD. Additionally, since 2020, we have had a coordination office responsible for the climate risk topic under the Corporate Environmental and Social Risk Office.

(2) The Corporate Environmental and Social Risk Office is part of the Corporate Compliance Office, and has three administrations, including the Transnational Environmental and Social Risk Coordination Office, which is responsible for investigating climate risk.

<b>Senior Management</b>	<b>Chief Risk Officer</b> Executive Responsible for the topic.	
<b>Decision-making and supervision</b>	<b>Environmental and Social Risk Committee</b> (Compliance, Credit Risk and Legal) Decision-making on climate risk.	<b>Positive Impact Committee (Sustainability and Investor Relations)</b> PMO and commitment to implement the recommendations of the TCFD.
<b>Performance/ Implementation</b>	<b>Transnational Environmental and Social Risk</b> Climate risk management in line with environmental and social risk management.	<b>Climate Finance Squad (Sustainability, Transnational Environmental and Social Risk, Finance and Investor Relations)</b> PMO Implementation of the Recommendations of the TCFD.
<b>Policies</b>	<b>Sustainability and Environmental and Social Responsibility Policy</b> <b>Climate Risk Management Procedure</b>	

We recognize that climate risk is systemic by nature and, like other environmental and social risks, must be incorporated into the integrated risk management processes. In addition to discussions in our committees, climate change is also included in our **Environmental and Social Responsibility Policy (PRSA)** [\[↗\]](#), which provides strategic guidelines on the topic at the organization. We created a climate risk management procedure, in line with the PRSA, that evaluates climate risk and provides for the tools implemented at the bank, and the responsibilities of each department.

Based on a comprehensive bibliographic review, we mapped the potential impacts of climate risk and their channels of transmission onto traditional risk disciplines. These risks were assessed with respect to their possible period for materialization, taking into consideration

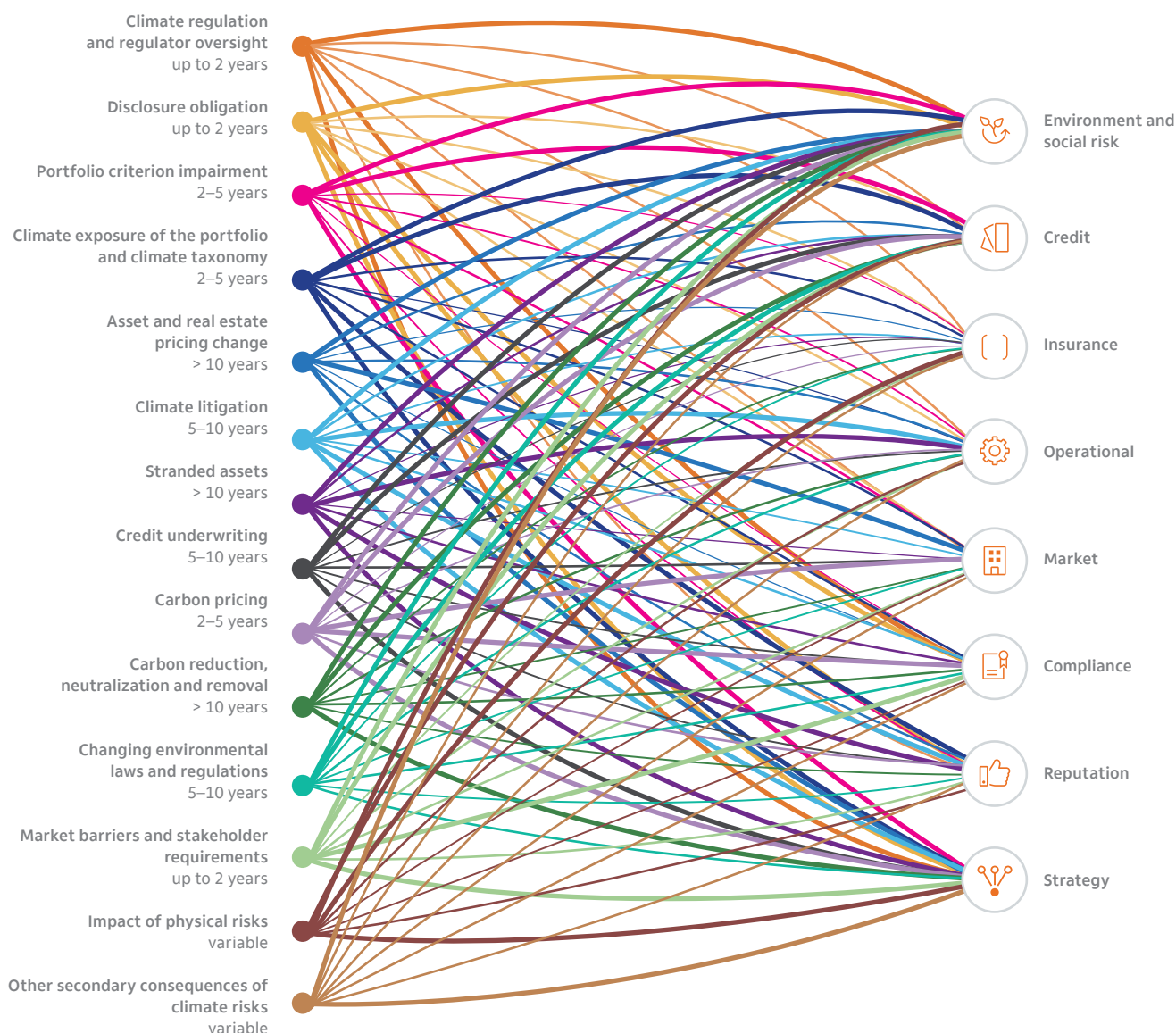
intervals of up to two years, from two to five years, from five to ten years and over ten years, and classified according to their nature – physical or transition risks – and possible qualitative materialization scenarios. This mapping was the first step in us beginning to prioritize climate risks at the Company.

We understand that the climate risk can materialize in a physical or transitional manner:



# climate risk

GRI 303-3



In mapping climate risks, we took three qualitative scenarios into consideration:

## scenario 1 – orderly transition

In this scenario, the transition to a low-carbon economy begins in 2020 and takes place in an orderly manner, such as through government and regulatory actions and a sustained drop in greenhouse gas emissions. Through climate regulations, carbon pricing, stimulus for technological development and creation of jobs in the new economy, the economy would have time to adjust to the new context.

## scenario 2 – disorderly transition

In this scenario, the transition to a low-carbon economy takes place at a delay, requiring accelerated and disruptive

changes in different sectors of the economy. The impacts would be more intense on some sectors and countries, with the probability of a systemic financial crisis, and growing pressure on the different organizations.

## scenario 3 – materialization of physical risks

In this scenario, the objectives of the Paris Agreement are not reached, and the effects of climate change become increasingly more evident. The occurrence of extreme climate events, and the change in climate standards may affect the productivity of many sectors of the economy, and may also lead to a financial crisis.

In addition to the extreme qualitative scenarios described, which supported the mapping of climate risks, we have been actively working with institutions from all over the world on the development of tools and methodologies to quantify climate risk. In 2020, we participated in the completion of phase II of the Working Group of the United Nations Environment Programme Finance Initiative (UNEP-FI), together with almost 40 financial institutions from different places. In addition to improvements in the physical risk analysis scenarios during phase I of the project, the Transition Check Tool, a tool for the analysis of transition scenarios aligned with the different scenarios developed by the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), was developed by applying the Message and REMIND models. As a pilot exercise, we applied temperature rise scenarios of 1.5 °C and 2 °C to our energy and agriculture portfolios. The results of this exercise were discussed with officers from the Corporate Compliance, Credit Risk, Corporate Credit, Environmental and Social, Legal and Operational Risk departments, and we are expanding the base of studies and refining the model for its incorporation into our strategy for the identification and mitigation of climate risk.

We continue to participate in the Working Group on Climate Risk and Green Economy of the FEBRABAN, where methodologies for the analysis of “tropicalized” scenarios, that is, scenarios that apply to the Brazilian reality, are also being discussed.


We offer products and services for sectors and projects that mitigate any negative impacts on the climate, some of which are equivalent to the sectors considered in the commitment to Financing in Positive Impact Sectors for the Wholesale segment. In general, these products are capital market products, originated and onlending credit lines, in addition to partnerships with multilateral banks such as the Inter-American Development Bank (IDB) and the IFC.

In the Wholesale segment, we offer products and services aimed at the acquisition of equipment that reduces the carbon footprint, such as solar panels and electric vehicles.

We have been testing a tool developed at the Working Group on Climate Risk and Green Economy of FEBRABAN to check the sensitivity of our loan portfolio to climate risks to climate change. The tool combines variables of relevance (exposure to climate risk and credit quality) and proportionality (concentration and term). Based on this sensitivity analysis, actions that are appropriate to each risk level are being developed, and methodologies of incorporation into credit models have been tested.

We are attentive to regulatory developments, such as the inclusion of climate risk in the self-regulation SARB 14 of FEBRABAN and the launch of the Agenda BC# Sustainability by the Central Bank of Brazil, in addition to the progress in other jurisdictions, such as the publications of Supervisory Statement 3/19 by the Prudential Regulation Authority, in the United Kingdom, and discussions on climate finance at the Network for Greening the Financial System (NGFS) and the Bank for International Settlements (BIS).

The climate topic is inserted in the management of third-party assets and in the environmental and social analysis of clients from the Corporate & Investment Banking (CIB) segment. In the latter case, the sensitivity of the client to climate risk is combined with different variables of an environmental and social nature, having an impact on the client's credit risk rating. To assess the projects, where necessary, we request an analysis of the Inventory of Greenhouse Gases (GHG) as part of the credit approval process.

Our full position on climate change is available on our [website](#) .



## financed emissions in the Real Estate and Vehicles segments

In compliance with our commitments to transparency and in line with the best market practices, the Principles of Banking Responsibility and the TCFD, in 2021, we started to support the Partnership for Carbon Accounting Financials (PCAF), a global partner on the development of a methodology to measure financed emissions.

We applied the methodology to a part of our 2020 real estate portfolio (Commercial Real Estate, which comprises real estate properties with a commercial purpose, such as hotels, offices, industrial installations, residential buildings for rental purposes and commerce in general), with 304 buildings, totaling R\$4.3 billion in financing, for which a total of 21,700 metric tons of CO<sub>2</sub> emissions financed were identified. The data was calculated based on the available emission factor in the database of PCAF.


In the case of the vehicle financing methodology, we applied it to a portfolio of R\$13.4 billion, and identified a total of 834,102 metric tons of CO<sub>2</sub> emissions financed. The calculation was made based on the entire vehicle financing portfolio, and took into consideration the make of the financed vehicles, and the available emissions factor in the database of PCAF.

We will continue to apply the scope and granularity of the calculations of greenhouse gas emissions to our credit portfolio using the PCAF methodology for other sectors.

## climate finance and the novel coronavirus pandemic

Previously seen as an emerging risk the management of which would be considered good practice, climate risk has quickly become a material risk for institutions in all sectors of the economy. In 2020, the Bank for International Settlements, in its "The Green Swan" report, states that some level of materialization of climate risk is expected, recognizing the uncertainties and non-linearity of this risk. The crises arising from climate events may be even more catastrophic than traditional systemic financial crises, and these risks may have a chain of consequences. The interaction of climate risk with other risks is also covered in The Global Risks Report of the World Economic Forum, and even in 2021 the organization presents climate risks among its five major global risks.

The novel coronavirus pandemic makes the need for a global climate action even more urgent since, given its complexity and potential of interaction with other risks, the consequences of climate change could be as or more drastic than those of the pandemic. In addition to the need to better understand and assess climate risks, the pandemic also brought opportunities with respect to the development of more resilient businesses and the search for an economic recovery that is more in line with global climate goals.

To manage the assets of third parties, Itaú Asset Management has a specific public document on climate change, with more information on how we guide ourselves in making investment decisions based on risks and opportunities in this context. To access this paper, [click here](#) .

# inclusion and entrepreneurship

GRI 103-1 Inclusion and entrepreneurship | GRI 103-2 Inclusion and entrepreneurship | GRI 103-3 Inclusion and entrepreneurship | SASB FN-CB-240a.1 | SASB FN-CB-240a.2 | SASB FN-CB-240a.4

## our commitment

Improving financial inclusion for micro, small and medium entrepreneurs through products and services, and enhancing the financial management of their business (corporate vision).

## status of our targets



**Impacting 70,000 entrepreneurs with management, training and online or in-person networking solutions by 2020.**

### ACHIEVED

**125,840 entrepreneurs** engaged in our training programs (December 2020).



**Increasing the volume of credit for women-led small and medium-sized businesses,<sup>(1)</sup> reaching R\$11 billion in total credit<sup>(2)</sup> by 2024 (21% of the total portfolio).**

### TARGET IN PROGRESS

**R\$9.09 billion** (December 2020).



**Recruiting 5 million consumers onto a low-cost financial services platform by 2021.<sup>(3)</sup>**

### TARGET IN PROGRESS

**3.3 million** clients in our financial services platform (December 2020).

This initiative significantly extended the range of functionalities of the product, thus providing a more complete offering for the target audience, including Pix (an instant payment solution developed by the Central Bank of Brazil), bill payments, withdrawals, mobile phone credit recharging, debit card, credit card and personal credit.



**Including 300,000 entrepreneurs in a low-cost financial services platform by 2021.**

### TARGET IN PROGRESS

**200,000 entrepreneurs** (December 2020).

This initiative includes new digital collection alternatives (QR Code, Link, P2P), in addition to an extended range of functionalities, including: Pix, bill payments, withdrawals, mobile phone credit recharging, debit card, credit card and personal credit.

(1) Small and medium-sized businesses are deemed by Itaú to be those with annual revenue of up to R\$30 million.

(2) The R\$9 billion target previously set was met before the end of the expected term, driven by credit incentives aimed at promoting the economic recovery from the pandemic, which was an unpredictable scenario in the previous projection. This is why the target was adjusted to R\$11 billion, challenging us to provide even more support to stakeholders.

(3) This target was originally part of the Financial Citizenship Commitment, but it is now part of the Inclusion and Entrepreneurship Commitment.

## Itaú Microcredit SASB FN-CB-240a.4

Itaú Microcredit is a credit line aimed at financing the production activities of micro-entrepreneurs, whether formal or informal, with an annual revenue of up to R\$360,000. It complies with the National Production-Oriented Microcredit Program (PNMPO) and is based on the direct relationship with entrepreneurs through a credit agent who assesses the business potential and the required funding and the borrower's credit worthiness. [GRI 4-FS13](#)

Investing in microcredit consolidates our strategy of being an agent of transformation in society. We believe that this product represents an opportunity to play our role in providing knowledge and suitable financial solutions, fostering an ecosystem of small entrepreneurs and ensuring their financial inclusion. The ultimate goal is to create a virtuous cycle of socioeconomic development for Brazil's low-income population. [GRI 4-FS13](#) | [GRI 203-2](#)

### microcredit portfolio GRI 4-FS7

Our microcredit portfolio is composed of formal and informal entrepreneurs who work in small businesses, with loans ranging from R\$400.00 to R\$20,300.00. The product is mainly traded in the Northeastern and Southeastern regions of Brazil, and reaches other regions through our branch network.

Microcredit portfolio	At the end of the period			Change YoY
	2020	2019	2018	2020 vs. 2019
Size of portfolio (R\$ million)	29	37	14	(21.9%)
Number of clients	10,914	15,577	4,801	(29.9%)
Women (%)	59%	57%	59%	+2 bps

Driven by the pandemic and aiming at giving priority to our team's wellbeing, the commercial team almost exclusively worked remotely during 2020, which prevented them from visiting clients. This is why the volume of the portfolio dropped in 2020, as visits are our main strategy for attracting clients.

### profile of Microcredit clients

GRI 4-FS13

The micro-entrepreneurs in our Microcredit portfolio are mostly women (59%), married (51%) and have their own fully paid off houses (89%).

## non-performing loans

Overdue term	2020			2019			2018		
	Clients	Balance (R\$)	%	Clients	Balance (R\$)	%	Clients	Balance (R\$)	%
From 1 to 90 days	954	1,602,272	8%	1,876	2,852,067	8%	157	580,818	4%
From 91 to 360 days	924	2,311,420	6%	1,025	1,734,501	5%	203	934,189	7%
<b>Non-performing loans</b>	<b>1,878</b>	<b>3,920,692</b>	<b>14%</b>	<b>2,901</b>	<b>4,586,568</b>	<b>13%</b>	<b>360</b>	<b>1,515,007</b>	<b>11%</b>

## Microcredit in the pandemic

Among the actions taken to support clients in this segment in 2020, the Microcredit product was part of Itaú Unibanco's Travessia (Crossing), a program set out to help millions of people make it through this difficult time. Solutions were implemented across three main fronts:

- Clear and transparent communications with clients, aimed at answering questions and supporting their credit acquisition, renegotiation or settlement decisions;
- Extension of Microcredit contracts with special conditions for non-delinquent clients: an additional 60-day grace period and unchanged payment conditions (number of remaining installments) and amounts (with no increase in the interest rate); and
- Microcredit renegotiation task force for delinquent clients, offering special conditions, such as: discounts on installment amounts, maintaining the original contractual amounts, and with unchanged payment conditions (number of remaining installments).

Additionally, Itaú Microcredit provided clients with financial guidance materials, booklets on spending control during the pandemic, and actions aimed at keeping business strong during quarantine. We also provided our clients and microenterprises with information on federal government emergency

measures during this sensitive time, with guides on how to increase sales through social networks, delivery services and online sales websites. All this material was provided to the credit agents, so that they could also work based on this guidance.

In 2021, we want to continue the organic growth of the portfolio, serving more entrepreneurs and focusing on the specific needs of this audience, as we have done since the beginning of our operations.

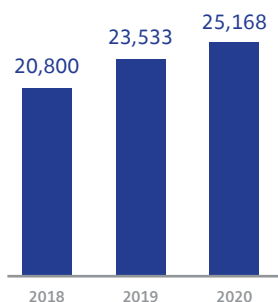
## Itaú Mulher Empreendedora (Itaú Women Entrepreneurs)

GRI 203-2 | GRI G4-F514

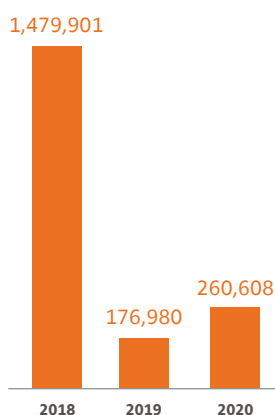
The purpose of the Itaú Women Entrepreneurs program is to support the development of women-led businesses using an online platform that offers solutions and tools that empower women, introduce inspiring referrals, and facilitate networking between women entrepreneurs. The planning of the pilot project started in 2013 through a partnership with the International Finance Corporation (IFC), the World Bank and the Inter-American Development Bank (IDB).

The Itaú Women Entrepreneurs program targets a wide audience. The online platform alone has been used by over 25,000 women entrepreneurs since it was launched. In 2020, over 260,000 people viewed the approximately 760 pieces of content available. [Click here](#) to access the platform.

people registered on the platform<sup>(1)</sup>



access to the platform<sup>(2)</sup>




**satisfaction assessment on the online platform: 7.8 (0-10)**

(1) Accumulated values.

(2) In 2018, we had the institutional campaign #VaiGarota broadcasted on the main media in the country, which brought a great visibility for the program, significantly expanding the registered public.

## our women entrepreneurship commitments

Aimed at enhancing knowledge and scope, the Itaú Women Entrepreneurs program has strategic partnerships with organizations that support gender equality:

- We have signed up to the voluntary commitment to the Women's Empowerment Principles (WEPs), established by the UN Global Compact and UN Women, to promote gender equality and women's empowerment in the workplace, the market and the community. Our achievement is evidenced in our making up the Bloomberg Gender-Equality Index.
- In order further to foster the ecosystem, we sponsor the **9<sup>th</sup> Forum of the Women Entrepreneur Network**  (Rede Mulher Empreendedora) – Achieving your Business Economic Autonomy, the largest women's entrepreneurship event in Brazil.

## main actions of the program in 2020


The coronavirus pandemic has raised even more challenges for entrepreneurs. As a way to help women entrepreneurs overcome such challenges, we have rethought our actions and activities, with respect to both form and content, seeking to expand the reach of solutions to cover a greater number of women entrepreneurs over this time.

Different initiatives with management solutions have been developed to support entrepreneurs, which enabled us to meet one of the targets under this Commitment, that is, impacting 70,000 entrepreneurs with management, training and online or in-person networking solutions by 2020, as evidence of our commitment to supporting people to develop management skills towards business growth and sustainability.

Noteworthy actions included voluntary mentoring, newsletters, podcasts, video classes and webinars from a renowned business education institution, as outlined below:


### online training

In partnership with EduK, we have developed the course "Growth Plan: How to Transform Business Into Success", which presents the key points for a successful business, such as business model development, market analysis, financial diagnosis, financial control, sales techniques, client and people management.

	Access to classes	
	2019	2020
	27,000	29,000

### voluntary mentorship

A pilot voluntary mentorship program engaging employees in partnership with Aliança Empreendedora, aimed at helping women entrepreneurs overcome pandemic-related challenges by providing guidance on different topics provided by these experts.



This project has gathered together 28 employees acting as mentors from 6 different bank departments and benefited 39 women entrepreneurs with over 117 mentorship hours.

#### Satisfaction rate in NPS


**NPS 90**  
Itaú's voluntary mentors;

**NPS 92**  
women entrepreneurs; and

**NPS 97**  
mentor approval from female entrepreneurs.

## newsletter

Intended as a channel to bring the bank closer to its audience by sharing significant news, articles, solutions and content related to the entrepreneurship ecosystem, from April to December 2020, we developed nine editions of the Empreenda Itaú Newsletter. These newsletters shared our supporting measures and actions, as well as the federal government's ones, important tips, business management content, and inspiring stories of success of entrepreneurs who reinvented themselves in the crisis. We also made available content on emotional intelligence and mental health to overcome this moment.

	Total number of readers	NPS
	<b>2,930</b>	<b>74.1</b>

## acceleration program

The main purpose of the Aceleração Itaú Mulher Empreendedora (Itaú Women Entrepreneur Acceleration) is boosting women-led businesses, generating positive impact and developing successful cases through intensive training, mentorship, networking and follow-up.

	<b>Since 2017, 66 entrepreneurship</b> have been benefitted through direct participation.
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### 2019/2020 edition

#### Aceleração de Negócios de Impacto (Impact Business Acceleration)

In partnership with IFC, with acceleration by Yunus Corporate and FGVCenn and support from Pipe.Social, this edition of the program was focused on businesses with high E&S transformation potential. 284 women enrolled across Brazil, and 6 were selected from different areas of impact, such as Citizenship, Health, Green Technologies, Education, Gender Equality, Decent Work and Economic Growth, and Reduced Inequalities. The journey provided 60-hour training, 30-hour individual mentorship and results monitoring.



## Impact Business Acceleration and its results<sup>(1)</sup>:

**+ 90 hour** training and mentorship.

**NPS 100**

**+ 30 networking** contacts with stakeholders.

Average monthly revenue of attendees

**up 66%** from the same period<sup>(1)</sup> of 2019.

### Programaria

Training in technology and programming for women, offering solutions increase the hiring of technical women.

### Result

Over 260% growth in revenue in 2020 from 2019, and a 1,500% increase in the number of impacted women (to 11,281 in 2020 from 705 in 2019).

### Herself

Female hygiene products.

### Result

130% annual increase in ecommerce revenue.

**Muda meu Mundo (Change my World)**  
A platform that connects small producers to retailers.

### Result

- 66% increase in client base (up 15,000 people);
- 23% increase in farmers' average remuneration (reaching R\$2,600 in September 2020); and
- 25% increase in the number of partner farmers (reaching 40 farmers in the period).

**Mídias Educativas (Education Media)**  
Edtech improves the efficiency of government funds invested in education.

### Result

54,338 people impacted by the Mídias Educativas platform through 14 clients.

**Youngers**  
Income generation in low-income communities through jobs/or new business.

### Result

Gross operating income in the third quarter of 2020 was up 78% on a year-on-year basis. Additionally, 75 people were impacted by Social RH (Social HR) and Aceleração, Youngers' initiatives, and 60% of them are black.

(1) Period from July to September 2020, three months after attending the program.

## 2020/2021 edition

### Aceleração com Foco em Negócios do Norte e Nordeste (Acceleration Focused on Business in the Northern and Northeastern Regions)

During 2020, we also launched a bid notice for the 2021 edition of the program, in partnership with IFC and with acceleration from Diver.SSA, mainly targeted at serving black and indigenous women-led microenterprises in Brazil's northern and northeastern regions. Overall, microenterprises will be provided with technical knowledge on management and digital tools enabling these women to expand their business.

The project is an 87-hour training journey, broken down into three stages. In the first stage, held in December 2020, 30 microenterprises were selected to take part in the Jornada de Acolhimento Estratégico (Strategic Support Journey), a methodology developed by Diver.SSA. In the second stage, and after a specialized selection, ten entrepreneurship will remain in the program for an immersion in the Jornada de Aceleração de Apoio ao Micronegócio (Acceleration to Support Microenterprises Journey), to be held between January and February 2021. In the third stage, five microenterprises will be shortlisted to receive a R\$10,000.00 seed investment each.



**286** enrollments, of whom  
**83.2%** are from black women and  
**72.7%** are from women from Brazil's  
northern and northeastern regions.

**30** attendees selected, of whom  
**93.3%** are black women and  
**90%** are women from the northern  
and northeastern regions in Brazil.

## podcasts

In partnership with Empreende Aí, a business school on the impoverished area of the city, we have developed the Empreende Aí podcast series. Eight episodes are available, providing women entrepreneurs on the outskirts of the cities, with user-friendly content on financial management, marketing, opportunities in adverse scenarios, and sales. The full series is available free of charge on [YouTube](#) and [Spotify](#), with 40 minutes to one-hour episodes with the presence of experts. In 2020, five episodes were developed, three of which were launched in February 2021.



Number  
of views

**41,263**

Number  
of views  
by women

**38,921**

## video classes and webinar

One trail with six video classes addressing topics such as results-based management, cost management, pricing, customer segmentation and competitive edge, market strategies and sales strategies, prepared in partnership with Fundação Getulio Vargas de São Paulo (FGV-SP), available free of charge on [YouTube](#). The purpose is to train female and male entrepreneurs enabling them to structure and expand their businesses through financial management and sales techniques. We also held a webinar with a FGV teacher, addressing the topic "How to organize your finances in 2021" simultaneously attended by 742 people and viewed by more than 7,000 people.



Number  
of views

**31,767**

Number of  
views by  
women

**16,717**

## evolution of loan portfolio for women

Granting credit to women entrepreneurs is an important means of supporting female entrepreneurship. Accordingly, our target was to increase the volume of credit granted to women, expected to reach R\$9 billion by 2024, fulfilling our Positive Impact Commitment as part of the Entrepreneurship and Inclusion agenda. In 2020, the volume of loan transactions to women-led businesses (over 51.0% ownership interest) reached approximately R\$9 billion, up 42.8% from 2019, which then reached R\$6.3 billion.

As the target previously set was hit before the expected deadline, driven by credit incentives aimed at the economic recovery in the face of the pandemic, an unpredictable scenario in the previous projection, the target was adjusted to R\$11 billion by 2024, challenging us to provide even more support to stakeholders.

### volume of credit granted to small and medium-sized women-led businesses (>51% ownership interest) and ratio to total loan portfolio

Annual revenue	2020		2019		2018	
	Balance (R\$ billion)	Portfolio	Balance (R\$ billion)	Portfolio	Balance (R\$ billion)	Portfolio
Up to 1.2 million	1.89	26%	1.88	29%	1.36	26%
Up to 8 million	3.54	24%	2.71	24%	2.04	23%
Up to 30 million	3.66	18%	1.74	18%	1.33	17%
<b>Total</b>	<b>9.09</b>	<b>22%</b>	<b>6.33</b>	<b>23%</b>	<b>4.73</b>	<b>22%</b>

## 2021 program planning

For 2021, the following actions are planned:

1. Preparing a gender-focused study on entrepreneurship, through a self-assessment tool, to map behaviors, needs and opportunities, to enable us better to serve women entrepreneurs.
2. Setting up and implementing a new entrepreneurship platform to support all profiles of women entrepreneurs, with an exclusive journey. Through this platform, we will support entrepreneurs over their entire journey, boosting the ecosystem with access, inclusion and financial growth through content trails, solutions and tools specific to the moment of their business.
3. Expanding the program's stakeholders to meet the needs of black women entrepreneurs living in the impoverished areas of the city and of those from the Amazon region, by offering specific content and some programs and solutions focused on helping these stakeholders overcome the challenges they face.



# financial citizenship

GRI 103-1 Financial citizenship | GRI 103-2 Financial citizenship | GRI 103-3 Financial citizenship | SASB FN-CB-240a.4

## our commitment

Expanding access to financial services and offering tools and content to support healthier financial decision-making (individual vision).

## review of targets

2020 was quite a challenging year, due to the significant social and economic impacts of the COVID-19 pandemic. In line with this moment, our actions focused on Travessia (Crossing), a program aimed at helping people walk through this difficult time by reorganizing their financial lives.

This program has led to the renegotiation of over 4 million loan contracts so far, totaling over R\$19 million in renegotiated amounts. Additionally, the financial advice content generated through our new communications channels had over 5 million views. We have reviewed our financial citizenship targets for 2021, expanding and adjusting our activities according to this new scenario and the people's needs and challenges.

The reviewed targets are presented below:

## new targets for 2021



**Providing differential offers for delinquent clients or those heavily in debt.**

### key performance indicators to be achieved<sup>(1)</sup>

Average number of clients being made the offer  
**135,000/month**

Target percentage of clients taking up the offer  
**19%**



**Using a preventive approach to avoid nondelinquent clients falling into debt.**

### key performance indicators to be achieved<sup>(1)</sup>

Average number of clients being made the offer  
**2.5 million/month**

Target percentage of clients taking up the offer  
**4.1%**

(1) This target does not have status yet, as it has been reviewed and will be monitored in 2021.



**Setting up a process to get delinquent clients back into the credit cycle.**

**key performance indicators to be achieved<sup>(1)</sup>**

**Itaú Overdraft Limit<sup>(2)</sup> (LIS)**

Average number of clients being made the offer	Target percentage increase in number of clients recovering their overdraft limits
<b>70,000/month</b>	<b>20%</b>

**Card**

Monthly average number of eligible clients	Target percentage clients recovering their card limits <sup>(3)</sup>
<b>53,000/month</b>	<b>9%</b>



**Providing financial organization advice content to our customers after the renegotiation of their debts.**

Monitoring the volume of content made available and inserting content into the clients' financial journey.



**Encouraging the continuous use of the financial management tool Minhas Finanças (My Finances).**

December 2020  
**800,000 users**

2021 Target  
**2 million**

(1) This target does not have status yet, as it has been reviewed and will be monitored in 2021.

(2) The Itaú Withdrawal Limit (LIS) is only reinstated with the client opt-in.

(3) Our clients are informed of the reinstatement of their card credit limit.

## our financial guidance actions

### initiatives for clients and society

GRI G4-DMA Product and service labeling (former FS16)

We have professionals trained to ensure that financial guidance, inclusion and suitability of financial product are incorporated into our business. Taking these issues into account when developing or redefining products and services enables our clients to be more independent, and to live a more balanced financial life.

GRI G4-DMA Product and service labeling (former FS15)

The bank makes a variety of financial advice content available to encourage and support people to take control of their finances:

**financial education website** – We have an institutional page which gathers top content about financial education and makes it accessible to clients and to society as a whole. Launched in September 2020, this website has already received over 16,000 views and been accessed by over 13,500 unique users.

**Financial Planning blog** – In 2020, during Brazilian Financial Education Week (from 23 to 29 November), we launched a blog with financial management tips for individuals, entrepreneurs, self-employed professionals and informal workers, 962 people had accessed this channel by the end of the year.

**Investir em Quê? (What to Invest in?)** – In September 2020, we launched a platform to enable people to search and compare investments across the entire market. Open to both clients and non-clients, this platform also provides projections of earnings for the next 12 months, calculated based on a statistical model. It also provides content to people interested in investing. Between September and December, over 340,000 people had already accessed Investir em Quê?.

### Telegram Itaú Investimentos (Itaú Investments Telegram)

– Launched in October 2020, Telegram Itaú Investimentos provides major financial markets news and promotes all of the content on investments produced by the bank, thus helping clients and non-clients make more informed financial decisions. By December 2020, the channel had over 7,600 subscribers.

### Investidor em Foco (Investor in Focus) podcast –

Available on all podcast platforms, the Itaú Personalité channel provides daily information about the world of investments and the financial market to support investors with decision-making. In 2020, this podcast had over 300,000 downloads.



over 300,000 downloads of the Investidor em Foco podcast.



over 340,000 people had accessed Investir em Quê?.



over 7,600 subscribers on Itaú Investimentos at Telegram.



13 episodes covering and over 30,000 accesses on a podcast about financial health, to provide socioeconomic support during the COVID-19 pandemic.



Itaú Twitter focused on financial guidance: average 196 interactions per tweet.

### podcast Somar Itaú: Financial Guidance During a Pandemic

– In June 2020 we launched the Itaú Somar (Adding) podcast, a series with 13 episodes covering financial health, to provide socioeconomic support during the COVID-19 pandemic. By December 2020, this series had been heard over 30,000 times. This series was made available on the bank's YouTube channel.

**Twitter** – In May 2020, our Twitter account was turned into a financial guidance channel for clients and society, providing tips and content regarding personal financial management, as well as content developed in partnership with other profiles, encouraging users to ask questions and interact with the bank's account at any time. From May to December 2020, the total number of Twitter impressions was 2,248,172, and total interactions with tweets was 31,016, an average of 196 interactions per tweet.

## clients

In 2020 we undertook the following eight initiatives aimed at offering financial guidance to clients, in addition to providing support and attention to indebted stakeholders, with our content reaching over six million people.

## financial guidance initiatives

**Minhas Finanças (My Finances)** – A tool available on the Itaú smartphone app, designed to monitor spending per category and help users keep control of their finances. In 2020, the tool was used by an average of 800,000 people every month. Several new functionalities have been added:

- Customizable financial month-end;
- Inclusion of credit card expenses for a single overview; and
- Monthly budget setting.

**Agenda Positiva newsletter** – Over five months in the second half of 2020, we produced financial guidance content through the Agenda Positiva newsletter, developed by the Franchise Team. The purpose was to deliver positive material to counter the socioeconomic and pandemic-related chaos. We sent text messages on topics such as conscious consumption, top tips on credit cards and family spending, which reached almost 6 million clients. Itaú Branches, Itaú Uniclass and Itaú Personalité clients received this newsletter twice a month.

**Poupar para Render (Saving to Make Money)** – In recent years, we have trained employees to deliver talks at client companies. In 2020, these activities were restructured under the Poupar para Render pilot program. The program provides content including:

- Online and in-person talks on financial health;
- A series of videos on financial organization and planning;
- A guide to using money at different life stages; and
- A monthly newsletter.

By January 2021, 40 employees are expected to have been trained to deliver talks and share digital content.

### initiatives focusing attention on indebted people

**Saia do Vermelho (Get Out of the Red) course** – A free online two-hour course providing practical tips for anyone who needs to repay debts and improve control over their personal budget. The course is available on the EduK platform, and was accessed approximately 30,000 times by the end of 2020.

**preventive management** – We preventively monitor our credit clients and, at the first signal of a possible financial imbalance, we actively contact them via physical and digital channels to offer guidance, and financial solutions better suited to their needs and life stage, as well as offering the option to renegotiate, where appropriate. In 2020, 1.2 million clients per month on average were preventively contacted and offered financial reorganization options, thus preventing 89.1% of these clients from becoming delinquent in the following month.

**Feirão de Renegociação (Financial Renegotiation and Guidance Task Force)** – From November 24 to December 11, 2020 we implemented a debt renegotiation scheme to provide individuals and companies with more favorable installment payment terms for settling their debt, in addition to providing loans at lower interest rates. Clients, both individuals and companies, were granted new conditions to repay overdue installments and credit card bills. Clients were able to reschedule their debt repayment into up to 73 installments. Itaú's clients were also able to renegotiate debts through the smartphone app or on the website.

**Travessia (Crossing) program** – Designed to help up to 20 million individual clients and one million plus small and middle-market companies to keep afloat, with solutions focused on rescheduling grace and repayment periods, in addition to renegotiating fees and guarantees. We also support our clients by offering content on good budget management practices, and how to identify debt risks.

Accompanying the Travessia program, we have produced six financial guidance videos posted on Itaú's Twitter. These videos addressed issues such as conscious credit, financial planning and changes in business trajectory, and received over 30,000 views.

By the end of 2020, the program had led to the renegotiation of over 4 million contracts, with a total renegotiated amount of over R\$19 million. The solutions offered were as follow:

- Loan repayment in up to 73 monthly installments;
- Credit grace periods of up to three months;
- Special renegotiation conditions; and
- Options for refinancing vehicles and real estate loans.

### accessibility

Client accessibility has been one of our ongoing concerns. This concept goes beyond disability-related issues, as we believe that accessibility is crucial to financial citizenship. In order to enable our clients to manage their funds effectively, it is paramount that everyone, able-bodied or otherwise, to have easy access to and the ability to understand information, products and services, increasing inclusion and leading to a more positive user experience.

We have a dedicated accessibility team, including some people with disabilities (PWD), to validate the accessibility of apps, bankline and institutional websites, to ensure that any user is able to carry out any transaction, engage services or manage their finances in an independent, expeditious and safe manner.

In addition to our digital client channels, we are also seeking to improve accessibility at our physical branches, including for our employees, by ensuring architectural accessibility and the accessibility of working tools. Some of our accessibility initiatives include:

- Branches with ATMs that can be independently and safely operated by any person, regardless of their level of mobility or limitation of other senses.
- Branches with qualified professionals to ensure that clients with disabilities or requiring special services are identified and served on a priority basis.
- Credit card bills printed in Braille and/or in large print for blind or visually impaired clients. Additionally, these accounts are available on our digital and audio channels at the client's request.

- Clients, both individuals and companies, with current accounts, cards, consortia, payroll loans, vehicle and real estate loans can access services through voice and digital channels, such as: chat, Assistente Virtual Itaú (Itaú Virtual Assistant – AVI), fale conosco (talk to us) and differential service channels, such as Reclame Aqui (Complain Here), SAC (client service), and consumidor.gov.

## employee-driven program

GRI G4-DMA Product and service labeling (former FS16)

Providing financial guidance to employees is one of our actions to help the people around us to make progress. To this end, we are training people to deliver financial guidance, both as part of their professional activities and within their own families.

In 2020 we structured our employee-driven actions based on four action pillars: training, one-off actions, employee experience, and follow-up surveys.

### training

We offer online and in-person courses and other employee development actions, such as talks and internal campaigns promoting awareness of the relationship between consumption and personal goals, and the way people manage their finances.

Online courses are available on an internal digital platform, on a voluntary basis and accessible to all employees in Brazil. Content is currently grouped into two trails: (i) “Employee financial education,” addressing use of money, pension plan, indebtedness, among other topics; and (ii) “How we make decisions,” focused on financial behavior.

In 2021, our internal platform will offer modules providing an in-depth look at the financial health pillars, relating them to operating revenues and how to use them properly. To this end, a knowledge trail has been developed with basic, advanced and in-depth content on different financial topics.

## one-off actions

Our permanent endomarketing campaign Papo que Rende (Enriching Chat) seeks to inspire employees to reflect on their own financial behavior through talks and other means of communication, such as corporate TV programs, portals, email and Instagram campaigns.

**talks** – In 2020 we held two Papo que Rende talks to employees:

- In-person: In January 2020 an in-person talk event was held to encourage employees to reflect on how they manage their personal finances and, based on this, to make better financial decisions and make their dreams come true. This free talk was attended by 100 employees.
- Online: Attended by over 1,000 employees from the Administrative departments and the branch network, this online talk had a survey satisfaction rate of 9.5/10. The topic was “What we have learned in 2020 and how we can do it differently in 2021” against the backdrop of the global pandemic.

**content hub** – In addition to the Papo que Rende campaign, we have developed an intranet page with finance and pandemic-related content, such as articles on controlling supermarket spending and family finances, among other topics. Over 28 pieces of content were created and published, reaching 43,000 views.

We carried out two other communications employee-driven actions over 2020:

**IU Investe (Itaú Unibanco Invests)** – An internal investment portal designed to foster financial education and increase the reach of this content among employees using an easily understandable language, different formats and content developed exclusively for its 4,000 members.

**bonus/profit sharing** – In 2020, bonus and profit sharing actions included engaging the Investments department to help employees address debt situations which have been worsened by the pandemic. Professionals from the Investments team came to administrative offices and call centers to offer content on topics including how to invest, financial awareness, and learning to save. Additionally, we provided recommended content from other channels, including information about good investment options and financial education talks.

### employee experience

With respect to employee experience, we have created a page on the bank's internal website with content on financial guidance, the training options available and financial products with special conditions for employees. The purpose is to encourage employee recognition and identify top stories for those engaged with financial education. Today, we use these stories as inputs to understand employees' main difficulties and produce content targeted at them.

Moreover, we mapped employees' journeys within the bank, such as hiring, vacation and leaves of absence. Therefore, based on such mapping, in 2021 we will develop content targeted at employees at each stage of their career journey.

### follow-up survey

In order to ensure reliable financial guidance indicators among employees, we carried out a survey to evaluate employees' self-perception regarding their finances and the support offered by the bank.

The lessons learned in 2019 guided the actions in 2020, such as the development of content focused on employees' most critical financial concerns (for example, investments). The survey is also currently used as an input to adjust some employees' internal journeys, mainly related to debt, for which we are developing assistance and support initiatives.

The 2020 survey is in progress. It includes the same questions as the previous survey for comparison purposes, and observing the development of employees' personal finances.

## Client Relationship Policy

Our relationships with clients are based on the principles of ethics, responsibility, transparency and diligence principles, always seeking the convergence of interests.

All of Itaú Unibanco's products and services are designed to meet our clients' needs, interests and goals. We ensure that the target audience for our products and services is well defined, and that they are traded through channels which are compatible with their level of complexity.

Our products and services are always offered in a clear manner, avoiding technical language where possible. When purchasing a product or a service, clients must get to know everything about its characteristics and amounts to make an informed decision. With the aim of providing clients with autonomy, the bank makes information on the products or services purchased available through at least one digital channel.

After the purchase, we value the quality of our client service. To this end, we work to ensure that clients can access our service channels to ask questions, make requests and solve possible problems.

We make self-management tools available to enable our clients to manage the products and services purchased independently. We strive constantly to improve our client experience, stating the specific conditions for early settlement, portability, redemption and cancellation.

## suitability

Suitability is the set of criteria and procedures that determine the recommendations for products and services, verifying their compatibility with the client's needs, interests and goals.

The bank's process for recommending investments to clients is carried out on a monthly basis using an algorithm, with 12 billion simulations, based on four risk profiles: aggressive, bold, controlled and conservative.

Our retail banking uses the concept of the target audience and the potential client. The target audience identifies to which type of client the product is targeted, while the potential client is the individual within the target audience, with the most suitable profile for the product, due to the moment and other criteria, including credit worthiness.

## incentives and sales quality

Employees who have direct relationships with clients are granted incentives for making sales of products and services. These incentives ensure compliance with the principles of Customer Centricity. Accordingly, these incentives are not only based on sales volume, but also on qualitative evaluations.

In addition to the suitability criteria, these incentive programs include indicators for cancellations, concentrations of sales, new sales to replace cancellations of products/services, complaints and satisfaction metrics (Net Promoter Score – NPS). To learn more about these indicators, please see the section **ESG-related Compensation** [↗](#).

All these practices and behaviors are described in guides and internal policies such as the Policy on Relationships with Customers and Users of Financial Products, the General Suitability Rule and Variable Compensation Governance at Itaú Unibanco Holding S.A.

# ethics in relations and business

GRI 103-1 Ethics in relations and business | GRI 103-2 Ethics in relations and business | GRI 103- Ethics in relations and business

## our commitment

Promoting the creation of a fair, ethical financial ecosystem aligned with a sustainable development agenda.

## status of our targets



Being recognized as an ethical company in its relationships with all stakeholders (general, clients, employees, and suppliers).

ACHIEVED<sup>(1)</sup>

**Itaú was recognized** as a Pro-Ethics company in 2018/2019.



Training employees on conscious use of data and developing a personal data privacy policy.

TARGET IN PROCESS<sup>(1)</sup>

Developing new policies regarding compliance with LGPD<sup>(2)</sup> and training employees on major LGPD and Privacy by Design concepts.



Keeping the reporting channel public and accessible to all stakeholders so that we can receive and investigate calls regarding suspected breaches of the integrity policies and code of ethics.

ACHIEVED<sup>(1)</sup>

Our reporting channel remains accessible to our stakeholders on our website, and calls are handled promptly.

Fostering an honest, ethical stance through campaigns and training on the Integrity and Ethics Program, Anti-corruption, Anti-Money Laundering, Information Security, Compliance, and Supplier Relations, among others.



Training 90% of employees in topics impacting our Integrity and Ethics Program every two years.

ACHIEVED<sup>(1)</sup>

**93%<sup>(3)</sup> of employees** trained in topics impacting our Integrity and Ethics Program (July 2020).<sup>(4)</sup>



Ensuring that at least 95% of employees sign up to the Integrity Policies.

NOT ACHIEVED<sup>(1)</sup>

**93% adherence** – employees renew their adherence to the Integrity Policies every year (December 2020).<sup>(5)</sup>

(1) Annual target, periodically monitored.

(2) Brazilian General Personal Data Protection Act (LGPD).

(3) Considering the integrity and Ethics Program as a whole: introduction and specific modules.

(4) A new training system was launched in August 2020.

(5) This target was impacted due to the COVID-19 scenario, with the suspension of collections (later resumed in October 2020), as well as placing on leave the high-risk group of employees.

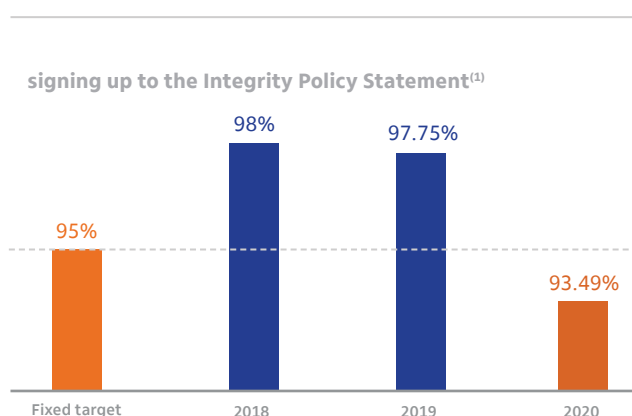


## ethics and integrity

We have a set of guidance and practices that drive our conduct in all our relationships. Itaú Unibanco's Code of Ethics, as approved by the Board of Directors, is the main document in this respect, formalizing our commitment to the topics discussed at major International Labor Organization (ILO) conventions and other international agreements, as well as guiding our internal policies related to integrity and ethics. This document is available to employees on the bank's intranet, and to external stakeholders on our [Investor Relations website](#).

Every employee, regardless of their position, must adhere to a statement that comprises the guidelines of the Code of Ethics and other related corporate policies. Compliance with the bank's Code, and its major principles and values is guaranteed by the Integrity and Ethics Program. [GRI 102-16](#)

employees in all positions must adhere to our Code of Ethics.



(1) Active employees' annual adherence to the Code statement is mandatory. At our foreign units, adherence is in accordance with local legislation.

This set of documents and commitments covers topics such as: diversity; fighting discrimination; preventing and eradicating child, forced or compulsory labor; preventing the criminal exploitation of prostitution and sexual exploitation of minors; preventing bullying or sexual harassment in the workplace; equal treatment among employees and outsourced service providers; education; culture; free union association and collective bargaining agreements; privacy; health and safety; compensation, anti-corruption, fighting fraud, and anti-money laundering, among others.

In addition to these corporate policies, our foreign units must see to and apply specific local policies in the locations in which they operate.

Our initiatives to integrate and monitor integrity and ethics practices into our activities, such as policies related to our Code of conduct topics, training, and reporting channels, among others, are set out below.

## Integrity and Ethics Program

Managed by the Compliance department, the Integrity and Ethics Program includes guidelines and processes aimed at ensuring that our conduct complies with the Itaú Unibanco's Code of Ethics and principles and values. This program is audited by our Internal Audit area every year, and is covered by the Conduct, Integrity and Ethics Policy, comprising:

- Commitment from senior management, leading by example in terms of practices, actions and attitudes consistent with corporate ethics and integrity;
- Guidelines supplementing the Code of Ethics, specifically concerning our conduct in relation to a number of stakeholders that have relationships with the bank, potential conflicts of interest, and preventing corruption and other wrongdoing;
- The program's governance, including communications and training, the accountability of various parties, monitoring and protecting complainants; and

## program dimensions

GRI 102-17

■ The Integrity and Ethics Joint Committees' responsibility for defining and monitoring the application of the program guidelines and reporting certain specified actions to the Audit Committee.

For more in-depth information on the Integrity and Ethics Program, please access the [Integrity and Ethics page](#).

- Senior Management commitment;
- Management of our policies and procedures;
- Communication and training actions;
- Monitoring of the Integrity and Ethics Program; and
- Availability of channels for questions and calls.

## training actions<sup>(1)</sup>

Training (e-learning)	Fixed target	2020	2019	2018
Ethics	90%	94%	96%	92%
Anti-corruption	90%	92%	96%	90%
Relationships with clients and users	90%	92%	96%	88%
Anti-money laundering	90%	93%	97%	85%
Sustainability	90%	93%	96%	85%
Compliance	90%	91%	95%	N.A. <sup>(2)</sup>
Information security	90%	92%	95%	N.A. <sup>(2)</sup>
Relationships with suppliers	90%	92%	95%	N.A. <sup>(2)</sup>
Occupational health and safety (OHS)	90%	91%	94%	N.A. <sup>(2)</sup>

(1) The considered trained employees are those who have concluded training.

(2) Not applicable.

Note: 2020 data considers values between January and August 2020.

A new remote training cycle on the Integrity and Ethics Education Program was launched in the second half of 2020. The percentage of trained employees for this new cycle will be updated in our next report. We have also made headway in terms of the accessibility of our e-learning programs to employees. In addition to providing a screen reader for blind users and adjusting content for employees with intellectual disability, both of which have already been available since the latest cycle, this year we introduced sign language interpreters and the high contrast mode for low vision and color-blind employees.

## anti-corruption SASB FN-CB-510a.2

Whereas Brazilian legislation considers corruption as misconduct on the part of public and private officials only, our definition of corruption not only covers misconduct by public and private officials, but also involving private officials, based on global anti-corruption best practice.

### Itaú Unibanco's Anti-Corruption Policy

strengthens its commitment to cooperating proactively with local and foreign initiatives to fight corruption in all its forms. This Policy is applicable, in Brazil and abroad, to all managers and employees of Itaú Unibanco Holding S.A., also including any interaction that the Conglomerate maintains with customers, partners, suppliers and other stakeholders.

Based on local and foreign legislation (Brazil's Federal Law No. 12,846/2013; the US Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act, among others), case law and global market information, we identify countries with higher corruption risk. In the countries in which we operate, we have processes and controls over our relationships with clients, public sector and third parties according to the specific regulations and particularities of each jurisdiction.

We adopt some awareness and monitoring tools to prevent corruption, as follows:

- Our anti-corruption policies and procedures were communicated to 100% of our employees in 2020, including supervisors and members of governance bodies, as well as our suppliers.
- Our employees receive training on our corruption prevention policies, procedures and practices.
- Members of governance bodies receive anti-money laundering training (addressing preceding offenses, such as corruption). In 2020, 100% of the members of the Board of Directors attended this training. [GRI 205-2](#)

In 2020, two complaints about suspected corruption involving private officials were reported and, following internal investigation, were found to be legitimate, leading to the dismissal of two employees and the

termination of the contracts with two suppliers. Our investigations have found no involvement of our employees in corruption cases with public officials, which may fall into the scope of the Anti-Corruption Act or Clean Company Act. [GRI 205-3](#)

### Anti-Corruption Law [SASB FN-CB-510a.2](#)


In January 2014 the Brazilian Anti-Corruption Law (No. 12,846/2013) came into force, giving legal entities strict liability (regardless of fault or negligence) if they are found to be involved in any form of corruption. Although it is known as the Anti-Corruption Law, it also covers other wrongdoing against any foreign or Brazilian public administration, such as bid rigging or obstruction of justice.


This law provides for stringent penalties through administrative and judicial proceedings, including the dissolution of the company, being barred from accessing financing from public bodies and participating in public tenders. Furthermore, this law authorizes public administrative authorities responsible for investigations entering into leniency agreements. Disclosure by the infringing parties themselves of any violations committed, and their cooperation with investigations, may lead to reduced fines and other sanctions, as set forth by Decree No. 8,420/2015. This new regulation provides parameters for the enforcement of the Anti-Corruption Law, inclusive of penalties and compliance programs.

## anti-money laundering and combating the financing of terrorism

Money laundering consists of concealing or disguising the nature, origin, location, disposal, movement or ownership of goods, rights or proceeds arising, directly or indirectly, from criminal offenses. Terrorism financing occurs when someone, directly or indirectly and by any means, provides financial support, delivers or raises funds intended to be used, or with the knowledge that they will be fully or partially used by terrorist groups to carry out terrorist acts.

Financial institutions play a key role in fighting such wrongdoing, and face the challenge of identifying and cracking down on increasingly sophisticated operations seeking to disguise the origin, ownership and movement of goods and proceeds from unlawful activities, as well as ensuring full compliance with regulations.

Aimed at preventing any engagement in wrongdoing, and protecting our reputation and image before employees, clients, partners, suppliers, service providers, regulators and society, we have set up a **corporate policy**  driven by transparency, strict compliance with rules and regulations, and cooperation with the police and judicial authorities.

We seek ongoing alignment with local and international best practice to prevent and combat wrongdoing, by making investments and providing ongoing training to our employees. Accordingly, the Anti-Money Laundering and Combating the Financing of Terrorism Program (AML/CFT) includes face-to-face and distance **training** , in addition to consistent communication actions, such as corporate newsletters (Good Morning Itaú) intended to share an AML/CFT culture, instruct eligible employees in activities and controls performed on a daily basis, in addition to keeping them updated with current legislation and regulatory requirements.

## information leakage prevention and client privacy management

### Brazilian General Personal Data Protection Act (LGPD)

Our clients' privacy and the use of personal data in an ethical and responsible manner are priorities for us, and are widely discussed within the organization. Therefore, we have spared no efforts to comply with the Brazilian General Personal Data Protection Act (LGPD), or Law No. 13,709/2018, which came into effect in September 2020. The LGPD sets out the scenarios in which personal data can be handled, either by physical or digital means, and protects the holders of data from improper use. Additionally, it requires that the way companies handle personal data is based on the law.

The bank's compliance with the LGPD has been carried out through its Privacy Program, which, from the time of approval of the draft bill in 2018 to its entry into force in 2020, has involved a series of activities focused on its requirements and market best practice. Over these two years, a multidisciplinary group, spearheaded by the Technology, Legal, Compliance, Risk and Security departments, has partnered with the business teams to ensure greater protection and transparency in the handling of data privacy and protection.

This group has worked on a number of fronts, including: improving data and information security governance processes; registration of personal data handling; updating the Privacy Policy and other related documents to provide further transparency; amending contracts with suppliers and partners to include specific data protection clauses; setting out Privacy by Design practices for the bank; and nominating a data protection officer.

In this context, we highlight two relevant elements related to compliance in the LGPD: designing the service flow to protect data holders' rights, which can be accomplished by seeing the information available

on Itaú's website [privacy page](#), and training employees not only on the legal requirements, but also with the intention to foster a data protection and privacy culture in the Company. Developing this culture includes a series of processes, including the setting and constant improvement of guidelines, enhancing internal controls, preparing a response plan for security incidents, and recording and assessing personal data handling. The latter operates as an input for risks and reporting assessments.

Since 2016 we have a team dedicated to the topic of privacy and data protection, which deals with matters related to such topic in our projects and processes. Furthermore, this topic is monitored based on our governance structure, the LGPD Steering Committee, and by the Executive, Audit and Data Committees.

We are committed to handling data protection and privacy with the utmost strictness, adopting any actions required for the safety of and privacy of our clients, employees and other personal data holders. For the purpose of strengthening our internal privacy governance, we have set some policies for our employees, particularly addressing:

- Personal data protection rules, which set out general data use guidelines;
- Privacy by Design and Privacy by Default rules, which sets out the privacy by design guidelines;
- Data holders' rights, setting out guidelines to ensure respect for dataholders' rights, as set forth in the LGPD;
- A procedure for mapping personal data handling, outlining how employees should keep the data inventory updated; and
- A procedure related to the scope of the data protection officer's activities.

All data privacy and safety actions adopted have resulted in high customer reliability, evidenced by the low number of calls regarding client privacy issues compared to the total number of clients. [GRI 418-1](#)

For further information, please access our [Privacy Policy](#).

## information security data protection [GRI 418-1](#)

Our Information Security department contributes to the security pillar, which is focused on handling information and data. The purpose of this department is to safeguard the Company's and clients' data and preserve the integrity, availability and confidentiality of information, thus mitigating financial losses and the risk to our image.

The bank's cyber information security strategy is designed to prevent breaches of data security, to minimize the risks of service unavailability, to protect the integrity of information, as well as to prevent its leakage. Our strategy is based on strict controls aimed at detecting, preventing, continuously monitoring and immediately responding to attacks and attempts to breach our infrastructure, thus ensuring that security risk is managed and a sound foundation can be built for an increasingly digital future.

The bank's cybersecurity information strategy is approved by the Board of Directors and monitored by the Audit Committee. Both receive periodic updates on the evolution of the cybersecurity environment. Every year, in compliance with Resolution No. 4,658/2018 of the National Monetary Council (CMN) and Circular No. 3,909/2018 of the Central Bank of Brazil, a Cybersecurity Policy and Incident Response Plan report is submitted to the Risk Committee and the Board of Directors, and made available to the Central Bank. The list below discloses the main forums where the strategy is presented.

## cybersecurity – committee governance

Strategic drivers	Governance members	Goals
On demand		
Board of Directors	<ul style="list-style-type: none"><li>■ Members</li></ul>	Steer, monitor and approve the cybersecurity strategy.
Executive Committee	<ul style="list-style-type: none"><li>■ Chief Officer</li><li>■ Senior Vice Presidents/Vice Presidents</li></ul>	
Superior Operational Risk Committee (CSRO)	<ul style="list-style-type: none"><li>■ Chief Officer</li><li>■ Senior Vice Presidents/Vice Presidents</li><li>■ Executive Officers and Officers</li></ul>	
Quarterly		
Audit Committee	<ul style="list-style-type: none"><li>■ Members – Audit Committee</li><li>■ Executive Operational Risk &amp; Compliance Officer</li><li>■ Corporate Security Officer</li><li>■ Executive Officer and Audit Officers</li><li>■ Cybersecurity Superintendents</li></ul>	<ul style="list-style-type: none"><li>■ Strategic positioning; and</li><li>■ Monitor integration with other initiatives.</li></ul>
Monthly		
Executive Committee for Information Security	<ul style="list-style-type: none"><li>■ Executive Officers</li><li>■ Operational Risk and Compliance Officers</li><li>■ Technology and Operations Officers</li><li>■ Cybersecurity Superintendents</li><li>■ Technology and Operations Superintendents</li><li>■ Audit</li><li>■ Information Security Managers</li></ul>	<ul style="list-style-type: none"><li>■ Strategic definitions;</li><li>■ Decisions on material issues;</li><li>■ Situational analysis and decisions on risks and issues; and</li><li>■ Monitor and assess project development.</li></ul>

We work together with the Business and Technology departments to ensure that solutions and product architecture comply with the highest degree of safety, following world digital market trends, and we have a dedicated group that works closely with our foreign units. To do this, we use a strategy of protecting an expanded perimeter. Based on this concept, information must be protected regardless of where it is located: within the bank's infrastructure, in a cloud service, with another service provider or at a foreign unit. This strategy also covers the entire information lifecycle, from collection to processing, transmission, storage, analysis and destruction.

Service providers engaged by us are classified based on a number of criteria, including the type of information to which they will have access, their size and the type of services provided. Depending on the classification, the requirements for the protection of suppliers' infrastructure will range from providing security recommendations to performing on-site validation of the controls stated by the

service provider, in addition to monitoring the possible corrections and improvements it has implemented, whenever required. For those classified as most critical, we perform monthly scans of the provider's general work environment and monitor the corrections made to remedy any vulnerabilities identified. Contracts entered into by and between the organization and the service providers include confidentiality and privacy clauses that must be followed by the service provider.

In 2020, we continued to improve the security control environment, considering the implementation of new protection layers for the technology infrastructure, and system development processes. We have also enhanced our monitoring processes, and are now able to identify and carry out increasingly effective preventive actions that are consistent with the evolution of the cyber threat environment. We have implemented data discovery tools to strengthen the data protection process.

We have braced ourselves for new threats by expanding our performance in terms of cyber threat intelligence, in addition to actively participating in forums backed by the cybersecurity industry and the government to strengthen our defenses.

In the face of the COVID-19 pandemic, the Information Security department has risen to the challenge and made remote working possible for our employees. The department has provided security for remote connections by implementing additional controls to protect against denial-of-service attacks and to protect suppliers working remotely, as well as raising user awareness regarding phishing and social engineering attacks.

In 2021, we will continue to make investments to protect the organization's critical environments and to improve the technology infrastructure by adopting a reference architecture for self-adaptive systems, and extending our protection to foreign units, partners and service providers. We will continue to make headway in the early detection of external threats, information leakage protection and employee training and technical qualifications.

In line with the digital transformation strategy, we will continue to strengthen our security to allow for agile business by intensifying the use of cloud services. Furthermore, investments in the safe development of systems will continue to be prioritized, with a focus on continuous improvements to reflect an increasingly digital environment. To ensure that everything goes according to plan, we have carried out independent testing in partnership with the world's best and most reliable cybersecurity companies.

In the regulatory arena, we have complied with the requirements of the LGPD, particularly with respect to personal data security and protection, CMN Resolution No. 4,658/2018 and Circular No. 3,909/2018 of the Central Bank of Brazil, which address the adoption of a Cybersecurity Policy and the contracting of significant data processing and storage and cloud computing services. We have also complied with CVM Instruction No. 612/2019, of the Brazilian Securities and Exchange Commission, which amends, adds and revokes some of the provisions of Instruction No. 505 which, in turn, sets out the rules and procedures for securities transactions in regulated markets.

Itaú Unibanco adopts major market frameworks as the basis for ensuring that our processes are able to mitigate risks. Our main processes have been certified by an independent entity according to Brazilian Standard NBR ISO/IEC 27,001, assessing the following: our Information Security Management System (ISMS) applied to information security governance; information security risk, the Security Operations Center (SOC), the handling of information security incidents, information security architecture, vulnerabilities in the computing environment, and logical access management.

For further information, please access our **Corporate Information Security and Cybersecurity Policy** [\[link\]](#).

### **personal data leakage risks** SASB FN-CB-230a.2

We manage and hold confidential client personal data in the ordinary course of our business. Even though the procedures and controls are in place to safeguard personal data in our possession, unauthorized disclosures or breaches of security could subject us to legal action and administrative sanctions, as well as losses that could affect our operating results, financial condition and prospects.

We are also exposed to the risk of possible noncompliance with policies, employee misconduct or negligence and fraud, which could result in regulatory sanctions, reputational damage or financial loss.

Moreover, we may be required to report to the proper regulatory authorities any events related to cybersecurity, where client data may be compromised, unauthorized access and other security breaches. Any disruption or slowdown of our systems could cause data, including data related to client requests, to be lost, or to be delivered to our clients with delays or errors, which could reduce demand for our services and products and therefore materially and adversely affect us.

## cybersecurity risks

Although procedures and controls are in place to protect our systems and platforms, we are subject to cybersecurity risks, including but not limited to: malicious third parties hacking our IT systems and platforms, malware intrusions (such as computer viruses) into our systems, contamination (whether intentional or accidental) of our networks and systems by third parties while exchanging data, unauthorized access to confidential client data and/or proprietary information by persons inside or outside of our organization, and cyberattacks disrupting systems or leading to the unavailability of services that may result in business losses.

By cyberattacks, we mean any type of offensive maneuver employed by states, nations, individuals, groups or organizations attempting to hack information systems, infrastructure, networks and/or personal devices using varied means, such as denial of service, malware and phishing, for the purpose of stealing, altering or destroying a specific target by hacking into a susceptible system. Cyberattacks range from viruses being downloaded onto a personal computer to the attempted destruction of the infrastructure of entire nations. We are exposed to this risk over the entire data lifecycle, from the moment data are collected through to processing, transmission, storage, analysis and destruction.

A successful cyberattack may result in our services becoming unavailable, or data being leaked or compromised, and could give rise to the loss of a significant volume of client data and other sensitive information, as well as significant levels of liquid assets, causing damage to our image, directly affecting our customers and partners. In addition, cyberattacks could disable the IT systems used for customer service.

As attempted attacks continue to increase in scope and sophistication, we may incur massive costs in seeking to modify or enhance our protective actions, or to investigate or remedy any vulnerability or breach accordingly.

If we fail to manage our cybersecurity risk effectively, for example by failing to update our systems and processes in response to new threats, this could damage our reputation and adversely affect our operating results, financial condition and prospects through the payment of client compensation, regulatory penalties and fines, and/or through the loss of assets. In addition, we could also be the target of cyberattacks against critical infrastructure in Brazil or the other countries where we operate. Our IT systems are dependent on such infrastructure, and any cyberattack against them could negatively affect our ability to service our clients.

There are also information security process requirements, such as the Brazilian General Personal Data Protection Act (LGPD), CVM Instruction No. 612/19 and CMN Resolution No. 4,658/2018, and noncompliance with any of these new regulatory requirements could adversely affect us.

Another important issue is the discussion of risk and attack events using the Financial Services Information Sharing and Analysis Center (FS-ISAC). Information sharing is mentioned in the **Information Security and Cybersecurity Policy** [\[↗\]](#). For incidents that could impact other financial institutions in Brazil, a process is in place for information exchange between institutions intended for collaboration on the mitigation of incident risks, in compliance with the legal and regulatory requirements. Additionally, our systems are tested by the Cyber Guardian.



## relationship with suppliers

Before becoming a supplier to the bank, it is mandatory that the potential supplier signs up to the **Supplier Relationship Code of Conduct** [\[↗\]](#), available in Portuguese, English and Spanish on the Itaú Suppliers website, among other requirements. This document, which is supplementary to the Code of Ethics, also aims to govern interactions between employees and suppliers through a value statement that defines the expected conduct in commercial relations.

In 2020, we launched the **Supplier Guide to Environmental and Social Responsibility and Positive Impact** [\[↗\]](#), aimed at sharing our ethics guidelines and best practices across our supply chain. Also, in 2020 our employees attended training on the guidelines in the Supplier Relationship Code, which is part of the Integrity and Ethics Program. [GRI 102-17](#)

**our suppliers have a specific relationship code and an environmental and social responsibility guide.**

## communications channels

Through our communications channels we investigate reports received on a timely basis and based on the values of independence, impartiality and confidentiality, and to keep records of all identified cases, and corresponding investigations and decisions. Employees and management members are kept informed of the existence of these channels through corporate communications (email, intranet, corporate TVs, etc.). These channels are also disclosed at in-person and remote training events. Foreign units also have local channels (in addition to the parent company's channels) to receive calls from their employees. These channels are stated at the Code of Ethics of each unit. The **Attachments** [\[↗\]](#) section of this report lists in-depth information on our communications channels.

Our foreign units also count on communication channels regarding the guidelines of the Code of Ethics whereby complaints and grievances on breaches of regulations, abuse, discrimination and other misconduct may be reported. Confidentiality and transparency are guaranteed for all reports and services are available in English and Spanish. Channels are set out in the **Attachments** [\[↗\]](#) section of this report.

Calls are investigated based on the following assumptions:



- The secrecy of the investigation will be strictly maintained;
- Anonymity is also guaranteed for those who so desire;
- The investigation will be unbiased and independently conducted;
- Complaints or claims with poor reasoning will be brushed aside;
- Malicious complaints or claims aimed at harming a person will be subject to disciplinary sanctions; and
- Disciplinary sanctions are to be applied against management members and employees who attempt retaliation against anyone who, in good faith, reports ethical or other misconduct.

Among the sanctions we apply in cases found to be legitimate are: disciplinary actions for employees; and penalties provided for by law, indemnification actions, reduction of scope and the termination of supplier contracts.

The practices applied to our communication channels comply with various laws, rules and regulations.

### ethics advisory [GRI 102-17](#)

The Compliance department has an internal channel, named Ethics Advisory, which receives questions from employees and management members about business ethics and conflicts of interest. Everyone is informed about the existence of this channel through the Code of

Ethics, the **Anti-Corruption Policy**  and the **Corporate Integrity, Ethics and Conduct Policy** , in addition to corporate communications (email, intranet, corporate TVs, etc.) and training.

The Ethics Advisory is available during business hours, and calls are handled confidentially. In 2020, we received 995 questions. The most common topics addressed include: external activities and companies (34%), internal kinship (30%), offering and receiving gifts (7%), relations with clients and suppliers (7%), etc.

## our internal Ombudsman channel

GRI 102-17 | SASB FN-CB-510a.2 | SASB FN-AC-510a.2 | SASB FN-IB-510a.2

The Internal Ombudsman's Office is our internal ombudsman channel, an independent department operating with full autonomy within the organization and reporting directly to the CEO. It operates according to the internal document, the Internal Ombudsman's Office Procedures. Its purpose is to handle any suspicious behavior, complaints, grievances, ethical misconduct, behavior contrary to institutional policies, as well as interpersonal conflicts and conflicts of interest in the workplace.

In its 13 years of existence, this channel has already handled over 31,000 calls. This figure is an indication of the credibility it has achieved, mainly driven by the channel's commitment to quality and to the consolidation of its role, that is, helping build a company that values respect and integrity in all of its relationships, and seeks to achieve its goals without deviating from the highest ethical standards, in an environment where everyone can be proud of working.

Based on trust, dialogue, transparency, the owner's mindset, integrity and ethics, the Internal Ombudsman's Office is ready to help employees – in a confidential, unbiased and independent manner at all times – in a number of situations, as follows:

- Guidance, advice and support on handling certain situations;
- Issues or difficulties in relationships with peers, partners or supervisors;
- Deviation from internal policies, bad character or any type of antithetical behavior; and

- Critical and unacceptable behaviors, such as bullying and sexual harassment and any type of discrimination.

## guiding and disciplinary actions advances of the channel

Based on ongoing learning and regular employee surveys conducted by the Internal Ombudsman's Office, we highlight the following advances achieved in 2020:

### service

One of the most important metrics for the channel's performance is how fast cases are handled. Therefore, seeking to enhance agility and improve user experience, the Internal Ombudsman's Office has set a target for 2020 of resolving any reported case within approximately 15 business days, which was achieved by the second semester of 2020. As a result of the ongoing increase in productivity, this increase in performance led to a 64% reduction in the time required to handle complaints compared to 2019, without losing sight of the commitment to quality and the detailed checking of reports – a key assumption regarding the channel's work, and prioritizing empathy, being welcoming, and respect for the employees involved in any situations.

### monitoring

For whistleblower protection, in order to avoid possible retaliation<sup>(1)</sup> after the channel's investigation, in 2020 the Internal Ombudsman's Office supplemented its procedures with monitoring activities and contacting identified and active complainants after the outcome of each case. In addition to preventing retaliation, such monitoring is aimed to assess the environment within the respective department and the effectiveness of the actions recommended, as well as strengthening the bond of trust with the channel. This process started in late 2019 and was expanded over 2020, totaling 165 activities in the year. We underline that disciplinary actions were applied in those cases in which any retaliatory actions were identified.<sup>(1)</sup>

### mediated talks

In 2020, the Internal Ombudsman's Office introduced a new way of interacting with the persons involved in the investigations. For cases where the issue was about the relationship between the complainant and the reported person, mediation was proposed, supported by and with the participation of the channel, as an attempt to settle the conflict and improve the relationship between the parties.

(1) Acts of retaliation, revenge or shaming are not tolerated against persons who, in an identified manner and in good faith, used the organization's reporting channels.

## communications and awareness-raising

In 2020, in addition to lectures at the invitation of the departments, the Internal Ombudsman's Office held talks with specific groups, such as the ones called Blacks at Itaú and the Teck Powers, and attended major events with several teams, totaling 43 events that reached over 19,000 people. In addition to strengthening the role of the channel and highlighting the prevention of harassment, these talks also addressed concepts such as diversity, empathy and psychological support in the workplace, encouraging an environment of openness and trust in relationships. It is noteworthy that the remote working scenario has given the channel the opportunity to communicate with an audience five to seven times larger than that of prior years, allowing for more interaction across Brazil.

### callshandled GRI 406-1

In 2020 the number of calls received by the Internal Ombudsman's Office dropped by 5% on the prior year. This reduction was impacted by the period of the pandemic in Brazil, with the number of calls in the first months (March to August) down by 18%, and recovering a level similar to 2019 only after September. The number of calls handled in recent years is shown below:

Calls	2020	2019	2018
Received and completed in the same year	1,945	2,002	1,484
Under analysis up to December 31	71	130	266
<b>Total recieved calls in the year</b>	<b>2,016</b>	<b>2,132</b>	<b>1,750</b>

Even though the number of calls handled decreased overall, in specific cases, how the channel handled these cases varied.

Calls	2020	2019	2018
Received and completed in the same year	1,945	2,002	1,484
Received in prior years and completed in the year	130	266	149
<b>Total completed calls in the year</b>	<b>2,075</b>	<b>2,268</b>	<b>1,633</b>

Whereas guidance service increased by 25% in 2020, strengthening the preventive approach to handling callsthrough support, guidance and advice, the number of investigations fell by 21%. This decrease was mainly driven by the period of adjustment in the work environment, with several branches closed due to health protocols and less contact between people throughout the bank in the first months of the pandemic.

Calls completed in recent years were handled as follows:

Concluded calls GRI 406-1	2020	Percentage	2019	Percentage	2018	Percentage
Through investigations <sup>(1)</sup>	1,113	54%	1,414	62%	1,072	66%
Through guidance and advice	837	40%	672	30%	431	26%
Dismissed or discontinued <sup>(2)</sup>	125	6%	182	8%	130	8%
<b>Completed</b>	<b>2,075</b>	<b>100%</b>	<b>2,268<sup>(3)</sup></b>	<b>100%</b>	<b>1,633<sup>(3)</sup></b>	<b>100%</b>

(1) In cases where internal surveys are required, review the professional history and talk to all involved parties to gain a better understanding of the situation.

(2) Occurs when cases are: a) dismissed – the complainant fails to provide all information necessary to proceed with the case; or b) discontinued – the complainant calls back and requests that the complaint be discontinued. Calls are only dismissed or discontinued if analysis by the manager and/or superintendent of the Internal Ombudsman's Office.

(3) Indicators reported in the 2019 and 2018 reports were reviewed. Calls received and redirected for handling by other departments were excluded from the total number of cases since, in summary, these situations are outside of the scope of the channel.

It should be noted that, despite the drop in the number of investigations, in 2020 we recorded a rise of 32% in the percentage of cases considered legitimate – linked to more critical situations, resulting in stricter disciplinary actions applied and a 55% increase in the number of dismissals from 2019.

Our stance on diversity and respect within the organization, communicated through institutional campaigns and affirmative actions during the year, was one of the drivers of this increase. Our employees also felt more trust bringing issues to the attention of the channel and talking about them in an open and frank way, which has enabled us to curb improper behavior which is contrary to our values and guidelines.

The investigations conducted in prior years, the number of employees reported, and the percentage of legitimate cases were as follows:

Reported	2020	2019	2018
Number of reported employees	1,210	1,632	1,074
Legitimate	40%	30%	42%

The main behaviors reported in legitimate cases were as follow:

Behaviors	2020	2019	2018
Deviations from internal policies	17.8%	20.4%	30.5%
Bad character	2.2%		
Lack of effective management	7.7%	5.1%	9.7%
Poor communication	6.8%	8.8%	6.2%
Unreasonable demands	11.6%	47.1%	32.7%
Disrespect	13.5%		
Shaming	31.2%		
Intimidation/retaliation	5.4%	12.6%	12.8%
Bullying	1.5%	3.1%	2.4%
Sexual harassment	1.9%	0.6%	1.1%
Discrimination	0.3%	0.8%	0.2%
Other	0.0%	1.4%	4.4%

These classifications include some of the following behaviors:

- Deviations from internal policies: noncompliance with institutional rules and situations that qualify as a conflict of interest;
- Bad character: favoritism, attempt to influence evaluations, collusion;
- Lack of effective management: problems with the department management, undue delegation of activities, omissions;
- Poor communication: problems conducting difficult conversations, lack of quality and feedback clarity, lack of openness with the team;
- Unreasonable demands: demanding targets in an overbearing, incisive or shaming way;
- Disrespect: harshness, rudeness, arrogance;
- Shaming: inappropriate jokes, indifference, shaming, authoritarianism, insults;
- Intimidation/retaliation: abusive behavior, abuse of power, dismissal threats, aggressiveness;
- Bullying: an act or series of acts performed in a manner that is repeated, abusive or insistent through behaviors or communications that inflict harm on the psychological or physical integrity, personality or dignity of a person;
- Sexual harassment: an act or series of acts performed in a constant and/or repeated manner to threaten, oppress or harass a male or female employee through proposals (verbal or physical) with either explicit or implied sexual connotations;
- Discrimination: making generalizations that are offensive and derogatory, telling embarrassing jokes, pulling pranks or denying professional and social opportunities in the work environment on the grounds of sexual orientation, gender identity, race, gender, looks, age, culture, disease, a disabled person, or a person with any other characteristics; and
- Other: lack of equal treatment, lack of feedback.

The actions implemented in past years are as follow:

Implemented actions GRI 406-1	2020	2019	2018
Dismissal	65	42	55
Written warning	7	9	10
Conduct adjustment notice	115	119	118
Registered feedback	300	310	244
Department transfer or reassignment within the same department	27	30	30
<b>Number of actions</b>	<b>514</b>	<b>510</b>	<b>457</b>

### complaints on specific topics

As the channel responsible for receiving and handling behavioral situations involving the organization's employees, the Internal Ombudsman's Office often receives complaints involving situations that go against the principles of Human Rights, particularly bullying and sexual harassment and discrimination.

In 2020, with our ongoing affirmative action efforts promoting increased knowledge of topics related to diversity, we recorded a significant increase in the number of cases reported and the number of cases considered legitimate. Specifically in relation to sexual harassment cases, driven by greater encouragement not to accept situations leading to shame or harassment, this increase was even more significant, totaling 14 legitimate cases.

Accordingly, as part of an organization seeking to lead by example in terms of best practice and to ensure the protection of Human Rights, the Internal Ombudsman's Office has recommended the dismissal of the offending employees in all cases involving violations of such principles which are found to be legitimate.

Please see below the numbers of calls involving the most critical Human Rights topics received in recent years, the number of calls reported, and the percentage of legitimate cases:

Bullying GRI 406-1	2020	2019	2018
Calls completed	46	24	24
Number of employees reported	50	34	22
Cases found to be legitimate	22.0%	44.1%	50.0%

Sexual harassment GRI 406-1	2020	2019	2018
Calls completed	39	47	50
Number of employees reported	38	25	17
Cases found to be legitimate	36.8%	12.0%	29.4%

Discrimination GRI 406-1	2020	2019	2018
Calls completed	53	59	42
Number of employees reported	58	48	25
Cases found to be legitimate	3.4%	8.3%	4.0%

### inspector's office

SASB FN-CB-510a.2 | SASB FN-AC-510a.2. | SASB FN-IB-510a.2.

The Corporate Security Office reviews complaints received from employees and external stakeholders, obtaining supplementary information and documents to investigate the facts, carries out interviews and internal and external investigations and, when required, requests support from other departments, such as the Legal, Audit or Internal Ombudsman's Office, to help analyze and/or address such complaints. It operates according to our Reporting Channel Procedures – Wrongdoing and our Corporate Policy for the Prevention of Wrongdoing.

### reporting wrongdoing

SASB FN-CB-510a.2 | SASB FN-AC-510a.2. | SASB FN-IB-510a.2.

Every six months, we prepare reports containing the number of reports received containing indicators of wrongdoing, their nature, the proper departments involved, and the average response time for handling the situation and the actions taken. This report is subject to the Internal Audit, has been approved by the Board of Directors, and is available to the Central Bank of Brazil.

Involved in reported wrongdoing	Which department is responsible for analysis and handling?
Up to superintendent level	Corporate Security Office
Executive Officers and Officers	Executive Internal Audit Office and Corporate Security Office
Members of the Executive Committee, Audit Committee, members of the Board of Directors or other members of the committees reporting to the Board of Directors	Executive Internal Audit Office
Audit officers	Board of Directors, Audit Committee, and Corporate Security Office

In the event that a specific complaint cannot be assessed due to a conflict of interest, the procedures to be followed for the submission of the complaint to the Executive Internal Audit Office is as follows. [GRI 102-25](#)

### disciplinary actions

The way we approach and handle calls, as well as the actions to be taken, are individually set out in our internal procedures, which are based on the Guidance Rules and Application of Disciplinary Actions. Employees in foreign units will adhere to the Statement, in line with local legislation. Violations can be assessed as ranging from light to serious, and disciplinary actions can range from orientation measures (dialogue and feedback), notices to employees, warning, and ultimately dismissal. Serious violations are covered by law. Before enforcing disciplinary actions, the nature and seriousness of the violations are assessed, as are the employee's conduct and their disciplinary or recidivism history, and the extent of any damage (both financial and reputational).

## cases of discrimination

[GRI 406-1](#) | [SASB FN-CB-510a.2](#) | [SASB FN-AC-510a.2](#) | [SASB FN-IB-510a.2](#).

Even though we have an External Ombudsman's Office, which is a communication channel that receives and responds to questions, criticism and calls from clients, certain allegations of discrimination have been brought to the courts or other authorities.

In 2020, 17 lawsuits involving the bank's clients and discrimination were settled, of which: (i) three had their claims denied; (ii) three were dismissed without prejudice; (iii) eight reached a settlement agreement; and (iv) three were tried by the courts, which ruled that the clients had been improperly treated and ordered Itaú to pay compensation.

No lawsuits against discrimination were registered in our LATAM units.

The bank remains committed to preventing and identifying the causes of discrimination incidents to prevent the recurrence of such situations, as well as to monitoring all cases to avoid similar cases in the future.

For further information about our communication channels, please [access here](#).

## public commitment to Human Rights

### Itaú Unibanco's Commitment to Human Rights

reinforces the bank's commitment to our relationships with employees, clients, suppliers, partners, and society. This document outlines the guidelines that drive the bank's actions in risk and violation prevention, and the implementation and monitoring of good practices.

Our policies comply with best practice related to corporate governance, sustainable development and social responsibility, in addition to the guidance of international standards and bodies such as the United Nations Organization (UNO) and ILO.

We are committed to respecting the Human Rights as set out in the UN International Charter of Human Rights, which incorporates the Universal Declaration of Human Rights of 1948, the International Covenant on Civil and Political Rights of 1966, and the International Covenant on Economic, Social and Cultural Rights of 1966.

We have also signed up to the UN Global Compact, the Corporate Charter for Human Rights, the Women's Empowerment Principles (WEPs), proposed by the UN

Women and the Global Compact, the commitment to the Promotion of Decent Labor from Instituto Ethos, and the National Compact for the Eradication of Slave Labor and the Conduct Standards for Companies, proposed by ONU Livres & Iguais.

Our business conduct in relation to Human Rights also involves our stance and attitudes towards them such as promoting diversity, equal opportunities, and fair compensation, among others.

We continuously monitor and supervise the impact of our activities on Human Rights. These initiatives are implemented and enforced by the organization's operating departments, which must integrate them into their current policies and processes. The regular monitoring of this process carried out by the departments is the responsibility of the Internal Audit area, with the assistance of external auditors in some processes.

## due diligence on Human Rights

In order to ensure respect for human rights in accordance with the UN Guiding Principles on Business and Human Rights, we review and update the risk and opportunity map of the organization's operations concerning human rights every three years, as a way to monitor the progress on this topic within the Company. In 2019, we carried out our third process, in association with an independent specialized third party.

The stages of the due diligence process were as follows:

- Research and mapping, using the analysis of the Human Rights Commitment, policies and procedures, voluntary compacts, processes, products and services, trends, internal interviews with key leaders grouped according to the materiality and surveys with right holders, clients, employees and suppliers;
- Impact assessments, defining and classifying the most severe and probable risks, in terms of the impact on rights holders that the company is best able to control, in addition to identifying opportunities for improvement;
- Identification and analysis of challenges related to the UN Guiding Principles; and

- Conclusions and recommendations for the improvement of the Human Rights management process.

The due diligence process has given rise to a list of focus topics in 2020, identifying risks and opportunities: occupational health and medicine, working conditions, discrimination, data security and privacy, ethics and transparency, in addition to damage to the environment and society, damage to third parties' resources under management, project finance-related damage, credit – and sector financing-related damage, individual – and legal entity-related damage, and damage to Itaú's operations.

## relations with the sector and society


We have selected sponsorships and memberships that are in line with our work principles, increasing the scale of our impact. We establish internal and external commitments, create partnerships and make direct efforts towards the government and civil society, in addition to exercising our influence on market players.

Through contributions to associations, we helped develop opportunities for discussion and dialogue with agents from the sector, guiding the preparation of self-regulation policies and structuring joint actions between institutions, using as a method, in most cases, meetings and working groups with those involved in the projects.

Our memberships are mainly classified as representative and non-representative. The former are entities from market sectors that carry out activities related to the interests of the organization, and the latter are entities whose purpose is to congregate, nurture, support and develop civic, corporate or institutional activities in order to add value to society. These entities do not have a representative duty, although they do recognize and promote actions that are consistent with their institutional pillars.

As a financial institution, we operate in the development of groups, and sectorial and research entities, and are



signatories to several commitments, the main ones are highlighted in the **Attachments**  section. In 2020, we were members of the following associations, focused on topics such as the credit environment, banking system taxation, insurance and economic plans. The amounts of R\$1,937,846.42 and R\$62,499,974.69 were reallocated to non-representative and representative associations, respectively.

The five highest amounts allocated were as follow: the Brazilian Federation of Banks (FEBRABAN), in the amount of R\$52,233,514.31; the Brazilian Association of Credit Card and Service Companies (ABECS), R\$3,764,175.74; the World Economic Forum, R\$3,567,000.00; the Brazilian Association of Real Estate Loans and Savings Entities (ABECIP), R\$1,048,201.90; and the Brazilian Association of Financial and Capital Markets Entities (ANBIMA), R\$486,952.00.

## government relations<sup>(2)</sup>

We value having ethical and transparent relationships with all public officials, which respect the laws, rules and regulations in force. We represent institutional interests and the interests of the financial system by monitoring the regulatory framework for the sector issued by the government and by providing technical suggestions and information. The bank's purpose is to contribute to perfecting the Brazilian regulatory scenario, while complying at all times with legal and ethical precepts.

We seek to work in direct contact with civil society, academia and third sector entities to help develop public policies that converge with the interests of society and the organization. With respect to the strengthening of institutional causes, we made, during the year, financial contributions to support projects and activities to help develop the public sector.

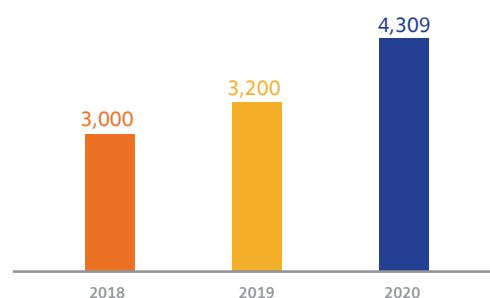
The activities carried out with public bodies, focused on issues involving the business and causes supported by the bank, promoting democracy and respect for Brazilian laws. These principles are set forth by our Code of Ethics and Government Relations Policy and guide the conduct permitted and expected from our employees in their relationships with public officials.

(2) We maintain contact with government entities to contribute to the development of public policies to further the interests of the organization and society. Our work with public bodies is based on the principles of ethics, transparency, morality and legality, promoting democracy and respect for Brazilian laws and the principles outlined by our Code of Ethics.

Our efforts are directed towards the federal, state and local levels. At the federal level, we monitor the progress of legislative proposals pending at the National Congress on topics involving the financial sector, such as issues concerning tax, consumers, labor and regulations regarding new technologies and the like.

[GRI 207-1](#) | [GRI 207-2](#) | [GRI 207-3](#)

**legislative proposals at the federal level**  
(approximate number)



In the course of its operations, the bank interacts with lawmakers and public administrators in fields including security, consumer rights, fiscal and tax issues and the environment. We receive and manage the records made by our management members and employees of their interactions with public officials, reporting the data and the situations deemed necessary to the vice chairman responsible for the respective department, and to the Integrity and Ethics Committee. The confidentiality of the information provided is guaranteed. In 2020, 1,375 interactions were recorded. Examples of these interactions are as follow: [GRI 207-1](#) | [GRI 207-2](#) | [GRI 207-3](#)

- Meetings were held with dozens of congressmen and congresswomen and Executive Branch representatives to discuss Provisional Measure No. 905/2019, which addressed the so-called Green and Yellow Employment Contract. Its purpose was proceeding with the revamping of labor laws, focusing on the economic development and the inclusion of youths in the labor market.



- Meetings held with representatives of the Executive and Legislative Branches and representation entities to discuss the Provisional Measure No. 936/2020, signed into Law No. 14,020/2020, also known as the Emergency Program for the Maintenance of Jobs and Income. This measure has helped maintain employees' jobs and income, ensure the continuity of business and labor activities and reduce the social impacts of the public emergency caused by the novel coronavirus pandemic.

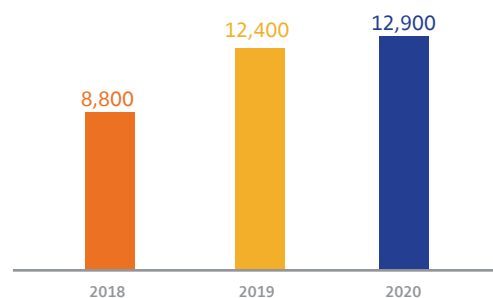
- Meetings held with Legislative Branch representatives to discuss the Provisional Measure No. 944/2020, signed into Law No. 14,043/2020, also known as the Emergency Employment Support Program. This measure was aimed at offering special credit lines to companies for payroll purposes.

- Meetings held with representatives of the Executive and Legislative Branches to discuss the Draft of Bill No. 4,458/2020, which overhauls the Court-Supervised Reorganization Law. This should help with the recovery of the Brazilian economic activity, as it allows for the more agile settlement of the court-supervised reorganization process, making it easy for businesspeople to resume entrepreneurship activities.

Itaú also collaborates with projects for the development and increase in the efficiency of the government, especially BrazilLAB, which promotes initiatives focused on digitalization and innovations in the infrastructure through which the government and its partners provide services to society. It also supports the Movimento Brasil Competitivo (MBC), a movement that shares governance concepts and implements management methodologies within public administrations. MBC develops strategic fronts for economic advancement, with a focus on reducing the cost of doing business in Brazil, governance and management, the digital economy and education.

At the state and local levels, Itaú monitors the progress of legislative proposals pending in the Local Legislatures of Brazil and in many City Councils, which are based on topics addressing security, consumer rights, the tax system, banking transactions and urban mobility, among others. [GRI 207-1](#) | [GRI 207-2](#) | [GRI 207-3](#)

legislative proposals at the state and local levels (approximate number)



We have relationships with government entities and strategic stakeholders for the purpose of supporting, sustaining and developing activities in line with our institutional causes, creating and adding value to society. Some highlights from among our initiatives in 2020 are:

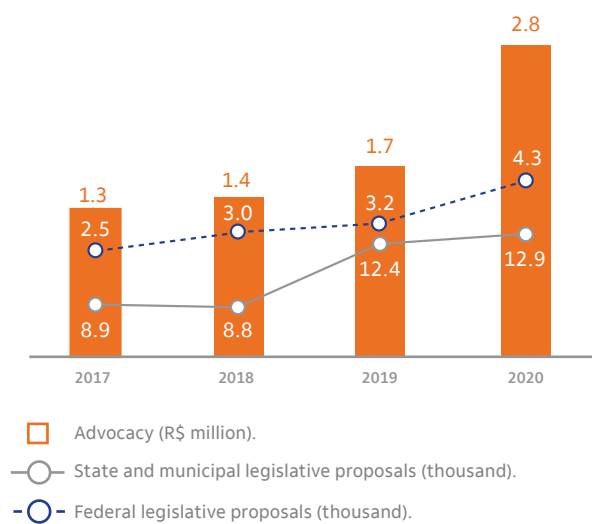
- Digital Inclusion Centers, structured by PROCONs (consumer protection bodies) with our support, where the client receives assistance to access several service platforms. This project is already operating in cities such as Porto Alegre (RS), Jundiaí (SP), Santo André (SP), Poços de Caldas (MG), Caruaru (PE), Embu das Artes (SP), and Novo Hamburgo (RS). The opening of the other eight centers is awaiting the end of the state of emergency caused by the COVID-19 pandemic.

- Livelong Platform, aimed at the efficient management of public resources, especially those from the Senior Citizen Fund. In partnership with local and state governments, we provide training to public managers through access to our own platform of social indicators for all municipalities in Brazil.

- We support the Community Peace Center (COMPAZ) in Recife (PE), which has implemented projects based on the Colombian model, prioritizing social inclusion and community strengthening in vulnerable areas with a focus on the prevention of violence.

- To monitor the processing of political and regulatory matters of interest to the financial sector, we have specialized consulting firms that provide inputs for the advocacy activities of our internal Government Relations team. The total expenditure on these entities amounted to R\$2.8 million in 2020.

advocacy expenditure



Other actions that we support include:

- The Programa Juntos (Together) Program) organized by Comunitas, which encourages the collaborative building of projects for improving public services. Five state and 22 local governments were impacted by this project.
- In partnership with the NGO Sou da Paz, we encourage discussions about alternative measures to fight violence in Brazil, through studies, talks and debates on public security policies.

## legal compliance

In conformity with Law No. 9,504/1997, as amended by the Electoral Reform Law (Law No. 13,165/2015), our internal donations policy bars any type of: (i) donations made directly to public officials, bodies or entities of the government, or to direct or collateral relatives or relatives by affinity of public officials, up to the second degree, for the purpose of influencing decisions in which we have an interest; and (ii) electoral donations or donations to political candidates and parties. Therefore, in accordance with the Brazilian laws and regulations, in 2020 we made no donations of funds to political parties or candidates for use in the elections. [GRI 415-1](#)

Itaú is an advertiser member of the Brazilian Council of Advertising Self-Regulation (CONAR), and complies with the rules and principles of the Brazilian Code of Advertising Self-Regulation applicable to its advertising campaigns and communications.

In 2020, we had a case heard by the CONAR, with the resulting recommendation to modify the advertising campaign “180 additional days to repay your loan installments – corporate clients”. The purpose of this campaign was to help corporate clients make it through the pandemic, offering the possibility to extend, for 180 days, the maturity dates of certain loan operations based on the conditions available on the website.

CONAR has recommended that the advertisement be adjusted to include the fact, which was already made available on Itaú’s website, that the offer was only applicable to transactions already taken out with no default or delinquency on payments. CONAR recommendations are not mandatory per se, and Itaú has voluntarily adjusted the advertisement.

Together with Citibank, CADE (the Brazilian antitrust agency), and Bacen, we were cited in a class action filed in August 2019 for alleged nullity of the administrative acts that approved Itaú Unibanco’s acquisition of Citi’s operations. The lawsuit has been contested and it has not yet reached a first-degree sentence. [GRI 206-1](#)

Including public interest civil actions involving marketing communications, we had no unfavorable judgements in 2020. [GRI 417-3](#)

# responsible management

GRI 103-1 Responsible management | GRI 103-2 Responsible management | GRI 103-3 Responsible management

## our commitment

Improving the environmental performance of our operations and promoting sustainable practices in our supply chain.

## status of our goals



### electric energy

#### TARGET IN PROGRESS

	2020 <sup>(1)</sup>	Baseline 2013
<b>Absolute target – 2021</b> Reduce electrical energy consumption by 15% in 2013–2021.	Total energy consumption: 468,518 MWh. We reduced our energy consumption by 27%, in 2013–2020.	Total energy consumption: 643,123 MWh.
<b>Relative target – 2021</b> Reduce by 52% our energy consumption per R\$1 million in operating revenues <sup>(2)</sup> in 2013–2021.	Relative consumption: 4.08. We reduced our energy consumption by 49.88%, in 2013–2020.	Relative consumption: 8.10.



### Reach a PUE<sup>(3)</sup> of 1.73 in 2021.

#### TARGET IN PROGRESS

This year, we maintained the same index of 1.79.<sup>(4)</sup>



### By 2021, purchase 96% of electrical energy for administrative buildings from renewable sources.

#### TARGET IN PROGRESS

By purchasing Renewable Energy Certificates (RECs), we certified that 100% of our energy consumed in Brazil comes from renewable sources.

(1) Data referring only to Brazil.

(2) The figure for operating revenues (OR) is the sum of the Net Management margin from Services, Pension and Capitalization Revenue before Insurance Claims and Selling Expenses.

(3) Power Use Effectiveness index.

(4) Indicator being reassessed in light of our strategy to migrate to Cloud Services.



## greenhouse gas emissions – Scope 1<sup>(5)</sup>

### TARGET IN PROGRESS

	2020	Baseline 2018
<b>Absolute target</b> Absolute reduction of 4% in 2018–2021.	Scope 1 emissions: 14,561 tCO <sub>2</sub> eq. We have reduced our absolute Scope 1 emissions by 21% in 2018–2020.	Scope 1 emissions: 18,658 tCO <sub>2</sub> eq.
<b>Relative target – 2021</b> Reduce our Scope 1 emissions by 28% per R\$1 million in operating revenues <sup>(2)</sup> in 2018–2021.	Relative Scope 1 emissions: 0.13. We reduced our relative Scope 1 emissions by 28.18% in 2018–2020.	Relative Scope 1 emission: 0.181.



## greenhouse gas emissions – Scope 2<sup>(6)</sup>

### TARGET IN PROGRESS

	2020	Baseline 2018
<b>Absolute target</b> Reduce our absolute Scope 2 emissions by 6% in 2018–2021.	<b>Location based<sup>(7)</sup></b> Scope 2 emissions: 29,196 tCO <sub>2</sub> eq. We have reduced our absolute Scope 2 emissions by 30% in 2018–2020.	Scope 2 emissions: 41,678 tCO <sub>2</sub> eq.
	<b>Market based<sup>(8)</sup></b> Scope 2 emissions: 0.0 tCO <sub>2</sub> eq. We reduced our absolute Scope 2 emissions by 100%.	Scope 2 emissions: 26,236 tCO <sub>2</sub> eq.
<b>Relative target – 2021</b> Reduce our Scope 2 emissions by 29% per R\$1 million in operating revenues <sup>(2)</sup> in 2018–2021.	<b>Location based<sup>(7)</sup></b> Scope 2 emissions: 0.250. We reduced by 37.50% our Relative Scope 2 emissions.	Relative Scope 2 emissions: 0.400.
	<b>Market based<sup>(8)</sup></b> Relative Scope 2 emissions: 0.0. We reduced by 100% our Relative Scope 2 emissions.	Relative Scope 2 emissions: 0.251.



## water

### TARGET IN PROGRESS

	2020	Baseline 2013
<b>Absolute target – 2021</b> Reduce water consumption by 13% in 2013–2021.	Water consumption: 630,466 m <sup>3</sup> . We reduced our water consumption by 62.36%, in 2013–2020.	Water consumption: 1,675,032 m <sup>3</sup> .
<b>Relative target – 2021</b> Reduce our water consumption by 51% per R\$1 million in operating revenues <sup>(2)</sup> in 2013–2021.	Relative consumption: 5.5. We reduced our water consumption by 73.93%, in 2013–2020.	Relative consumption: 21.1.

(2) The figure for operating revenues (OR) is the sum of the Net Management margin from Services, Pension and Capitalization Revenue before Insurance Claims and Selling Expenses.

(5) Direct greenhouse gas (GHG) emissions.

(6) Indirect emissions from electricity consumption.

(7) Location based is an approach that quantifies Scope 2 GHG emissions using as an emission factor the average emissions for electricity generation in a given electrical grid, taking into consideration its geographical boundaries and a given timeframe.

(8) Market based is an approach that quantifies Scope 2 GHG emissions using the specific emission factor associated with each electricity generation source that the organization has chosen to purchase and consume. Our zero emissions supported by the purchase of Renewable Energy Certificates (RECs), which certify that our energy is 100% renewable with a zero emission factor, are an example of this.



## waste management

### TARGET IN PROGRESS

	2020	Baseline 2017
<b>Absolute target</b> Absolute reduction of 4% in 2017–2021.	Waste sent to landfill: 15,390 ton. We reduced our generation by 31.21% in 2017–2020.	Waste sent to landfill: 22,373 ton.



## traveling

### TARGET IN PROGRESS

	2020	Baseline 2018
<b>Absolute target</b> Reduce the absolute number of kilometers traveled by 7% in 2018–2021.	Business travel by vans, buses and vehicles from the executive fleet: 1,009,699 km. We reduced the absolute number of kilometers traveled by 38.5% in 2018–2020.	Business travel by own fleet: 1,789,386 km.
<b>Relative target – 2021</b> Reduce the number of kilometers traveled by 30% per R\$1 million in operating revenues <sup>(2)</sup> in 2018–2021.	Kilometers traveled (relative): 8.80. We reduced our kilometers traveled by 48.69% in 2018–2020.	Kilometers traveled (relative): 17.173.



## Encourage our supply chain to adopt positive environmental and social impact commitments and practices.

### ACHIEVED<sup>(9)</sup>

- For five years, we have been part of the CDP Supply Chain Program, an initiative aimed at discussing climate change with the suppliers of our supply chain. Last year, 93% of invited suppliers participated in the program.
- We recently launched the Guide to Environmental and Social Responsibility and Positive Impact for Suppliers, to share our environmental and social guidelines with suppliers, and encouraging sustainable practices within our supply chain.



## Encourage and manage our critical suppliers to comply with environmental and social criteria.

### ACHIEVED<sup>(9)</sup>

Our suppliers are continuously monitored from a risk standpoint, taking into consideration, among other topics, environmental and social criteria and, if any material occurrence is identified at any time, suppliers may be blocked from entering into new contracts, and, possibly have their contracts terminated.

We require suppliers to be audited, by a third party, every two years for the purpose of addressing joint actions with our suppliers, aiming at the suppliers' development from a responsible management standpoint.

(2) The figure for operating revenues (OR) is the sum of the Net Management margin from Services, Pension and Capitalization Revenue before Insurance Claims and Selling Expenses.

(9) Annual targets, monitored periodically.

## natural resources

### consumption of natural resources

We work consistently to reduce the impact of our operations by continually improving the bank's environmental performance and the promoting of sustainable practices. Our actions are focused on reducing consumption, increasing efficiency, using renewable sources, and managing waste and emissions.

We value responsible management, supported by a Positive Impact Committee and a monthly working group to monitor indicators and setting action plans.

We are members of the Benchmark Club of the Carbon Disclosure Program (CDP) Latin America, and we are also part of the Corporate Sustainability Index (ISE), Carbon Efficient Index (ICO2), and Dow Jones Sustainability Index (DJSI) portfolios, under which we report our environmental indicators annually.

We believe that to pursue a sustainable performance we have to continually challenge ourselves. As a result, we have established target reductions for our inputs with baselines in 2013–2018, and closing the cycle in 2021. During this period, we have implemented several actions, including behavioral changes aimed at improving environmental performance and achieving the proposed targets. We are always seeking to be more efficient and sustainable, and currently we are setting new targets to be pursued based on benchmarking studies.

We have also strengthened our commitment to responsible management, through actions such as implementing and expanding the ISO 14,001 environmental certification, which we began to use in 2011 to map, control, and mitigate risks related to the operation of our facilities. Currently, three of our large administrative buildings are ISO certified, reaching about 23,000 people, including employees and direct contractors (46% of our associates working in our buildings). In 2020, we will expand our Environmental Management System (EMS) to two new buildings, reaching an additional 1,800 employees. In 2021, we will expand the EMS to the Technology Center, adding approximately 5,000 employees.

### COVID-19

Just as we take care of ourselves, we are attentive to protecting the health and wellbeing of our partners. In 2020, we reduced traffic at our administrative hubs and provided personal protective equipment to the suppliers supporting our operations.

We are aware that the dynamics adopted by the bank in response to the pandemic reduced the consumption of some resources. We are continuing to monitor these indicators and use the changes as a learning process to implement permanent solutions, such as the expansion of remote working and a reduction in travel.

### electrical energy

GRI 302-4

We manage our electrical energy by focusing on actions aimed at reducing consumption and expanding the use of alternative renewable sources. In 2020, we reinforced our commitment to clean energy consumption by opting for Renewable Energy Certificates (REC) which confirm that 100% of the electricity consumed by the bank in Brazil comes from renewable sources, with zero emissions (using a market-based approach). Thus, in addition to reducing greenhouse gas (GHG) emissions, we promote the renewable energy market.

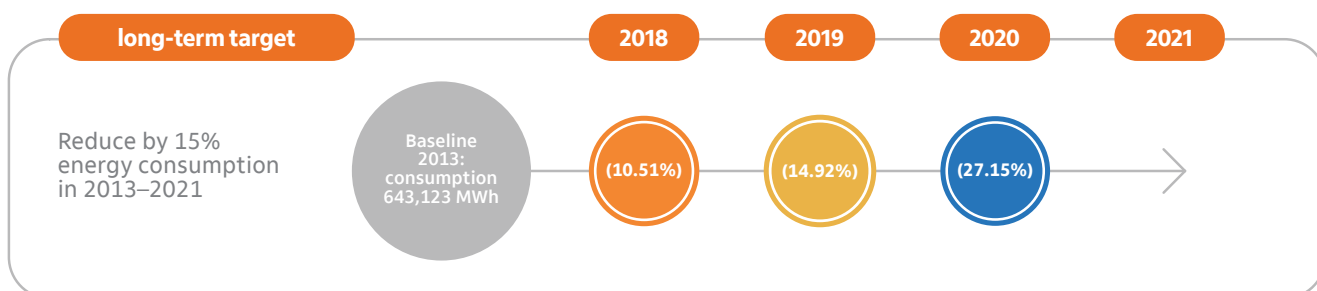
We completed the installation of new photovoltaic panels at the administrative headquarters, and maintained the distributed energy generation strategy through photovoltaic plants to supply a part of the branch network, which totals 7 MWp. In 2021, we will continue to expand this model.

We also expanded the automated energy management and control tools project to about 800 new branches.

## electric energy

GRI 302-1

### targets and absolute consumption of electric energy – Brazil



**short-term targets**

	2018	2019	2020	2021
Target for the year (MWh)	579,875 ✓	566,743 ✓	541,999 ✓	516,939 <sup>(1)</sup>
Annual consumption (MWh)	575,507	547,140	468,518	
Change in annual consumption	+0.88%	(4.93%)	(14,37%)	

(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

### targets and consumption of renewable energy – Brazil GRI 302-1

**long-term target**

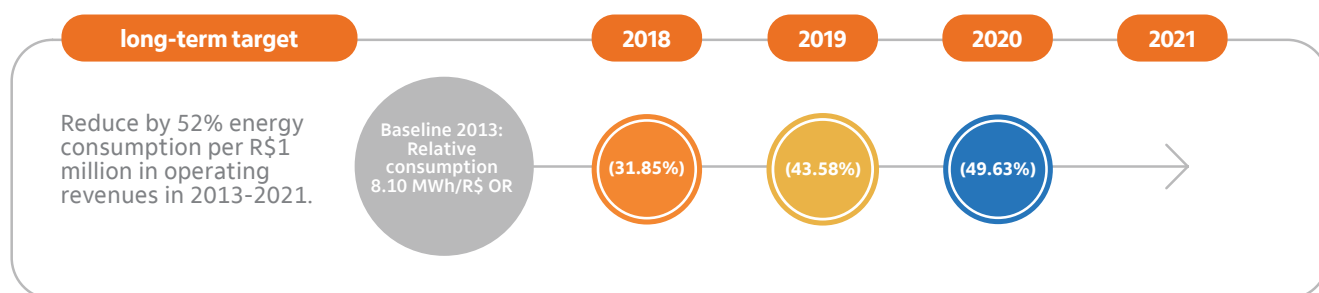
Meet by 2021, 96% of energy for administrative buildings from renewable sources.

	2018	2019	2020	2021
Target for the year	-	94% ✓	95% ✓	96%
Percentage of consumption from renewable sources	36%	100%	100%	

Note: According to the Market based approach the purchase of Renewable Energy Certificates (RECs) proves that 100% of our energy comes from renewable sources. For this reason, consumption of renewable energy is equal to total consumption, so our Scope 2 emissions are zero.

**100% of renewable energy in administrative buildings and branches, with zero emission factor under the market based approach.**

## targets and relative consumption of electric energy – Brazil GRI 302-1



**short-term targets**

	2018	2019	2020	2021
Target for the year (MWh/R\$ OR)	5.56 ✓	4.70 ✓	4.15 ✓	3.89
Annual consumption (MWh/R\$ OR)	5.52	4.57	4.08 <sup>(1)</sup>	
Change in annual consumption	+5.54%	(17.21%)	(10.72%)	

(1) We used the actual operating revenues (OR) amount for 2020 equivalent to R\$114,785 million.

## Energy Efficiency Index of the Datacenters<sup>(1)</sup> – Brazil GRI 302-1

**short-term targets**

	2018	2019	2020
Target for the year	1.77 ✓	1.77 ✗	1.78 ✗
Indicator result for the year	1.77	1.79	1.79

(1) Energy Efficiency Index of the Datacenters (Power Usage Effectiveness, or PUE) is a metric used to determine the efficiency of the IT infrastructure that compares total energy consumption of a datacenter (electric system, cooling system, lighting, etc.) with the consumption of installed IT equipment (servers, storage drives, mainframes, etc.) by calculating a ratio of the two figures. This indicator is being revalued due to the Cloud Migration strategy.

### COVID-19

In this year, in response to the situation created by COVID-19, we adopted the remote working. Therefore, there was approximately 16% reduction on the electric energy consumption of our administrative buildings.



## energy – 2020 initiatives

Initiative	Project summary	Investment (R\$)	Return (R\$/year)	Payback	Savings (metric/year)	tCO <sub>2</sub> eq avoided
Replacement of main operating equipment	Upgrading, retrofitting of equipment at the Tatuapé, East Zone, Costa Aguiar, Citiphone and ITM adm. buildings.	3,400,000	129,905.46	26.17	245,105 kWh/year	15.13/year
Optimization and automation of air conditioning and lighting equipment	Changing the lighting operations schedule in the Corporate Center rooms.	3,318	6,014.00	0.55	16,254 kWh/year	1.0/year
Replacement of fluorescent lamps for LED lights	Replacing the lamps of the CA Tatuapé for LED lights.	136,180.8	41,726.36	3.26	104,316 kWh/year	6.44/year
LED lights – data centers	Replacement of fluorescent lamps for LED lights in the CTMM data centers.	189,500	302,521	7.5 months	689,160.24 kWh/year	42.54/year

## emissions management

Our GHG emissions inventory follows the Brazilian GHG Protocol Program, and is checked by an independent third party and certified by the National Institute of Metrology, Quality and Technology (INMETRO), which has granted us Gold Seal recognition for the program. Results are disclosed every year through the Public Emissions Registry. Our inventory includes emissions of CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub> and HFC in the calculation, and the results are presented in the table below, along with our science-based targets for Scopes 1 and 2.

Our emissions management is aimed at reducing absolute emissions from our operations to an unavoidable minimum level, which can then be offset.

Scope 1 covers direct emissions, generated from mobile, stationary and fugitive combustion. Our actions seek to minimize diesel consumption by our own generators, preventive maintenance of machinery, and mapping and studying the use of refrigerants with a view to replacing them with less harmful gases and ensure that replacement fluids are correctly disposed of, in an environmentally friendly manner. In 2020, there was a 12% increase in Scope 1 emissions, mainly due to a 23.5% increase in the recharge of refrigerants from the central administrative hub.

Scope 2 covers indirect emissions in electrical energy consumption, and thus we have invested in clean renewable energy based on distributed generation, investments in photovoltaic panels, and purchases of RECs since 2019. Last year, we reduced total electrical energy consumption at our buildings, technology centers and branches by 14.37%.

Scope 3 covers emissions from transportation and distribution, commuting, solid waste generation, and business travel. We have been working on initiatives to reduce our employees' commuting time between administrative hubs, prioritize videoconference meetings, and conducting awareness raising campaigns among employees to reduce waste generation. We also measure our financed and invested emissions to understand our direct impact and adopt mitigating measures. Our year-on-year Scope 3 emissions dropped by 49.7%, em relação a 2019, primarily as a result of a reduction in waste generation and employee commute times.

To minimize the impact of our operations on the environment, we offset 100% of our Scope 1 and 2 emissions in 2019, through the **Commitment to Climate Program** [\[↗\]](#), where Scope 1 emissions from Brazil and LATAM (Argentina, Paraguay and Uruguay) were considered and Scope 2 emissions from Argentina, Paraguay and Uruguay were considered, since the Scope 2 emissions in Brazil were zeroed with the purchase of RECs (Renewable Energy Certificates). In 2018, as part of this partnership, we allowed other companies to offset their emissions with reduction projects previously assessed in a public call notice. In this way, we are promoting a carbon market, even though there are no regulations on this in Brazil. We also set an internal carbon price of R\$16.00/tCO<sub>2</sub>eq, based on the average price paid.

It is worth noting that in 2019 we started offsetting emissions from our LATAM units (Uruguay, Paraguay and Argentina). In line with our commitment to increasing the consumption of electricity from renewable sources, last year's offsetting strategy was guided by the incentive to produce clean energy.

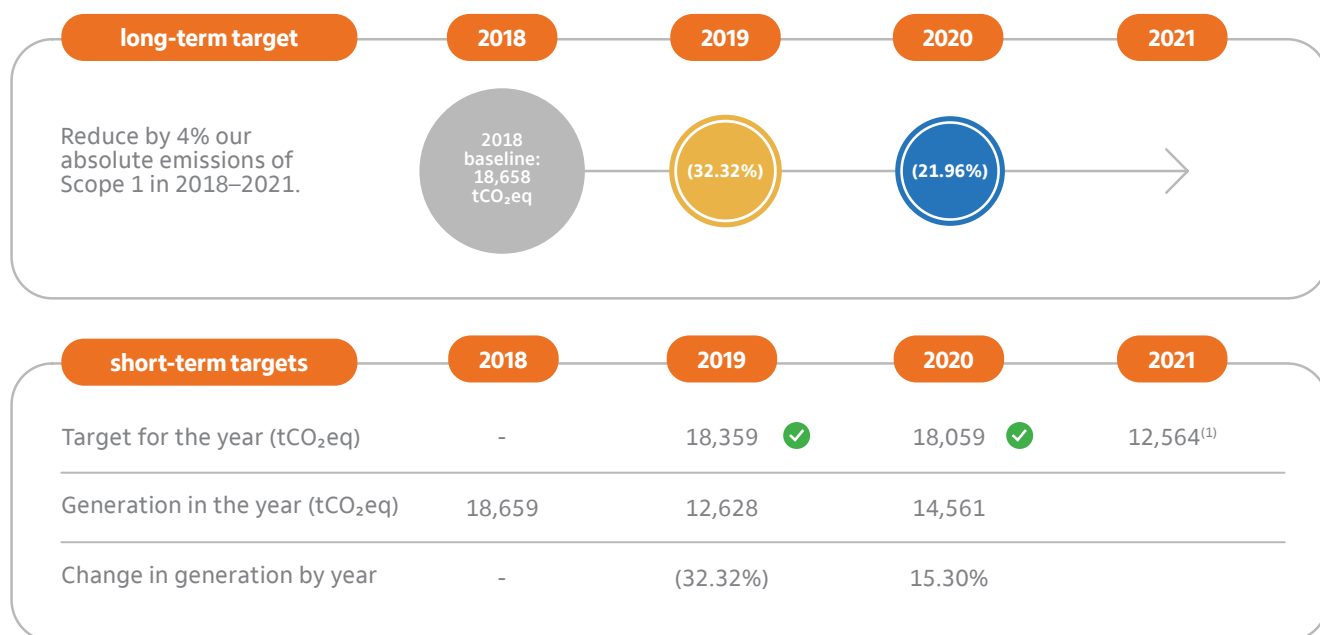
### COVID-19

In response to the situation created by COVID-19, 70% of our employees started to work from home, leading to a decrease in hub occupancy, and reduction of business trips, causing a drop of 67.5% in Brazilian emissions from commuting to work.

# emissions management

GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-5

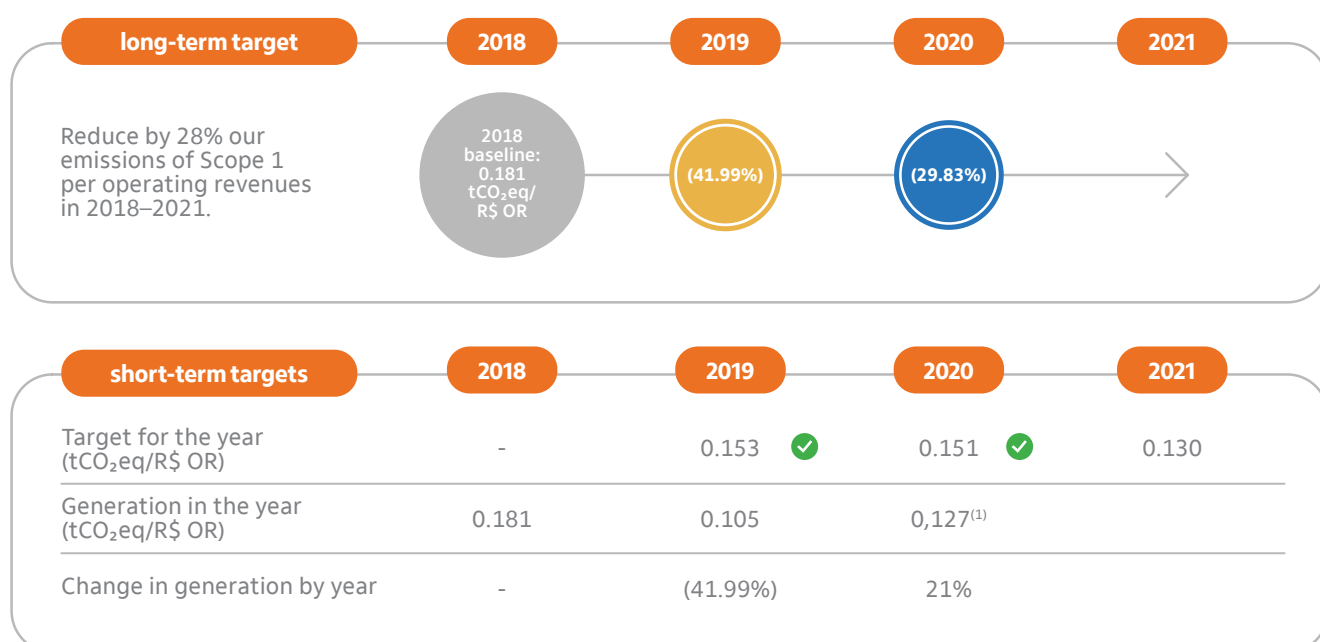
## Scope 1: targets and absolute emissions – Brazil



(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

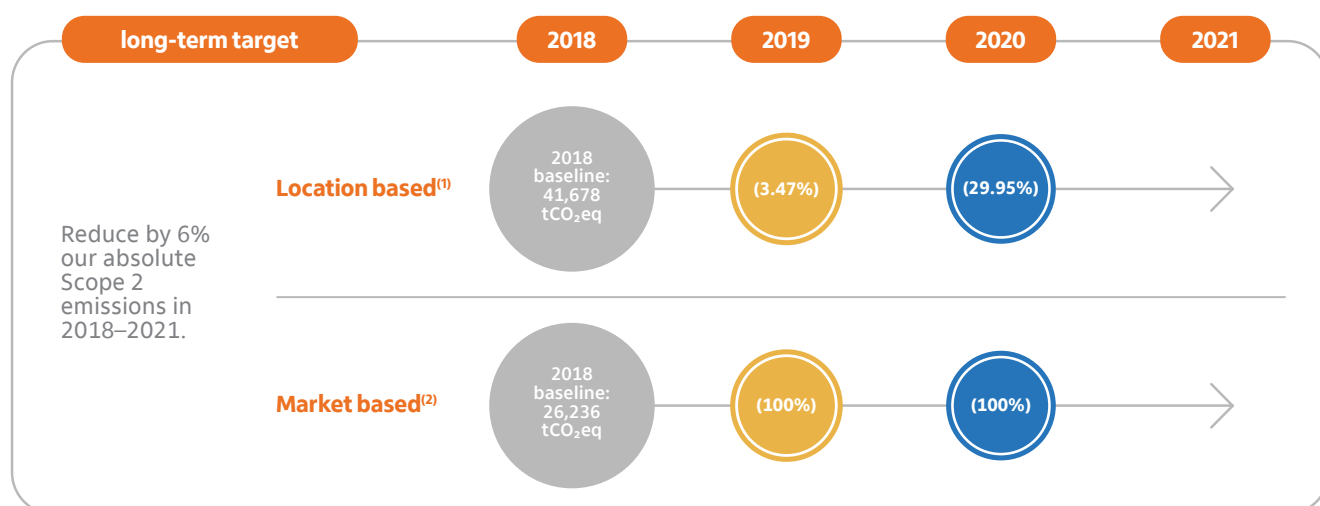
100% of emissions of Scope 1 are offset by the purchase of carbon credits through the Commitment to Climate Program.

## Scope 1: targets and relative emissions – Brazil



(1) We used the actual operating revenues (OR) amount for 2020 equivalent to R\$114,785 million.

## Scope 2: targets and absolute emissions – Brazil



	2018	2019	2020	2021
<b>short-term targets</b>				
<b>Location based<sup>(1)</sup></b>				
Target for the year (tCO <sub>2</sub> eq)	-	40,156 ✗	39,545 ✓	36,311 <sup>(3)</sup>
Generation in the year (tCO <sub>2</sub> eq)	41,678	40,232	29,196.15	
Change in generation by year	-	(3.47%)	(27.43%)	
<b>Market based<sup>(2)</sup></b>				
Target for the year (tCO <sub>2</sub> eq)	-	25,711 ✓	25,186 ✓	25,256 <sup>(3)</sup>
Generation in the year (tCO <sub>2</sub> eq)	26,236	0	0	
Change in generation by year	-	(100%)	0%	

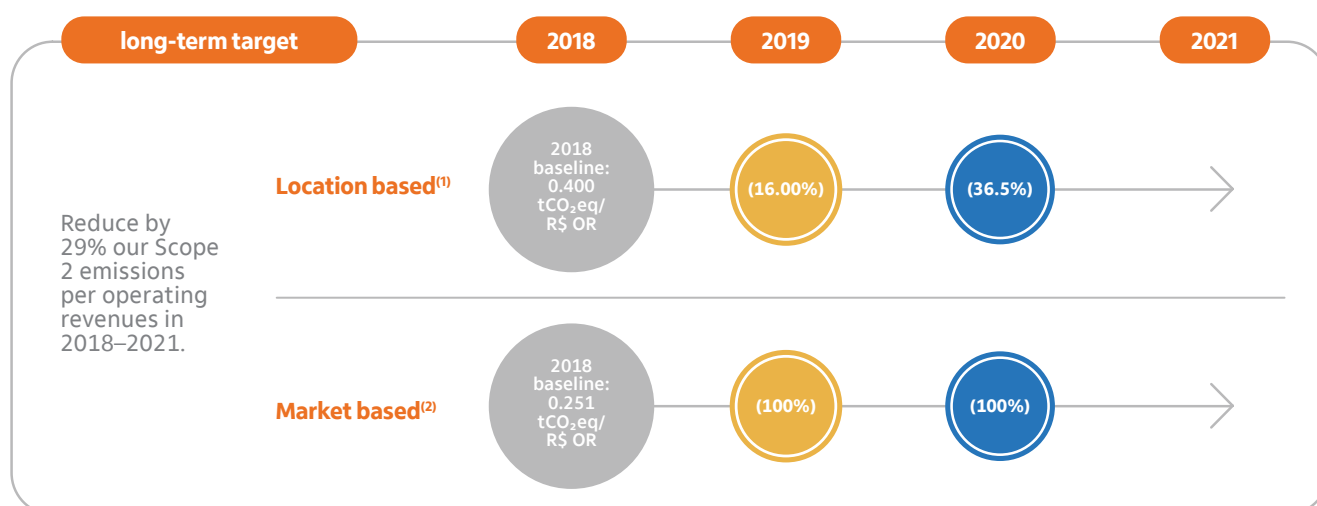
(1) Location based is an approach that quantifies Scope 2 GHG emissions using as an emission factor the average emissions for electricity generation in a given electrical grid, taking into consideration its geographical boundaries and a given timeframe.

(2) Market based is an approach that quantifies Scope 2 GHG emissions using the specific emission factor associated with each electricity generation source that the organization has chosen to purchase and consume, as for example the purchase of Renewable Energy Certificates (RECs), which certify that the energy consumed by the company comes from renewable sources.

(3) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

**under the market based approach our Scope 2 emissions are zeroed, because we have zero emission factor certificates for 100% of the energy we consume.**

## Scope 2: targets and relative emissions – Brazil – Location based



short-term targets	2018	2019	2020	2021
<b>Location based<sup>(1)</sup></b>				
Target for the year (tCO <sub>2</sub> eq/R\$ OR)	-	0.335 ✗	0.303 ✓	0.280 <sup>(3)</sup>
Generation in the year (tCO <sub>2</sub> eq/R\$ OR)	0.400	0.336	0.254 <sup>(4)</sup>	
Change in generation by year	-	(16.00%)	(24.40%)	
<b>Market based<sup>(2)</sup></b>				
Target for the year (tCO <sub>2</sub> eq/R\$ OR)	-	0.214 ✓	0.193 ✓	0.185 <sup>(3)</sup>
Generation in the year (tCO <sub>2</sub> eq/R\$ OR)	0.251	0	0 <sup>(4)</sup>	
Change in generation by year	-	(100%)	0%	

(1) Location based is an approach that quantifies Scope 2 GHG emissions using as an emission factor the average emissions for electricity generation in a given electrical grid, taking into consideration its geographical boundaries and a given timeframe.

(2) Market based is an approach that quantifies Scope 2 GHG emissions using the specific emission factor associated with each electricity generation source that the organization has chosen to purchase and consume, as for example the purchase of Renewable Energy Certificates (RECs), which certify that the energy consumed by the company comes from renewable sources.

(3) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

(4) We used the actual operating revenues (OR) amount for 2020 equivalent to R\$114,785 million.

## Scope 3: emissions – Brazil<sup>(1)</sup>

	2018	2019	2020
<b>Absolute emissions (tCO<sub>2</sub>eq)</b>	158,263	153,962	76,998.07
<b>Relative emissions (tCO<sub>2</sub>eq/R\$ OR)</b>	1.519	1.285	0.670 <sup>(2)</sup>

(1) We have no target set for Scope 3 emissions.

(2) We used the actual operating revenues (OR) amount for 2020 equivalent to R\$114,785 million.

## total of absolute emissions

2018	2019	2020
228,682	206,822	120,755.17

## LATAM

GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-5

## absolute emissions tCO<sub>2</sub>eq in LATAM (Brazil, Argentina, Paraguay and Uruguay)

	2020	2019
Scope 1	15,121	13,502
Scope 2 (location based) <sup>(1)</sup>	32,059.58	43,738
Scope 2 (market based) <sup>(2)</sup>	2,873.44	-
Scope 3	78,618.91	156,364

(1) Location based is an approach that quantifies Scope 2 GHG emissions using as an emission factor the average emissions for electricity generation in a given electrical grid, taking into consideration its geographical boundaries and a given timeframe.

(2) Market based is an approach that quantifies Scope 2 GHG emissions using the specific emission factor associated with each electricity generation source that the organization has chosen to purchase and consume, as for example the purchase of Renewable Energy Certificates (RECs), which certify that the energy consumed by the company comes from renewable sources.

## emissions management – 2020 initiatives

Initiative	Project summary	Investment (R\$)	Return (R\$/year)	Payback	Savings (metric/year)	tCO <sub>2</sub> eq avoided
Suspension of preventive maintenance in branches that are being shut down	Discontinuation of preventive maintenance visits (changing air conditioning/coolant filters, changing light bulbs, checking fire extinguishers, etc.) in branches whose shutdown date has already been announced. This avoids generating polluting waste in a branch that will not use the installed item because it will be shut down.	-	327,216.50		112 branches agencies shut down in 2020.	N.A.
Diesel – Operation of generators on red alert: CAT and CEIC	Reduction in the number of generator system red alert activations (Climatempo): CAT and CEIC.	-	934,949.00		297,754 liters of diesel/year	699.08 /year
Gas – Reduction of occupancy	Decrease in gas consumption after reducing building occupancy.	0	602,299.01	0	249,491 m <sup>3</sup> /year	583.51 /year

## water GRI 303-1 | GRI 303-3 | GRI 303-5

We are working conscientiously on our use of water resources to improve our environmental performance. The lines of action in water management are reducing water consumption, diversifying supply sources, and implementing water reclaiming processes.

Even though the main source of supply is the public grid, we have initiatives to source water from artesian wells,

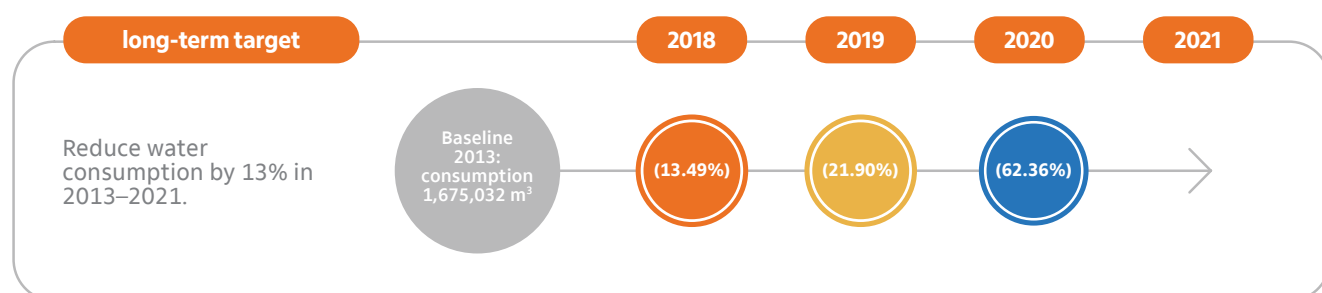
storing and treating rainwater, and implementing waste water treatment plants to reclaim water, which we plan to expand in 2021.

These actions reduce our dependence on utilities and help maximize the use of alternative sources in administrative and technological hub. After treatment, reclaimed water is used in air-conditioning systems, toilets, and to clean outside areas.

### COVID-19

It is also worth highlighting our prompt response to the pandemic, which positively affected our efforts, reducing our water consumption by approximately 50% at our administrative buildings and branches. Exceptionally, in 2020 there was a decrease in the absolute production of reclaimed water due to the low occupancy of buildings.

## targets and absolute consumption of water (utility and well) – Brazil

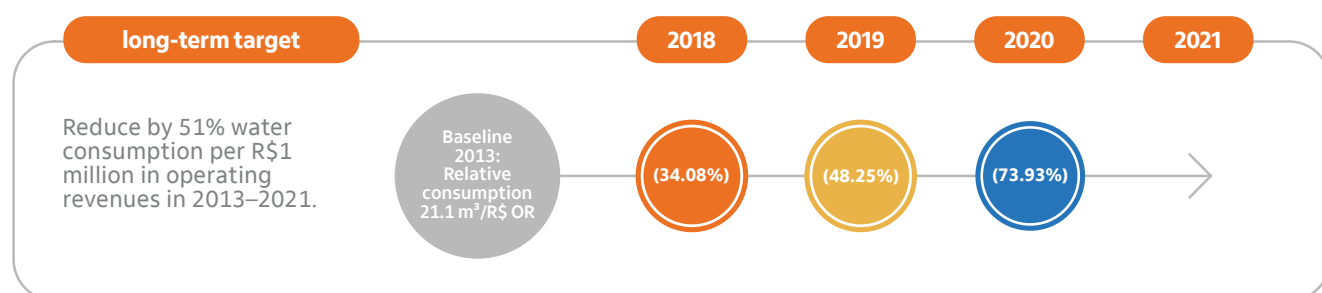


**short-term targets**

	2018	2019	2020	2021
Target for the year (m <sup>3</sup> )	1,460,999 ✓	1,460,999 ✓	1,297,793 ✓	857,240 <sup>(1)</sup>
Annual consumption (m <sup>3</sup> )	1,449,038	1,308,143	630,466	
Change in annual consumption	+4.24%	(9.72%)	(51.80%)	

(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

## targets and relative consumption of water (utility and well) – Brazil



**short-term targets**

	2018	2019	2020	2021
Target for the year (m <sup>3</sup> /R\$ OR)	14.02 ✓	12.14 ✓	9.95 ✓	7.14 <sup>(1)</sup>
Annual consumption (m <sup>3</sup> /R\$ OR)	13.91	10.92	5.50 <sup>(2)</sup>	
Change in annual consumption	+9.01%	(21.50%)	(49.63%)	

(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

(2) We used the actual operating revenues (OR) amount for 2020 equivalent to R\$114,785 million.



## target and consumption of reclaimed water – Brazil

short-term target	2020	2021
Target for the year (m <sup>3</sup> )	N.A. <sup>(1)</sup>	32,435
Annual consumption (m <sup>3</sup> )	20,678	

(1) Target created beginning 2021.

### water – 2020 initiatives

Initiative	Project summary	Investment (R\$)	Return (R\$/year)	Payback	Savings (metric/year)	tCO <sub>2</sub> eq avoided
Expanding the use of alternative water sources	Supply of reclaimed water in the Cooling Tower – floor 0 – TEV – Corporate Center.	-	150,000	0 year	6,000 m <sup>3</sup> /year	N.A.
Installing dual flush valves	Replacing common HYDRA valves for HYDRA DUO valves in PAD Costa Aguiar Hub toilets.	7,973	19,408	0.4 year	591 m <sup>3</sup> /year	N.A.
Optimizing equipment	Changing the operating hours of the Pinheiros CA centrifuge and retrofitting the drinking water panel, as well as monitoring consumption reductions, reservoir level adjustments, and pump operation in the East Zone hub.	11,000	22,843	0.5 year	972 m <sup>3</sup> /year	N.A.
Installation of aerators and flow reducers	Replacing taps to reduce flow and automatic opening in the Costa Aguiar, Almirante Barroso, Citiphone, Curitiba, CA Tatuapé, East Zone, and ITM buildings.	33,203	40,310	0.8 year	2,641 m <sup>3</sup> /year	N.A.
Automation of water meters (FL3500)	Installing digital water meters and integrating them into the BMS system. Gather data digitally to avoid manual reading errors.	25,000	N.A.	N.A.	N.A.	N.A.

### waste GRI 306-3

We implement awareness-raising initiatives to reduce waste generation and ensure the correct disposal of waste. We follow the guidelines of the National Solid Waste Policy (Law No. 12,305/2010) and are guided by the non-generation, reduction, reuse, recycling, solid waste treatment, or other environmentally appropriate disposal principles.

We manage all our waste on an integrated basis, with policies that encourage reduction, separation, and recycling. We report the administrative hub figures annually and, starting in 2017, we have expanded our data coverage to include more than 4,000 branches distributed throughout Brazil.

We have also prioritized the proper disposal of waste electrical and electronic equipment, which are critical to our business. Since 2009, we have a specific disposal process for this type of waste, which is carried out in Brazil, in an environmentally friendly manner that recycles 100% of equipment. The equipment undergoes a reverse logistics and manufacturing process, and is reincorporated into the production chain as raw materials.

To fulfill our environmental and social commitment, we have also implemented a series of actions and projects at our units to reduce and correctly dispose of waste:

■ **Replacement of plastic products:** in 2019, we distributed approximately 50,000 reusable cups to employees at our administrative hubs. As part of this process, in 2020 we introduced a paper cup option at the Corporate Center hub. The goal is to expand this pilot project to all administrative hubs in 2021. In addition, we will replace the plastic products used in office restaurants (cups, plates, cutlery, etc.) with products made of biodegradable materials.

■ **Environmental cigarette butt collector:** cigarette butt collection and composting process used at the Wholesale hubs.

■ **Reverse logistics for Nespresso capsules:** reverse logistics of capsules, aimed at reducing the volume of waste sent to landfills.

■ **Replacement of garbage cans:** replacement of individual garbage cans for the collective recycling of the cans to encourage people to adopt recycling.

■ **Composting food waste and garden pruning waste:** disposal of food waste (from hubs that have restaurants and snack bars) and garden pruning and mowing waste for composting, to reduce the volume of waste sent to landfill and the consequent environmental impact.

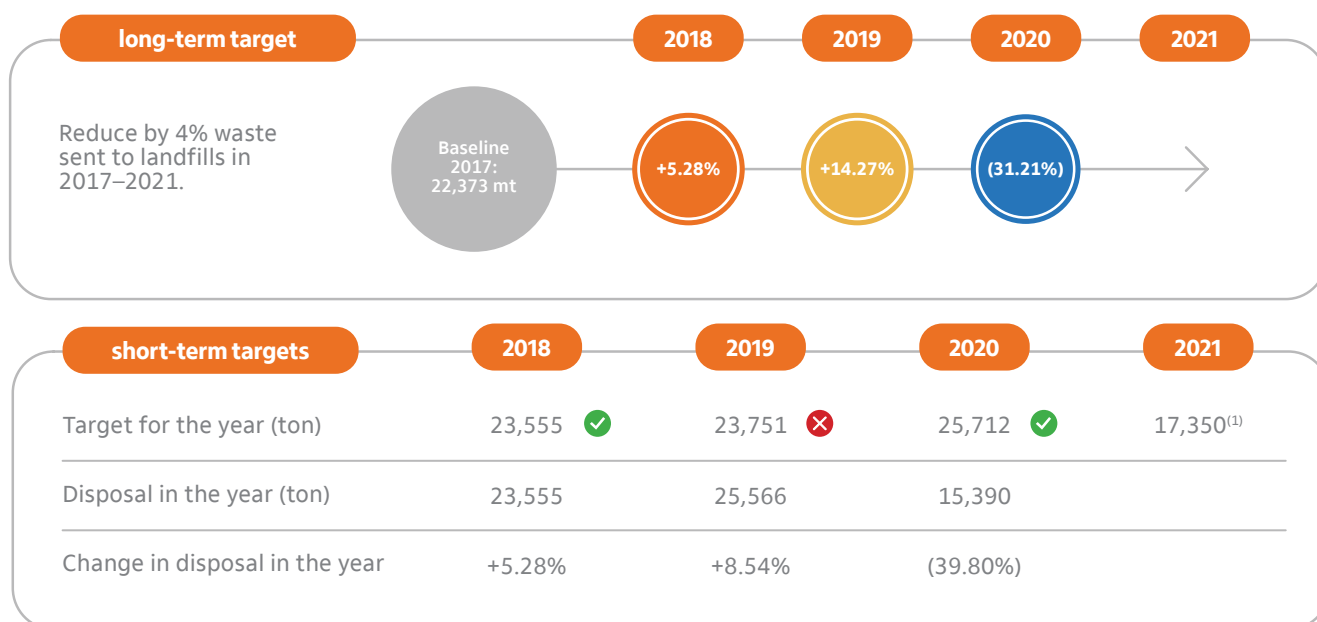
■ **Paper towel recycling:** we have continued to recycle paper towels generated by hand washing in the toilets as a way of reducing the volume of waste sent to landfill.

### COVID-19

In 2020, due to the changes imposed by COVID-19, with the reduction of people circulation in our buildings and the number of branch waste measurement audits, we had a drop of more than 40% in the generation of waste sent to landfills.

## waste

### targets and volume of waste sent to landfills – Brazil



(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

Disposal	Target 2021	Generation 2020	Generation 2019	Generation 2018
Composting	733	238.6	680	577.72
Recycling	2,994	343.7	878	837.82
Recycling of hazardous materials	60	39.9 <sup>(1)</sup>	101	20.96
Total generation <sup>(2)</sup>	21,059	19,445.4	N.A.	N.A.
Paper recycling <sup>(3)</sup>	100% of generation in the year	98.9	N.A.	N.A.
Electronics recycling <sup>(4)</sup>	100% of generation in the year	3,334.5 <sup>(5)</sup>	2,067	882.62

(1) Additionally, there was disposal of 29,571/units of lamps, 35,291/unit of batteries and 22,441 m<sup>3</sup> of grease from grease boxes.

(2) The number covers 99% and does not include decentralized buildings of Wholesale.

(3) This indicator includes all paper waste generated in the administrative buildings and confidential papers from branches.

(4) This figure includes branches (ATM) and Central Administration Microinfo (desktops).

(5) The target for 2020 was 178 mt.

## waste – 2020 initiatives

Initiative	Project summary	Investment (R\$)	Return (R\$/year)	Payback	Savings (metric/year)	tCO <sub>2</sub> eq avoided
Composting – garden pruning and mowing waste (FL3500)	Disposal of garden pruning and mowing waste from FL3500 by composting, to reduce the volume of waste sent to landfill and the environmental impact.	14,000	N.A.	N.A.	N.A.	
Replacement of individual garbage cans for collective garbage cans	Replacing individual garbage cans with collective ones at FL3400 and WT buildings, to generate operating efficiencies and positive sustainability impacts.	29,590	N.A.	N.A.	N.A.	N.A.
Infrastructure reuse	Reuse of datacenter electrical and data infrastructure cabling at CTMM and CTSP.	-	9,900,000	-	-	

Initiative	Project summary	Investment (R\$)	Return (R\$/year)	Payback	Savings (metric/year)	tCO <sub>2</sub> eq avoided
Paper cup pilot project	Pilot project to test the use and format of paper cone cups to replace plastic cups at each floor's coffee room. Because of the pandemic, this project was put on hold because there were no employees at the hubs.	207,000	As this project was implemented in February 2020, we were not able to collect all the feedback, as there were no employees at the hub to measure the consumption as planned.	N.A.	Number of paper cups consumed vs. number of plastic cups consumed in 2019.	

## paper

We are aware of our potential to influence the transformation of society and, as a result, we prioritize digital alternatives for our clients, with simpler routines and more stable and secure channels. Therefore, whether due to an organic trend in society towards a more digital world, or by prioritizing this agenda at the institutional level, we have seen a significant reduction in paper consumption within Itaú Unibanco.

In 2020, we started the "Paperless Branch" project, and were able to cut the number of printouts by 76 million by

changing the branch's product management process, and to recycle 35.5 tons of paper. As a result, we preserved more than 10,161 trees. The project continues to expand in 2021.

In addition to reducing our use of paper, the paper used in our mail outs is certified by the Forest Stewardship Council (FSC), as are all other paper and furniture used in our operations.

### paper – consumption GRI 301-1

Volume (metric tons)		2020	2019	2018
Mail sent to clients	Large paper rolls	1,005	1,501	1,802
	Envelopes	171.9	179.0	214.0
	Forms	0	1.3	6.4
	A4 paper	19.0	16.9	73.1
Checks	Checkbooks	63.3	121.9	154.0
	Forms	19.2	23.0	25.6
	Electronic check dispenser	45.6	70.5	75.7

## business travel

We continue to encourage the use of clean fuels, providing chargers for electric cars at our corporate headquarters and our Wholesale building (FL3500). Since 2018 we have also incorporated two electric motorcycles into our motorcycle courier service.

For the purpose of using our resources more efficiently, in January 2020 we decided to discontinue the fleets that carried employees between the administrative hubs within the city of São Paulo, leading to a 62% year-on-year decrease in average mileage. This type of commuting was totally discontinued in July of the same year.

We have also reduced from nine to two the number of cars available in our executive fleet, due to the steady decrease in demand since the last quarter of 2019, resulting in a 83% decrease in total kilometers traveled.

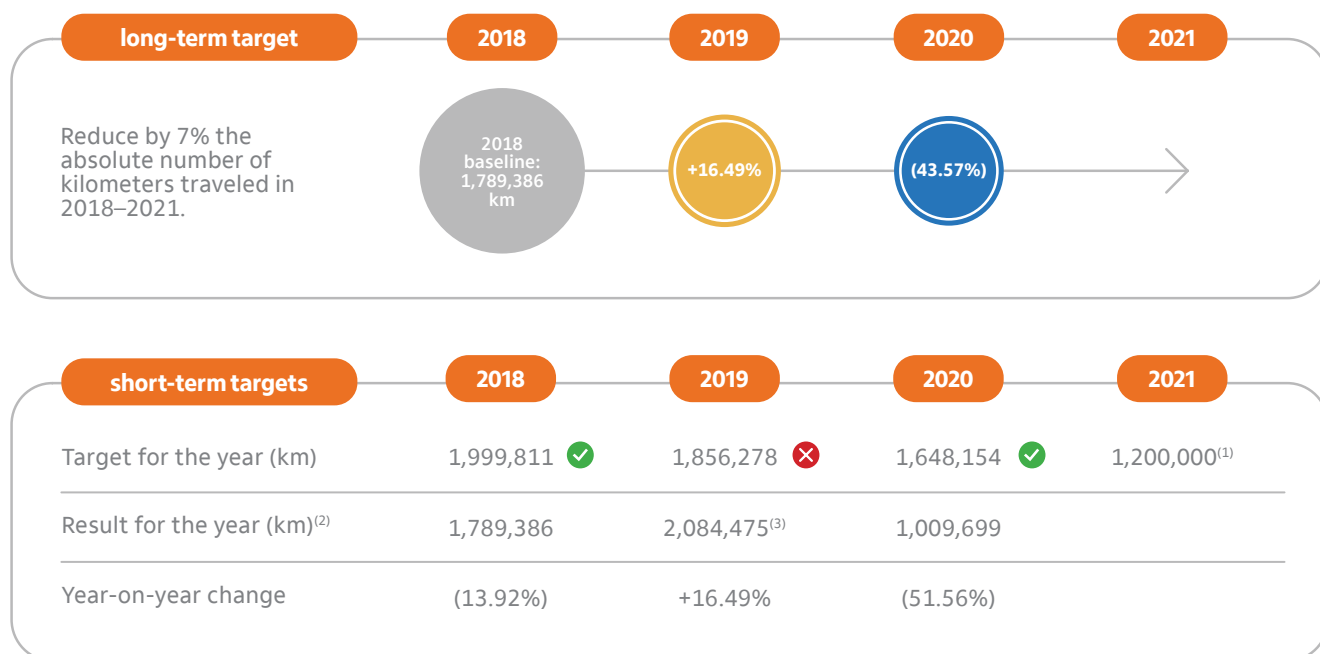
In 2021, we plan to increase the efficiency of our operations by concentrating our administrative hubs in areas near metro stations to encourage the use of mass transit. We also plan to encourage the hybrid working model by promoting the use of teleworking tools in order to reduce commuting.

### COVID-19

Due to the pandemic, the modes of transportation (commuting between administrative hubs and subway stations) were redesigned, and we eliminated five routes, in addition reducing the range of three others, resulting in a year-on-year reduction of 39% in kilometers traveled.

## business travel

### targets and absolute number of kilometers traveled on business trips

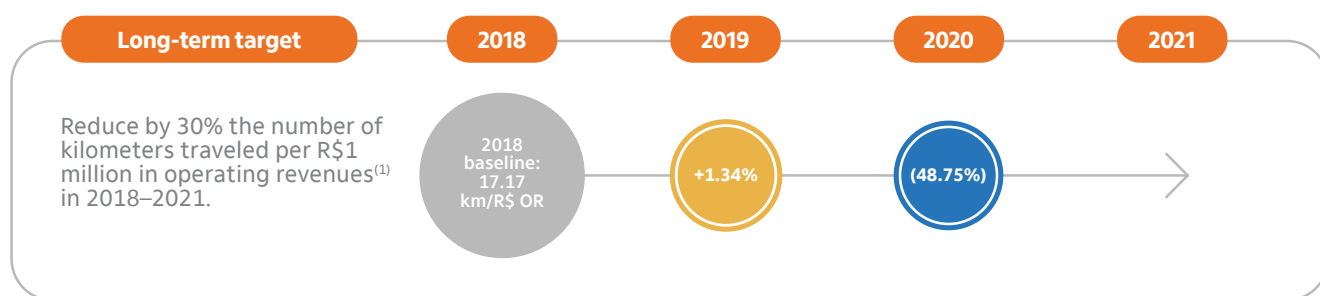


(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

(2) This number includes vans, buses and executive fleet.

(3) Revised number.

## targets and absolute number of kilometers traveled on business trips



Short-term targets	2018	2019	2020	2021
Target for the year (km/R\$ OR)	-	15.50 ✖	14.60 ✔	9.99 <sup>(1)</sup>
Result for the year (km/R\$ OR) <sup>(2)</sup>	17.17	17.40	8.80 <sup>(3)</sup>	
Year-on-year change	-	+1.34%	(49.43%)	

(1) We maintain the long-term targets set in the Positive Impact Commitment, Responsible Management, and due to the effect of the pandemic in 2020 and 2021, we set annual targets for 2021.

(2) This number includes vans, buses and executive fleet.

(3) We used the actual operating revenues (OR) amount for 2020 equivalent to R\$114,785 million.

## targets and relative number of kilometers traveled on business trips

	2018	2019	2020
total air and ground kilometrage of business trips	178,161,381	133,337,655	30,729,016

## travel – 2020 initiatives

Initiative	Project summary	Investment (R\$)	Return (R\$/year)	Payback	Liters/semester	tCO <sub>2</sub> eq avoided
Retirement of the van fleet	Shutdown of all van operations between administrative hubs.	229,032	-	-	40,081 liters of diesel/semester	99.6

## environmental compliance

### investments to mitigate and prevent environmental impacts

Investments (R\$)	2020	2019	2018	2017
Management: waste, emissions and liabilities	6,728,955.32	9,619,400.00	5,707,962.00	3,063,660.00
Conduct Adjustment Agreement	-	128,860.00	40,584.00	40,584.00
External certification of management systems <sup>(1)</sup>	1,078,308.13	1,094,989.00	35,809.00	41,720.00

(1) In 2017 and 2018, the values refer only to external certifications, in 2019 onwards it includes Certifications and the Environmental Management System.

## supplier management GRI 102-9

We believe that the sustainable growth of our supply chain requires us to promote the development of continuous practices and actions that pursue a common progress with our suppliers and their supply chains.

At Itaú Unibanco, responsible management is aimed at improving our performance in our operations and supply chain, including in terms of environmental concerns, and social issues such as ethics, diversity, and respect.

When registering in our system, potential suppliers must agree to the guidelines of the [Supplier Relations Code](#), which governs conduct based on a statement of values that defines the expected conduct, including: ethical and ongoing relationships, transparency, traceability and integrity, simplicity and efficiency, sustainable results, collaboration, and risk management. [GRI 308-1](#)

After registration, we carry out a confirmation process aimed at assessing applicant companies' compliance with environmental and social responsibility best practice, as well as their fulfillment of their business obligations and respect for tax and labor laws and regulations.

During this process, we assess the following risks, depending on the products or services being supplied:


- **Reputational/regulatory:** review of the risks related to reputation and compliance with the relevant laws and regulations;
- **Financial:** review of the risks related to a supplier's financial health; and
- **Labor:** review of the risks related to a supplier's compliance with statutory labor obligations.

Approved suppliers are periodically monitored for the same risks assessed during the confirmation process for the purpose of verifying whether the initial assessment is still valid, and a supplier may be blocked from entering into new contracts or have its contracts terminated if material irregularities are identified at any time. [GRI 414-2](#)

Our standard contract for the provision of services, and/or supply of goods and/or software licensing, requires compliance with the applicable laws and regulations, including, but not limited to, environmental preservation standards, rules related to corporate social responsibility and constitutional social rights, and rules related to the prohibition of slave-like labor and child labor, rules related to security and banking secrecy, anticorruption rules, and a rule forbidding actions harmful to the general government, and data protection rules, among others applicable to suppliers and their supply chains.

## Environmental and Social Responsibility guide

GRI 308-1 | GRI 308-2 | GRI 407-1 | GRI 408-1 | GRI 412-1 | GRI 414-1 | GRI 414-2

In November 2020, we launched the **Environmental and Social Responsibility and Positive Impact Guide for Suppliers** . As a complement to the Supplier Relations Code, the purpose of this publication is to share social and environmental guidelines, encouraging our suppliers to adopt commitments to Human Rights and diversity in their agendas, and to promote sustainable practices in the bank's supply chain.

### acting responsibly during the pandemic

Faced with the significant challenges of the COVID-19 pandemic, we acted promptly with our suppliers to ensure the health and safety of outsourced workers and the continuity of service delivery to the population. See below some of our main actions:

#### communication



##### transparency

Communication of best practice and updating the main actions for the 15,000 active suppliers.



##### proximity

Opening of a communications and reporting channel; and  
Following up on the progress of suspected and confirmed cases and deaths of third parties.



##### frequency

Weekly contact with 250 relevant suppliers; and  
Daily contact with the 100 most critical suppliers.

#### processes



##### home office

Implementing a work from home system for our outsourced operations.



##### contingency

Scenario assessment to keep numbers at a minimum (staffing and tools), taking into consideration each company's cost structure.



##### opportunities

Mapping of recovery opportunities.

#### continuity



##### planning

Preparing a plan to ensure the continuity of service delivery together with the executive departments.



##### flexibility

Revising the collection of fines and rendering Services Level Agreement (SLAs) more flexible.



##### monitoring

Continual assessment of the 350 relevant suppliers; and  
Designing a predictive model to anticipate risks.

In 2020, we had 15,649 approved suppliers (Brazil), of which 1,055 were new, with an approval rate of 84.27%. The estimated cash amount of payments made to suppliers was R\$23.09 billion. [GRI 102-9](#)



## suppliers – assessment

GRI 308-1 | GRI 308-2 | GRI 414-1 | GRI 414-2

	2020	2019	2018	Change (%) 2020–2019
Approved suppliers (Brazil)	15,649	14,798	13,789	5.75%
New approved suppliers (Brazil)	1,055	1,269	1,665	(16.86%)
Supplier approval rate (Brazil) – %	84.27%	84.54%	94.55%	(0.32%)
Number of procurement processes <sup>(1)</sup>	4,204	5,224	11,456	(19.53%)
Total procured amount (R\$ billion) <sup>(2)</sup>	11.0	10.0	12.20	7.68%
Purchases from local suppliers – Brazilian companies and/or Brazilian subsidiaries (percentage of spending in Brazil) <a href="#">GRI 204-1</a>	98.06%	97.80%	99.50%	0.27%
Purchases from local suppliers – within the same state (percentage of local suppliers <a href="#">GRI 204-1</a> )	84.21%	77.42%	54.70%	8.8%

(1) We changed the item count to be based on confirmed orders.

(2) The indicator reported in the 2019 report was revised to align the calculated assumptions.

In 2020, we assessed 22,911 suppliers from a reputational standpoint, which takes into consideration environmental and social criteria, as part of our regular supplier risk monitoring process.

## suppliers – by category<sup>(1)</sup> [GRI 102-9](#)

	2020	2019	Change 2020–2019
Works, maintenance and assets	27.70%	28.9%	(4.16)%
Information technology	10.08%	4.7%	114.48%
Marketing	7.70%	5.8%	32.76%
Training and benefits	6.44%	5.5%	17.01%
Advisory and consulting	4.99%	3.7%	34.89%
Legal expenses	4.65%	3.1%	49.88%
Call center	1.94%	0.9%	115.25%
Post office, card and check inputs	1.40%	1.6%	(12.78)%
Valuables transport	1.36%	1.1%	23.88%
Security	1.05%	0.7%	50.10%
Telecommunications	0.82%	0.7%	17.27%
Other	31.88%	43.4%	(26.54)%

(1) We consider in the calculation all suppliers that are receiving payments.

## suppliers – per region<sup>(1)</sup> [GRI 102-9](#)

Região	2020	2019	Change (%) 2020–2019	Share in 2020 (%)
North	303	183	65.6%	3.0%
Northeast	1,185	907	30.7%	11.9%
Central-West	542	365	48.5%	5.4%
Southeast	6,740	7,878	(14.4)%	67.6%
South	1,197	879	36.2%	12.0%
Total	9,967	10,212	(2.4)%	100%

(1) We consider in the calculation all suppliers that are receiving payments.

# inclusive management<sup>(1)</sup>

GRI 103-1 Inclusive management | GRI 103-2 Inclusive management | GRI 103-3 Inclusive management

## our commitment

Improving employees' experience and promoting a diverse, inclusive, healthy and purposeful environment.

## status of our targets

### employees' experience



Ensuring we achieve high scores on employee satisfaction and engagement surveys.

ACHIEVED<sup>(2)</sup>

#### Employee satisfaction surveys [↗](#)

Year	Pulse	e-NPS Holding
2019	87%	72.7 points
2020	88%	84.2 points

### training



Fostering employee development through training programs and inspiring a culture of lifelong learning.

ACHIEVED<sup>(2)</sup>

#### Lifelong learning as the new learning culture [↗](#)

Employees as the protagonists of their own development	■ 1.4 million employees participating in digital and in-person training; <sup>(3)</sup>
	■ Accessible content for the visually and hearing impaired;
	■ Over 50,000 pieces of content available on the Degree platform;
	■ Over 420,000 contents concluded;
	■ Over 440 tactile learning paths for employees to continuously develop; and
	■ Over 160 in-house experts.

(1) For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

(2) Annual target, periodically monitored.

(3) Data referring to the SABA training platform.

Note: Due to the pandemic scenario, hiring processes were impacted, affecting the planned evolution of our internal indicators.

## occupational health and safety



**Increasing employees' engagement in physical and mental wellbeing programs.**

TARGET IN PROGRESS<sup>(2)</sup>

Physical and mental wellbeing programs <sup>(4)</sup>	2020	2019
Mental health quiz	25,000 employees	N.A.
Professional Qualification Program	1,758 employees	2,560 employees
Lectures and conversations about health during the pandemic	22,400 participants	N.A.



**Encouraging the ongoing implementation of a healthy environment (health and safety).**

TARGET IN PROGRESS<sup>(2)</sup>

**Health-related employee appointments**

Telemedicine	69,426 appointments <sup>(5)</sup>
Flu vaccine	Over 50,000 employees
Stay OK	Over 18,000 employees served

## diversity



**Increasing the number of black employees in our organization.**

TARGET IN PROGRESS<sup>(2)</sup>

**Percentage of black employees**

2019	22.9%
2020	23.4%

**Initiative:** changes in the selection process, attractiveness actions and events focused on diversity and racial inclusion. These include internal awareness sessions with over 4,000 participants, as well as development and empowerment programs for black employees.



**Increasing the number of women in leadership positions.**

TARGET IN PROGRESS<sup>(2)</sup>

Year	Women in middle-management positions	Women in executive positions
2019	51.7%	13.9%
2020	51.4% <sup>(6)</sup>	14.0%

**Initiative:** in 2020, we held multiple rounds of conversations and remote training with a gender focus, expanded the dialogue with men, started a mentoring program for female leadership, and recorded more than 10,000 people attending our initiatives.



**Improving employee attraction, selection and development programs for people with disabilities.**

ACHIEVED<sup>(2)</sup>

**Programs focused on employees with disabilities**

Awareness-raising for 800 employees

Accessibility through telework:

- Transparent masks;
- LIBRAS (Brazilian sign language interpreter service) during virtual meetings; and
- Ergonomics and accessibility equipment.

**Percentage of employees with disabilities**

2019	4.6%
2020	4.6%

(2) Annual target, periodically monitored.

(4) This goal was adversely affected by the COVID-19 pandemic.

(5) The services include: medicine, nursing and nutrition.

(6) Up to superintendent level.

Note: Due to the pandemic scenario, hiring processes were impacted, affecting the planned evolution of our internal indicators.

# employee's experience

## employee satisfaction surveys

To monitor the level of employee satisfaction and engagement, we use two surveys: the Pulso (Pulse) survey, which measures satisfaction and engagement, and the Employee Net Promoter Score (e-NPS) survey, which measures the rating of Itaú Unibanco as a good place to work.

The Pulse survey provides a simple way to understand and monitor our organizational climate. This is the main survey used to measure the satisfaction and experience of our employees, on a voluntary basis, in Brazil and our international units, since 2016. The methodology was designed in-company, but the survey is conducted in confidence by an independent institute.

The Pulse survey assesses, across 17 statements, issues related to the individual, teams, management, and the company as a whole. The rate grew by 1 percentage point compared to 2019.

### results of the employee satisfaction survey – Pulse

Base year (disclosure)	Satisfaction rate <sup>(1)</sup>	Voluntary replies <sup>(2)</sup>
2020	88%	75%
2019	87%	78%
2018	87%	80%

(1) Average employee satisfaction rate – considers only the employees who replied to the survey that year.

(2) Ratio: percentage of employees who replied to the survey that year to the total number of eligible employees.

This result is broadly positive, as we have consistently delivered high levels of internal engagement and employee satisfaction in recent years. For an organization of approximately 90,000 employees, no major changes in an indicator are expected from one year to the next, especially given the current high level of satisfaction.

The survey results are disclosed and made available to employees. With the support of Consultoria Pessoas (Business Partners), managers and employees are encouraged to discuss the results and design action plans, aligned with our Practice Guide for Improving the Organizational Climate.

In addition to the Pulso survey, we also measure the e-NPS (Employee Net Promoter Score), which started in 2018, aimed at understanding employees' overall view of their work experience at Itaú Unibanco in a practical and voluntary manner.

The methodology is simple. There are two questions, one quantitative and the other qualitative, the first being: "How likely are you to recommend Itaú Unibanco to your friends and colleagues as a place to work? Please use a 0 to 10 scale, where zero means I would definitely not recommend and 10 means I would definitely recommend." Next, for the purpose of understanding the rationale behind the employee's assessment, the next question is presented as an open-ended question: "Please explain to us why you award this rating?".

### results of the e-NPS survey

Issue	2020	2019	2018
e-NPS Holding <sup>(1)</sup>	84.2	72.7	71.5
Promoters	86.4%	77.8%	76.9%
Neutrals	11.3%	17.1%	17.7%
Detractors	2.2%	5.1%	5.4%
Number of respondents	11,446	10,003	12,923

(1) The scoring scale ranges from -100 to 100 points.

Note: The values correspond to the results of the last take of the year.

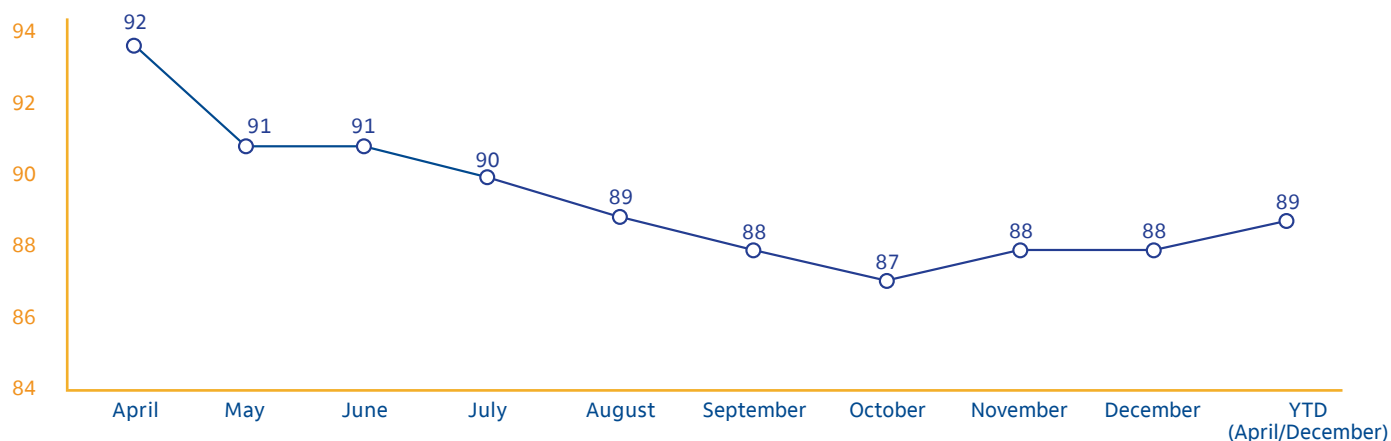
In 2020, we conducted the e-NPS survey bimonthly, and each employee received an invitation to participate in at least two issues of the survey each year.

We recorded a significant increase in the e-NPS rate during 2020. This increase indicates that our employees approve of our way of managing the crisis during the pandemic, through actions that look after both employees and society.

Because of the COVID-19 crisis, beginning in April 2020 we conducted the situational e-NPS survey weekly, on a supplemental and temporary basis, in order to gauge employees' satisfaction with and wellbeing under the work and care model put in place during the pandemic. We had over 57,000 respondents throughout the year.

For the situational e-NPS question “Thinking about the actions Itaú has taken during this period of crisis, how much would you recommend Itaú Unibanco as a company to work?” we reached an accumulated result of 89 points, from the beginning of the calculation in April to December 2020.

#### Situational e-NPS<sup>(1)</sup>



(1) The scoring scale ranges from -100 to 100 points.

The results of these surveys indicate that employees have a positive perception of their work experience at Itaú Unibanco.



**61% of employees  
workig from home.**



**high rating of  
employees who  
believe working from  
home is positive even  
after the crisis.**



**ergonomic  
and psychological  
support  
to employees.**

In 2020, over 53,000 employees (61%) started working remotely.

Since 2017, we have incorporated telework as a working model in order to offer more flexibility to our employees. The program was aimed only at certain areas, where an employee, as mutually agreed with his or her manager, opted to work remotely up to once a week. By 2019, a total of 6,000 employees worked from home.

During the COVID-19 crisis, we expanded the program to more departments of the bank, including back office, digital branches, and call centers, allowing employees to work remotely every day of the week. In the first four weeks of the pandemic, we transferred 30,000 employees to the home office system, and ended the year with more than 53,000 people working this way.

Our surveys have shown that employees are happy to work from home. Based on a weekly survey, the level of employee agreement with the statement "Considering my activities, I see that remote working can work even after the crisis is over" was 9.15 (0 to 10 response scale | consolidated the period Apr/7–Dec/18). This weekly survey helped us track how employees are adapting to the telework model.

To support our teams during these sensitive times, we created a permanent line of communication with the organization, with daily emails from the Executive Committee and weekly videos by Candido Bracher, until then the bank's President, to increase the transparency and clarity of our institutional messaging.

With our employees' health in mind, we structured taskforce focused on ergonomics, which, for example, distributed ergonomic amenities such as chairs, mouse, and keyboards. We also had a set of initiatives aimed at fostering mental health, including lectures and welcoming and conversation initiatives.

This year showed us a different way of working, and we are currently planning our working model for the future.

## market recognition

There is a global trend towards seeking greater purpose, flexibility, identity and independence at work. For working people, this means seeking a balance between personal wellbeing and career, while for companies this means promoting employee satisfaction by providing a stimulating, productive environment to ensure the longevity and sustainability of its business. For us, it is also to value people in all their potentialities and needs for professional and human development. Therefore, we invest in actions to improve the experience of our employees. As a result, in 2020 we were once again recognized by the main Best Place to Work surveys in Brazil.



- **1<sup>st</sup> place in the Large Companies category and Most Incredible Company for interns**

(Incredible Places to Work Survey, Fundação Instituto de Administração – FIA and UOL.)

- **8<sup>th</sup> consecutive year in the Best in People Management ranking**

We were ranked 2<sup>nd</sup>, and were the only bank ranked in this category (Best in People Management, Valor Carreira Magazine and Mercer – Above 17,000 Employees category).

- **12<sup>th</sup> consecutive year among the Best Companies to Work For, in the Large Corporations category**

(Best Companies to Work For, Great Place to Work Institute and Época Negócios magazine.)

To identify the ranked companies, the institutes conduct a survey with the employees of the participating companies. Over 26,000 Itaú Unibanco employees responded to these surveys in 2020.

## workforce (human capital)

GRI 102-7 | GRI 102-8 | GRI 405-1

With over 88,000 employees at the end of 2020, we are committed to encouraging the professional development of our employees, internal diversity, dialogue, and the

recognition of individual and team performance. This is why we implement policies and procedures that value an ethical and inclusive environment.

Employees per hierarchical level	2020	2019 <sup>(1)</sup>	2018 <sup>(1)</sup>
Executives	5	5	6
Officers	116	115	119
Superintendents	501	499	522
Middle managers	1,911	1,836	1,918
Coordinators and other managers	10,624	10,934	11,784
<b>Total managers</b>	<b>13,157</b>	<b>13,389</b>	<b>14,349</b>
Back office, sales, and front office employees	69,007	68,490	72,646
Trainees	119	191	129
Apprentices	1,543	1,622	2,609
Interns	4,255	4,799	5,592
<b>Total registered employees<sup>(2)</sup></b>	<b>82,162</b>	<b>81,950</b>	<b>86,999</b>
<b>Grand total</b>	<b>88,081</b>	<b>88,491</b>	<b>95,325</b>


(1) The information for 2018 and 2019 was adjusted based on the criteria set for 2020: a) Executives comprise the members of the executive committee, except for the CEO; b) Officers comprise all members of the statutory executive board, except for executive committee members and the CEO; c) Superintendents comprise superintendent and officer (non-statutory) position levels with management powers; d) Middle Managers comprise manager level positions with management powers; and e) Coordinators and other managers comprise senior, full and junior coordinator position levels with management powers.

(2) Registered employees are employees hired under Brazilian Labor Code (CLT) rules. This number excludes executives, statutory officers, apprentices, and interns. Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## diversity

We are made up of diverse people. We believe that a workforce with a plurality of backgrounds, cultures, beliefs, experiences, races, genders, sexual orientations, and generations broadens perspectives, and contributes to a climate of respect for differences.

Diversity is also a feature of our clients' profiles. Accordingly, we seek to broaden perspectives when making business decisions. Our clients are diverse and, to better serve them, our teams need to be diverse as well.

Since 2017, we have followed the guidelines established in **Carta de Compromisso com a Diversidade (Commitment to Diversity Charter)**  that we share with the market. Since then, we have made a public commitment to employees, clients, suppliers, partners, and society.

Our diversity actions are divided into five pillars of action: race, gender, people with disabilities (PWDs), LGBT+, generations, and we have a crosscutting pillar of unconscious biases that permeates all of our actions.

### basic principles of internal diversity management:

- Foster a respectful and healthy environment for all the people who work at the organization;
- Promote equity of opportunities for all employees; and
- Develop corporate leaders who are sensitive about and engaged with this commitment.





**diversity at Itaú Unibanco:** we acknowledge our role in valuing and boosting diversity within our organization and in society by pursuing best practices and promoting equity of opportunities for all our stakeholders through a number of actions, but we are aware that the journey towards inclusion is a cultural change process that involves deconstructing preconceived concepts and/or unconscious biases. Thus, we work from the standpoint of the individual as a unique being with its multiple characteristics and strive to provide a psychologically safe environment for each individual to develop.

When we talk about diversity, our main goal is to try to ensure that all segments of society are represented among our employees, at all hierarchical levels. But when we discuss inclusion, our goal is to ensure equity of opportunities for all stakeholders while respecting differences.

## diversity and inclusion day

### policy

As a strategic guideline, diversity permeates several processes and actions of our daily activities. Thus, we have some diversity-related papers in effect, that all employees can access:

- Diversity and Inclusion Policy (Global): guides the organization's actions to consistently further the outcomes of each pillar;
- **Code of Ethics** : puts together principles that sustain an organizational culture focused on valuing people, with guidelines on work relations and how we interact with other stakeholders;
- **Commitment to Human Rights** ;
- **Sustainability Policy and Environmental and Socio Responsibility** ; and
- **Suppliers Relationships Code** .

### voluntary pacts

In addition to internal commitments, one of the fronts of engagement with diversity is the signing of voluntary pacts and taking part in programs aimed at stakeholders as part of the Diversity and Inclusion Agenda. These pacts enable us to monitor the evolution of the agendas and expand our communication with other players.

## our voluntary commitments to diversity and Human Rights

Principles	Description	Year of joining
Gender and Race Pro-Equity Program (Ministry of Human Rights)	Aimed at disseminating new people management and organizational culture concepts, fighting the dynamics which give rise to discrimination and gender and race inequality within the workplace, as well as promoting gender and race equity in terms of formal labor relations and number of management positions held.	2017
Corporate Coalition for Racial and Gender Equity	A space for debate, the exchange of experiences, and encouraging the implementation and improvement of public policies and business practices, in a collective effort to overcome gender and race discrimination within organizations.	2017
Women's Empowerment Principles (WEPPs)	A set of principles for the business community providing guidance on how to empower women in the workplace, the labor market, and the community in Brazil and worldwide.	2017
Companies and LGBTI+ Rights Forum	Ten commitments to promoting LGBT+ rights, which express an understanding of the role of businesses. These commitments offer a work program for all and define the demand for a relationship with the State and civil society.	2018
Standards of Conduct for Companies (UN)	Five standards of conduct to support the global business community in addressing discrimination against lesbian, gay, bisexual, transvestite, transgender, and intersex (LGBT+) people.	2018
360 Women's Movement	A business initiative that seeks the economic empowerment of Brazilian women through the promotion, systematization, and dissemination of advances in business policies and practices and the engagement of the business community and society.	2016

Since 2018 we have had a dedicated Diversity Department, with a team responsible for working on this topic within the organization and raising awareness to cut across the business and people management issues. The bank also has a Diversity Advisory Committee, consisting of professionals dedicated to linking diversity and Human Rights issues to business concerns. Our Diversity Advisory Committee discusses trends, builds partnerships and debates Itaú Unibanco's progress in this area.




## affinity groups

Consisting of employees that share interests, origins, or life experiences, the purpose of these groups is to promote an inclusive work environment and a sense of belonging for everyone. Participation is voluntary, and each group is led by a senior manager and an Executive Committee representative. In 2020, the gender, race, people with disabilities, and LGBT+ affinity groups expanded their actions, and were key partners on awareness and engagement events for employees and managers, building up the institutional agenda, providing support with workplace attractiveness and selection projects, and carrying out accessibility testing, among other actions.

## diversity month and holidays

As an issue recognized and valued in our culture, we keep the discussion alive using a recurring agenda discussed throughout the year. In 2020, we held four diversity weeks, one for each action pillar: gender, race, people with disabilities, and LGBT+. In October we promoted diversity and inclusion month, which addressed the following main topics: standpoint theory; unconscious biases; diversity and inclusion challenges and opportunities; jokes; cancel culture; and practices to promote an inclusive environment. The event was attended by employees, members of the Executive Committee, and guests who are subject-matter experts.

## training

We believe in education as a means of making our employees aware of the need to create an inclusive and diverse environment. Thus, diversity has become part of the **Integrity Program**  training agenda, which is mandatory for all bank employees up to the level of executive officer.

We have included two workshops in the standard leadership training grid, one on basic diversity concepts and another on inclusive management. In addition, we held exclusive sessions per department, on specific themes.

For the teams, we held four online workshops: Basic Concepts; Inclusive Communication; Empathy in Service; and Unconscious Biases. In addition, we created a Diversity and Inclusion Academy on the corporate employee development platform, with development paths for each action pillar, and various content including tips for an inclusive selection processes, and how to deconstruct biases embedded in algorithms, among other themes. The recorded online sessions are also available to all employees.

**we carried out awareness-raising actions with employees through seminars, training, and internal communication (lectures, materials available on the intranet and videos), in which we show the importance of diversity and the impact of unconscious biases on our decision-making. In 2020, we held more than 80 events, attended by more than 15,000 people.**

## Trainee Program

As a highlight in 2020, we had a major breakthrough in our Trainee Program, by selecting 50% more black trainees and 60% more female trainees, who will be part of the workforce in 2021. Below are some of the actions that were key to this outcome.

- We started to carry out actions and hold events aimed at the black population (partnerships with black movement groups; live webcasts with black influencers; preparatory live webcasts for black applicants in association with Blacks at Itaú; tours around universities throughout the country showing the opportunities available to everyone);
- All executive process reviewers underwent unconscious bias training, including the CEO;
- Changes in the selection process: such as requiring English knowledge only for positions that really require it and opting for a “blind résumé” during the first stage of the selection process, so that reviewers do not know the race, gender, and name of the applicant;
- We developed a five-test system: logical reasoning, work styles, decision making, profile and social context; and
- All reviewer panels had gender and race representation.

### Trainees

**50% black trainees** and  
**over 60% female trainees.**

## main actions by action front

After studies and analysis, we prioritized the biggest challenges and structured the work agenda into five themes: gender, race, people with disabilities, LGBT+, and age.

### employees – diversity profile

GRI 102-8 | GRI 405-1 | SASB FN-AC-330a.1 | SASB FN-IB-330a.1

		2020	2019	2018
Female	Total	50,622	51,749	56,354
	Percentage	57.5%	58.5%	59.1%
Black <sup>(1)</sup>	Total	20,654	20,246	20,992
	Percentage	23.4%	22.9%	22.0%
People with disabilities <sup>(2)</sup>	Total	3,790	3,746	4,151
	Percentage	4.6%	4.6%	4.8%

(1) Includes black employees who self-report either as black or brown.

(2) In calculating the number of people with disabilities, only employees with employment contracts are taken into account, including employees hired under the Brazilian Labor Code (CLT). This number excludes executives, statutory officers, apprentices, and interns.

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## women



- **57.5% of employees are women;**
- **51.4% of women in management positions;**
- **Mothers and Pregnant Women Support Program;**
- **maternity leave with full payment on the participation profits or results; and**
- **89.7% of post-maternity retention (12 months).**

## gender equity

Our workforce consists mostly of women, totaling 57.5% in 2020. Currently, 51.4% of our management positions are held by women. Our challenges in terms of gender equity are around increasing the representation of women in areas such as Technology, Finance and Wholesale Banking and, in the bank as a whole, in middle and senior management positions (middle managers and above). **GRI 405-1**

We are aware that maternity can have a major impact on careers, so our Mothers and Pregnant Women Support Program and the updated Performance Evaluation Policy for Women on Maternity Leave are among the actions intended to ensure that the evaluation of these professionals is based on the work performed rather than on their length of service. This way, good assessment scores can be preserved over time, ensuring women remain eligible for career acceleration programs, educational sponsorships, and promotions.

Since 2018, profit sharing for women who take maternity leave has continued to be paid in full, rather than proportionally to the period worked, and we are seeking to ensure more diverse selection processes, with the

recommendation that succession committees have at least one woman as an applicant and one as a reviewer.

In association with the institutional gender affinity group Com Todos (With Everyone), we are developing actions across three action fronts for All Female: attraction and selection, career and development, and awareness and culture. In 2020, our main actions to promote gender equity were:

- A series of events and training sessions to raise awareness of and support for the development of female leadership, such as workshops on impostor syndrome, negotiation, multiple challenges posed by the quarantine, personal branding, among others. During the 2nd edition of Gender Week, we invited our female leaders to share their experiences and challenges with our employees through informal chats about inspirational leadership.
- We started a mentoring program for female leaders that will be extended throughout 2021, aimed at managers and superintendents, with partners and associates as mentors, to accelerate the development of women's careers.

- We have been expanding our dialogue around masculinity and gender equity with men through chatting circles, facilitated by a specialized consulting firm, and have promoted the participation of our executive allies regarding the subject.

- In March 2020, in association with the National Federation of Banks (FEBRABAN), we signed a commitment by the banking industry to expand actions to prevent violence against women. To engage our employees in this agenda, we shared with everyone a video made by bank leaders talking about the topic and promoting our support channel, which has improved its services to assist women in cases of violence. The types of assistance available through our channel include: legal assistance, which provides help on criminal, civil, family, and other legal issues, psychological support for women and their dependents, and guidance on request protective measures from social services, recording an occurrence, and calling public services such as the Women's Police Force and the Women's Call Center. We also made available a guide on the types of violence and

approved the inclusion of the status of "domestic violence victim" in the Social Loan Policy.

- We approved yet another benefit for our pregnant employees by granting them parking spaces at our administrative hubs during pregnancy. However, due to the pandemic, we have had no requests since March, when our employees migrated to the teleworking model.

- Within wider society, we supported the "Women on the Move" invitation to bid notice, from the "Elas Fund", which is based on women promotion and networking strategies. The call notice seeks to strengthen women's groups and organizations developing initiatives focused on defending the rights, political education, collective feminist action, and the creation of international, intergenerational, and inter-movement alliances. In this edition, the project prioritized initiatives led by LGBTQ+ people and/or indigenous women, and/or black women, and/or feminist groups, and selected 34 projects throughout Brazil.

## women per hierarchical level SASB FN-AC-330a.1 | SASB FN-IB-330a.1

	2020	Percentage <sup>(1)</sup>	2019 <sup>(2)</sup>	Percentage <sup>(1)</sup>	2018 <sup>(2)</sup>	Percentage <sup>(1)</sup>
Executives	1	20.0%	1	20.0%	1	16.7%
Officers	16	13.8%	16	13.9%	16	13.4%
Superintendents	129	25.7%	134	26.9%	141	27.0%
Middle managers	711	37.2%	680	37.0%	712	37.1%
Coordinators and other managers	5,908	55.6%	6,095	55.7%	6,520	55.3%
<b>Total managers</b>	<b>6,765</b>	<b>51.4%</b>	<b>6,926</b>	<b>51.7%</b>	<b>7,390</b>	<b>51.5%</b>
Back office, sales, and front office employees	40,675	58.9%	41,104	60.0%	43,956	60.5%
Trainee	53	44.5%	78	40.8%	49	38.0%
Apprentices	1,029	66.7%	1,116	68.8%	1,852	71.0%
Interns	2,100	49.4%	2,525	52.6%	3,107	55.6%
<b>Grand total</b>	<b>50,622</b>	<b>57.5%</b>	<b>51,749</b>	<b>58.5%</b>	<b>56,354</b>	<b>59.1%</b>

(1) Employees by hierarchy level, divided by total employees of the corresponding hierarchical level.

(2) The information for 2018 and 2019 was adjusted based on the criteria set for 2020, which are clarified in the table of [Employees per hierarchical level](#).

Note: for information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

The information on the employees of foreign units per country and gender are available in the section [Appendices](#) of this report.

## black people



- **23.4% of employees declare themselves black;**
- **release of the racial literacy track;**
- **233 scholarships for black College students on extracurricular and English courses;**
- **development program for 150 interns black people; and**
- **mentoring Program for the Development and Career Progress of Black Managers and Coordinators.**

## racial diversity – inclusion of black people

The goal of our Racial Equity Agenda is to increase the representation of black employees in all areas and at all levels of the hierarchy. There are four work fronts dedicated to this goal: attractiveness and revision of selection processes; qualification of potential applicants; development of black employees; and awareness-raising. In association with Blacks At Itaú, a racial Affinity Group, we promoted actions involving all fronts in 2020. These include:

### **workplace attractiveness and review of selection processes**

- Attending the 2020 Together Conference, an event that for the first time was held 100% online, bringing together 400 black college students to talk about careers and racial issues.
- Attending the African Presence career fair, promoted by the Labor Prosecutor's Office, which targets black students. For this event, we sent employees from the Human Resources department, managers from different business areas, and members of the Blacks at Itaú group. We connected with approximately 8,000 participants.

### **qualification of potential applicants**

- As a way of strengthening our commitment to Education, we entered into partnerships with initiatives such as: the PROA Institute, which qualifies young people in socially vulnerable situations to enter the labor market; the LIFT Initiative, which promotes free English courses for two years for black university students (which served 93 scholarship holders in 2020); and the FEBRABAN Diversity Project, which trains young black people to participate in the financial market.
- For the second year, we supported the Prosseguir project, created by the Center for Studies on Work Relations and Inequality (CEERT), which offers scholarships and extracurricular courses focused on leadership, preparation for work, racial equity and English language, for black undergraduate students living in the metropolitan areas of São Paulo (SP), Salvador (BA) and Rio de Janeiro (RJ). In 2020, we granted 60 scholarships. With the University of São Paulo (USP), we supported the granting of 80 scholarships for black students and funded an impact study to assess the impacts of these scholarships on the academic performance of students from more vulnerable social strata.

### development of black employees

- We created a Development Program for 150 black interns, with a focus on professional growth, in which we held ten classes over six months on socioemotional, behavioral and technical issues, in association with the Ser+ Institute.
- Mentoring Program for the Development and Career Progress of Black Managers and Coordinators, with more than 100 participants.

### awareness raising

- We held several virtual lectures with bank executives to promote debate among employees and engage leadership on racial issues. These included the live webcast "Talking about racism: current context and the role of each one of us" aimed at deepening some concepts about the racial pillar and its impacts on society, and to clarify what the role allies have on this front and the conversation with the executive sponsor of the matter, about race and inclusion in the corporate environment.
- In the 3<sup>rd</sup> edition of Racial Diversity Week we had five online panels with employees and external guests, focusing on issues such as mental health, non-violent communication, and whiteness.

- Appointing at least one black employee as a regional representative of the Sales department, in each state of Brazil, to disseminate the actions on the subject.
- More than specific results, we seek the transformation of society through the thousands of people we impact across all of the organization's relationships. Thus, we launched a Racial Literacy Trail, which will last until August 2021, consisting of ten classes conducted by psychologist and activist Mafoane Odara, aiming at raising the awareness of internal stakeholders about structural racism and racial diversity in Brazil, based on a conceptual and historical background and the impacts on everyday life. By seeking to increase the awareness and engagement of our employees regarding the need to create a more inclusive environment internally and externally, in 2020, we had our first two classes on the history of social relations in Brazil. In subsequent classes we will address issues such as: affirmative action, whiteness, the role of the ally, among others.

### black employees<sup>(1)</sup> per hierarchical level SASB FN-AC-330a.1 | SASB FN-IB-330a.1

	2020	Percentage <sup>(2)</sup>	2019 <sup>(3)</sup>	Percentage <sup>(2)</sup>	2018 <sup>(3)</sup>	Percentage <sup>(2)</sup>
Executives	0	0.0%	0	0.0%	0	0.0%
Officers	2	1.7%	2	1.7%	1	0.8%
Superintendents	24	4.8%	22	4.4%	23	4.5%
Middle managers	155	8.1%	145	7.9%	137	7.1%
Coordinators and other managers	1,761	16.60%	1,773	16.2%	1,840	15.6%
<b>Total managers</b>	<b>1,942</b>	<b>14.8%</b>	<b>1,942</b>	<b>14.5%</b>	<b>2,001</b>	<b>14.0%</b>
Back office, sales, and front office employees	16,684	24.2%	16,101	23.5%	16,220	22.3%
Trainee	9	7.6%	19	9.9%	10	7.8%
Apprentices	785	50.9%	767	47.3%	1,231	47.2%
Interns	1,234	29.0%	1,417	29.5%	1,530	27.4%
<b>Grand total</b>	<b>20,654</b>	<b>23.4%</b>	<b>20,246</b>	<b>22.9%</b>	<b>20,992</b>	<b>22.0%</b>

(1) Includes black employees who self-report either as black or brown.

(2) Employees by hierarchical level and race, divided by the total number of employees at the corresponding hierarchical level.

(3) The information for 2018 and 2019 was adjusted to the criteria set for 2020, which are clarified in the table [Employees per hierarchical level](#) [2].

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## black female employees<sup>(1)</sup> per hierarchical level SASB FN-AC-330a.1 | SASB FN-IB-330a.1

	2020	Percentage <sup>(2)</sup>	2019 <sup>(3)</sup>	Percentage <sup>(2)</sup>	2018 <sup>(3)</sup>	Percentage <sup>(2)</sup>
Executives	0	0.0%	0	0.0%	0	0.0%
Officers	0	0.0%	0	0.0%	0	0.0%
Superintendents	7	5.4%	6	4.5%	6	4.3%
Middle managers	59	8.3%	55	8.1%	50	7.0%
Coordinators and other managers	901	8.5%	908	8.3%	939	8.0%
<b>Total managers</b>	<b>967</b>	<b>14.3%</b>	<b>969</b>	<b>14.0%</b>	<b>995</b>	<b>13.5%</b>
Back office, sales, and front office employees	9,971	14.4%	9,824	14.3%	9,927	13.7%
Trainees	1	1.9%	7	9.0%	1	2.0%
Apprentices	521	50.6%	515	46.1%	865	46.7%
Interns	641	30.5%	811	32.1%	925	29.8%
<b>Grand total</b>	<b>12,101</b>	<b>23.9%</b>	<b>12,126</b>	<b>23.4%</b>	<b>12,713</b>	<b>22.6%</b>

(1) Includes black female employees that self-report either as black or brown.

(2) Employees by hierarchical level, race and gender, divided by the total number of employees of the corresponding hierarchical level and gender.

(3) The information for 2018 and 2019 was adjusted based on the criteria set for 2020, which are clarified in the table [Employees per hierarchical level](#).  
Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## people with disabilities (PWD) – inclusion and qualification

Our work on the inclusion of employees with disabilities is based on the guidelines of the Brazilian Inclusion Law and the UN Convention on the Rights of People with Disabilities. Our work promotes the six types of accessibility: communicational, instrumental, methodological, attitudinal, programmatic, and architectural. The main initiatives developed in 2020 were as follows:

- In association with Inlui, an affinity group of people with disabilities, we worked to build an ongoing agenda of awareness and actual actions to enable the real inclusion of people with disabilities within the organization, such as accessibility testing and awareness sessions with managers and employees.
- We launched the Inclusive Management workshop and, throughout the year, we trained approximately 800 managers on how to promote and encourage inclusion within their teams.
- We highlight the projects carried out in association with Specialisterne, through which we have already

hired, by the end of 2020, 35 employees with Autistic Spectrum Disorder (ASD) for various activities; and the Acreditar Program, which included 40 people with intellectual disabilities, most for client services at Personalité branches.

- In September, we held the 2<sup>nd</sup> edition of People with Disabilities Diversity Week, with online panels led by employees discussing themes such as health, types of disabilities, and accessibility.
- In the second half of the year, we launched a technology training program for employees with disabilities from front office departments, stimulating career development and mobility.
- We renewed our partnership with the Mara Gabrielli Institute, in support of the Cadê Você project, which operates in the most vulnerable communities to assess the living conditions, the social and economic situation, and accessibility of resources for people with disabilities. The aim is to create a support network by taking information on the main health, work, accessibility, and education services and on the rights of people with disabilities.

## people with disabilities (PWD)



- 4.6% of employees with disabilities;
- training of about 800 managers about inclusive management;
- recruitment of 35 employees with Disorder of Autistic Spectrum;
- recruitment of 40 people with intellectual disabilities; and
- technology training program for employees with disabilities in the operations areas.

this year, we also made important advances in accessibility, mainly in the context of teleworking during the pandemic. For instance, we provided a LIBRAS interpreter and automatic transcript services for discussions held during virtual meetings, in addition to monitors and assistive technology equipment for home office working.

at branches with hearing-impaired employees, we distributed transparent face masks to allow lip-reading communication.



In 2020, of the employees who are not hired under CLT rules, we had three apprentices, one of them female, and two interns with disabilities. For the other employees, the related figures are shown in the table below:

### people with disabilities<sup>(1)</sup> per hierarchical level

	2020	Percentage <sup>(2)</sup>	2019 <sup>(3)</sup>	Percentage <sup>(2)</sup>	2018 <sup>(3)</sup>	Percentage <sup>(2)</sup>
Superintendents	2	0.4%	2	0.4%	1	0.2%
Middle managers	12	0.6%	11	0.6%	11	0.6%
Coordinators and other managers	133	1.3%	122	1.1%	135	1.1%
<b>Total managers</b>	<b>147</b>	<b>1.1%</b>	<b>135</b>	<b>1.0%</b>	<b>147</b>	<b>1.0%</b>
Back office, sales, and front office employees	3,642	5.3%	3,611	5.3%	4,004	5.5%
Trainees	1	0.8%	0	0.0%	0	0.0%
<b>Total geral</b>	<b>3,790</b>	<b>4.6%</b>	<b>3,746</b>	<b>4.6%</b>	<b>4,151</b>	<b>4.8%</b>

(1) In calculating the number of people with disabilities, only employees with employment contracts are taken into account, which are employees hired under the Brazilian Labor Code (CLT). This number excludes executives, statutory officers, apprentices, and interns.

(2) Employees by hierarchical level, people with disabilities divided by the total number of employees at the corresponding hierarchical level.

(3) The information for 2018 and 2019 was adjusted based on the criteria set for 2020, which are clarified in the table [Employees per hierarchical level](#).

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

### women with disabilities<sup>(1)</sup> per hierarchical level

	2020	Percentage <sup>(2)</sup>	2019 <sup>(3)</sup>	Percentage <sup>(2)</sup>	2018 <sup>(3)</sup>	Percentage <sup>(2)</sup>
Superintendents	1	0.8%	1	0.7%	1	0.7%
Middle managers	5	0.7%	5	0.7%	5	0.7%
Coordinators and other managers	60	0.6%	57	0.5%	71	0.6%
<b>Total female employees in management positions</b>	<b>66</b>	<b>1.0%</b>	<b>63</b>	<b>0.9%</b>	<b>77</b>	<b>1.0%</b>
Back office, sales, and front office employees	1,872	2.7%	1,840	2.7%	2,048	2.8%
Trainees	0	0.0%	0	0.0%	0	0.0%
<b>Grand total</b>	<b>1,938</b>	<b>4.1%</b>	<b>1,903</b>	<b>4.0%</b>	<b>2,125</b>	<b>4.1%</b>

(1) In calculating the number of people with disabilities, only employees with employment contracts are taken into account, which are employees hired under the Brazilian Labor Code (CLT). This number excludes executives, statutory officers, apprentices, and interns.

(2) Employees by hierarchical level, people with disabilities and gender divided by the total number of employees at the corresponding hierarchical level and gender.

(3) The information for 2018 and 2019 was adjusted based on the criteria set for 2020, which are clarified in the table [Employees per hierarchical level](#).

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## LGBT+

We are working to ensure respect and promote a psychologically safe environment, so that people feel comfortable being who they are regardless of sexual orientation and gender identity.

As a way to of keeping focus on this issue, since 2018 we have been part of the OUTstand Financial Market Pride Group, created to discuss inclusion and promote the valuation of LGBT+ professionals in the industry. In addition, we are members of the Business and LGBTI+ Rights Forum, which continuously promotes dialogue between companies to exchange experiences. Several initiatives were carried out during the year, with highlights including:

- Online chats on LGBTphobia: in May, together with the LGBT+ affinity group Sou Como Sou, we invited employees to participate in conversations about LGBTphobia;

- 3<sup>rd</sup> edition of LGBT+ Week: held in July, the event featured dialogue about LGBT+ acronyms, the history of the movement, empathetic communication, and intersectionality, among others;

- Diverse Fair: in June we participated in the largest LGBT+ employability event in Latin America, which featured 12 online sessions over 6 days of talks, 32 speakers, and 2,311 registrants; and

- Out & Equal LGBTQI+ Brazil 2020 Forum: in December we attended the forum, in which we presented the impacts of the LGBT+ Pride Request for Proposals, the purpose of which is to support projects that address the respect and appreciation of LGBTQI+ diversity all over Brazil, encouraging the development of initiatives that help and encourage visibility, safety, and respect for community.

**in 2020, we also received the Human Rights and Diversity Seal from the São Paulo City Hall, which recognizes best practice in diversity management and human rights promotion in companies, public agencies, and third sector organizations.**

## generations

We work to break restrictive paradigms and encourage actions aimed at all our employees to ensure that age-related issues do not impact their employment. Thus, through our talent programs, we encourage the inclusion of people from different generations, for example by removing age requirements for entry-level positions through internship and trainee programs.

Population aging and technological advancements are linked global phenomena which, although well-explored

separately, are not often treated in an integrated manner in studies and discussions. We believe we can contribute to society by sponsoring initiatives, training people, and supporting governments and civil society to address demographic change and its impacts.

We are part, as a master sponsor, of the Generations and Future of Work Forum, the first business forum where age-related issues in the labor world can be discussed and solutions presented.

## employees per age group

GRI 102-8 | GRI 405-1

	Aged below 30			Aged 30 to 50			Aged above 50		
	2020	2019 <sup>(1)</sup>	2018 <sup>(1)</sup>	2020 <sup>(1)</sup>	2019 <sup>(1)</sup>	2018 <sup>(1)</sup>	2020 <sup>(1)</sup>	2019 <sup>(1)</sup>	2018 <sup>(1)</sup>
Executives	0	0	0	3	3	3	2	2	3
Officers	0	0	0	95	95	81	21	20	38
Superintendents	0	1	0	441	443	458	60	55	64
Middle managers	68	59	65	1,685	1,639	1,668	158	138	185
Coordinators and other managers	2,032	2,737	19,486	2,623	3,218	0	0	0	0
<b>Total managers</b>	<b>1,050</b>	<b>1,262</b>	<b>1,401</b>	<b>10,675</b>	<b>10,833</b>	<b>11,194</b>	<b>1,432</b>	<b>1,294</b>	<b>1,754</b>
Back office, sales, and front office employees	28,771	30,418	31,362	36,384	34,619	36,071	3,852	3,453	5,213
Trainees	117	190	127	2	1	2	0	0	0
Apprentices	1,542	1,622	2,609	1	0	0	0	0	0
Interns	4,186	4,762	5,582	68	37	10	1	0	0
<b>Grand total</b>	<b>35,666</b>	<b>38,254</b>	<b>41,081</b>	<b>47,130</b>	<b>45,490</b>	<b>47,277</b>	<b>5,285</b>	<b>4,747</b>	<b>6,967</b>

(1) The information for 2018 and 2019 was adjusted to the criteria set for 2020, which are clarified in the table [Employees per hierarchical level](#).

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## the employee's journey

### attraction and retention GRI 404-2

#### Young Apprentices Program

The purpose of Itaú Unibanco's Young Apprentices Program is to provide young talents with their first jobs by prioritizing those in socially vulnerable situations. In 2020, 1,131 youngsters were hired as apprentices. The hiring rate was 29.4%, and of these 97.2% remain with the bank. Since 2012, our hiring rate has been 29.4%.

#### total number of apprentices hired by region

Year	South	Southeast	Central-West	Northeast	North	Total
2020	123	793	80	108	27	1,131
2019	84	967	39	83	12	1,185

From March to October 2020, because of the COVID-19 pandemic, new hires were suspended, and apprentices were removed from their activities in the organization, in view of our commitment to the health of young people and their families. Their salaries and benefits were maintained (except for transportation vouchers) and the theoretical apprenticeship was continued remotely.

When hiring and on-site work resumed at the branches and administrative hubs, we set criteria and allocated resources based on the young people's needs. For those working at the branch network, the return was voluntary. As a way of keeping a safe environment due to the health situation, we made available the necessary personal protection equipment.

### • **internship at the branch network**

The Internship Program at the Branch Network is aimed at developing and training diverse talent, giving them the opportunity to learn and build a future within the organization. In 2020, 71% of job openings in the branch network (front office and non-management positions) created were internships. In 2020, 42% of interns were hired as employees, and 98% of these remain with the bank.

Lasting from 12 to 18 months, the program seeks to bring together content taught at college and activities performed during the internship. As part of the learning process, the bank offers a distance-learning program with 56 courses. In addition, the internship program includes modules for experience work in the branch network environment, training, and professional development activities, in order to provide a broad view of how a branch works and the customer experience. Throughout the program, the young interns are monitored by managers, who are responsible for his or her assessment and feedback.

### • **Corporate internship program**

In 2020, we hired 1,552 corporate interns, and 62% of these corporate interns were hired as full-time employees.

The purpose of the Itaú Unibanco Corporate Internship Program is to attract and develop diverse talent with the potential and willingness to learn skills, contributing to our business, and enabling the participant's engagement with the bank.

The program includes integration modules with the corporate environment, development trails, and activities to promote professional growth. During a period of up to two years, an intern will have the support and guidance of his or her manager, who is also responsible for providing assessment and feedback to the intern.

### • **International Vacation Internship Program**

The program seeks to attract talent by offering a corporate experience with challenging projects. It takes place from May to October, during summer vacations in the northern hemisphere. In 2020, we had 412 applicants and admitted 24 interns.

### • **trainee program**

Itaú Unibanco's Trainee Program is aimed at attracting and developing talent through technical and behavioral training and mentoring by and networking events with our executives. During the program, which lasts for one year, trainees have the opportunity to work on specific projects at a department or in the job rotation format, where they work across several departments.

In 2020, we changed the selection process in response to the conditions imposed by the pandemic, where diversity and inclusion have become indispensable. There were 86,000 applicants, 43 of whom were offered a job, 50% of whom were black, and 63% of whom were women. We hired forty trainees (0.04% of total applicants) for the 2021 program. In 2019, we received 72,000 applications and hired 122 applicants as trainees in 2020 (0.14%).

### • **Accelerated Career Program (ACCP)**

The ACCP is offered to outstanding trainees after the end of their term as trainees, and offers training focused on people management and coaching sessions. We selected a total of 86 former trainees (65%) for the current ACCPC, all from the 2019 trainee group.

### • **International sponsorship (MBA, Master's, Sloan and LLM)**

International sponsorship is aimed at the development of our employees by means of academic programs – MBA/Sloan/Master's – at the best business schools in the United States and Europe, monitored by the Human Resources department and executives. In 2020, 233 employees applied to these programs, and 16 were approved for the sponsorship (6.9%). The retention rate of sponsored employees returning from the MBA in 2020 was 83%, and the Summer 2020 offer rate was 40%.

## • Summer MBA and Full Time Associate

We recruit students from the top business schools in the United States and Europe for summer internships in our organization, lasting from 9 to 12 weeks. In 2020, five students completed this program with us. This program is linked to the Full Time Associate program, which selects employees attending the Summer MBA and had an outstanding performance, thus showing the potential to become high-impact leaders. The Summer 2020 offer rate for Full Time Associates was 40%.

In the 2021 Summer MBA program, we received 81 applications for 7 job openings. The selection process is still underway and is scheduled to start in June 2021.

## • Academic Summer

The Academic Summer program focuses on hiring master's and doctoral students in the sciences and humanities to carry out projects within the bank, usually linked to the technology departments. In 2020, 15 academics were hired, and 80% became full time employees. In 2021 we had 697 applicants, and the selection process will be completed in 2021.

This program is an opportunity for students to apply their research to actual market cases and, at the same time, supply the growing demand from these departments for technical knowledge, which were mainly technology related.

## • Internal Career Development Program GRI 404-2

Using the Internal Career Development platform, employees and interns can seek opportunities in line with their career expectations. At the same time, management members are able to identify people from different departments whose profiles are consistent with their job openings. The program works as a professional mobility tool within the bank, encouraging the development of people and taking a leadership role in their own careers.

### Employees transferred

2020	919
2019 <sup>(1)</sup>	1,761
2018 <sup>(1)</sup>	1,699

(1) The figures for these years were recalculated to be consistent with underlying assumptions.

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## development and qualifications

GRI 404-2

The ability to attract and retain high-potential employees by developing our talent pipeline is key to Itaú Unibanco remaining competitive. As such, we have a portfolio of talent programs based on which we can attract new employees and provide them with support and training so that they can develop. These include the Trainee Program, which trains the organization's future leaders using a development and mentoring trail.

To develop our in-house talent, we also have initiatives such as sponsoring international MBA and Master's courses, enabling our high-potential employees to pursue personal development through courses at the world's best universities.

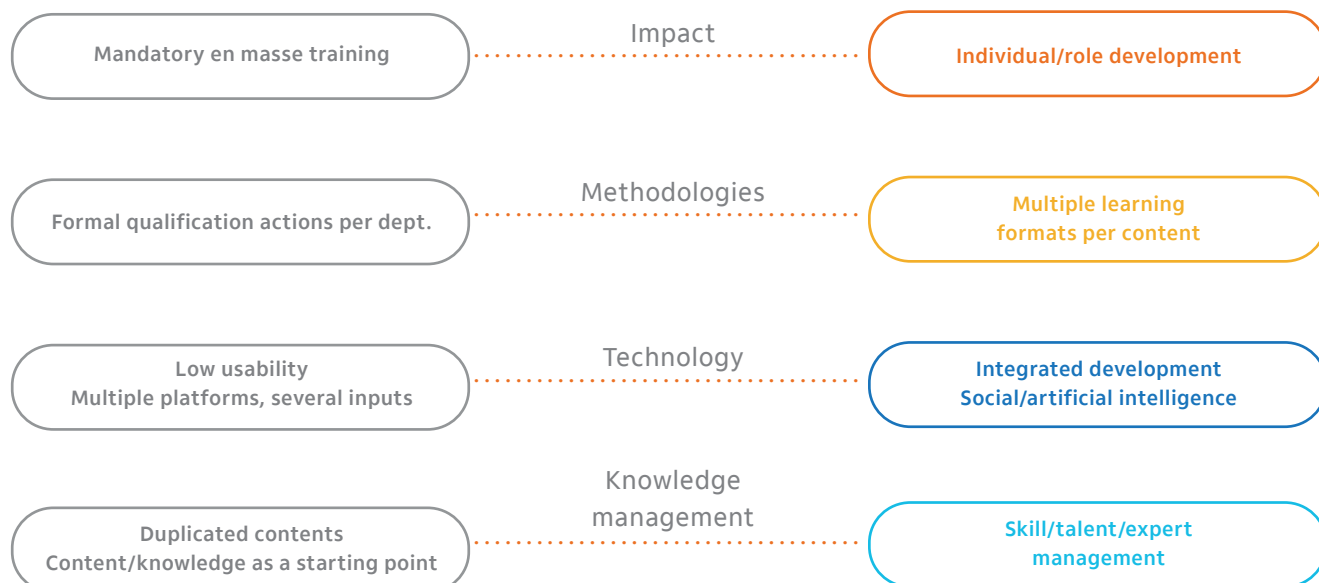
Finally, we monitor the organization's talents using succession planning and career mapping for these outstanding employees.

**the challenges posed by the COVID-19 pandemic forced us to adjust our development strategy. Over a short time period, training courses that used to be in-person became synchronous digital classes and asynchronous digital classes, ensuring accessibility for all and also expanding the range of content on offer.**

Since 2019, our focus in terms of training has been to build a culture of lifelong learning among our employees. We are aware that the key to success is the development of each employee's skills and a lifelong learning mentality.

## corporate education

## learning culture



### our new brand positioning

In 2020, we identified the need to modernize the former internal brand Escola de Negócios Itaú Unibanco and move towards a positioning that better reinforces change and our new development strategy. Launched in late 2020 for employees, the campaign will continue until mid-2021 and is aimed at strengthening a lifelong learning culture.



**Innovation that oxygenates the culture.**

With energy we learn more.

To make innovation, creativity and life happen.

Learning is as natural as breathing.

### new digital learning platform

To achieve the described goals, we have upgraded the development experience and offer increased autonomy to each trainee.

In 2020, we implemented Degreed, our digital learning platform, designed to bring knowledge to employees wherever and whenever they choose, in different formats. The platform offers paths that guide learning and skills development through videos, podcasts, virtual classrooms, live webcasts, etc. In addition, it relies on artificial intelligence to curate content.

Degreed works as a learning hub, connecting institutionally provided content with each employee's learning journey, forming our social learning network. The platform interfaces with content from other platforms, such as Udemy, Coursera, Alura, LinkedIn Learning, GetAbstract, etc.

## our indicators

### digital learning platform

**27,000 employees have already used Degreed.**

**the platform is considered relevant to 85% of users.**

**over 50,000 contents made available.**

**86% of employees are "satisfied" or "very satisfied".**

In 2020, Degreed was launched to more than 36,000 employees of the organization, with an expansion planned for 2021. Of this audience, 75% have already used the platform throughout 2020, and 65% of the platform users have already completed at least one trail.

To ensure the even implementation of a learning culture throughout the Itaú Unibanco group, the platform is also now available, in part, to the international units in Argentina, Paraguay, Uruguay, the United States and Europe, and is planned to be expanded in 2021.

We provide a catalog with more than 50,000 pieces of content, whether curated by Itaú Unibanco experts or offered through partner platforms. This content has already been viewed more than 420,000 times by our employees.

Our curators include more than 160 in-house experts, who helped us develop more than 230 development plans and more than 440 learning paths.

In 2020, the most sought-after skills by users were Lean, Analytics/Data Analytics, Agile, Client Centricity, and Software Engineering, all skills which are aligned with the Bank's strategy.

In terms of satisfaction, 85% of users consider that the content available relevant to their daily lives.

We have become more efficient: we invested R\$107 million in training and related areas, 40% less than in 2019, but increased participation levels to the previous year, with more than 1,4 million synchronous and asynchronous attendances in training.

There was also a significant reduction in logistics costs, already included in the R\$107 million above. From R\$16.5 million invested in travel and accommodation in 2019, in 2020 we only spent R\$2.3 million, which includes the costs incurred before the pandemic.

In addition, despite a reduction in investments due to the COVID-19 pandemic, the bank continued to offer customized actions, aligned with each employee's professional situation, and customized to their Individual Development Plan. This included undergraduate, graduate, domestic and international MBA programs, coaching, seminars, congresses, short courses, and language courses.

Internal surveys indicated that we were able to maintain quality standards. In “Impact of Telework in the Organizational Culture” the item “New learning and development as a professional” appears as the first motivational driver among employees’ priorities – 59% consider that this item has “improved a lot” or “improved”, and 86% are “very satisfied” or “satisfied” with it.

It is also worth mentioning that, even given the pandemic scenario, our NPS of synchronous development actions increase by almost one percentage point compared to 2019.

## 2020 learning actions highlights

### Onboarding Plan

All our new employees go through the Institutional Onboarding Plan, a fully digital plan, with synchronous and asynchronous learning actions, which aims to welcome, integrate and acculturate new employees. Subsequently, we promote learning experiences for the development of new skills.

### telework

Given the scenario of more than 60% of our employees working from home, we built a specific development trail, with more than 53 pieces of content, about remote leadership, work routines, tools, productivity, health, etc.

### Leadership training

In 2020, we maintained our commitment to developing new leaders and, despite the difficulties imposed by the pandemic, we had more than 7,000 participants, covering more than 40 themes during the Leadership Day.

Our priority was to invest in learning experiences guided by the bank’s strategic agenda, called the Transformational Fronts. As a result, we implemented the Change League hub, intended for leaders and teams, that rests on six pillars of action: client centricity, models and methodologies, data, digital business, technology, and the human drivers of transformation. The hub also promoted actions aimed at executives, for the purpose of having a more in-depth view about issues material to the current times, such as the General Data Protection Act (LGPD), Agile, and Open Banking.

Another action developed for our leaders was the Itaú Summit, a series of virtual lectures on how to lead within the current technologic context and new client behaviors in a post-pandemic scenario. There were ten sessions with domestic and international markets experts, such as Don Norman, Silvio Meira, Rita McGrath, and Singularity University partners, with more than 1,600 participants.

We also strengthened our feedback culture using specific content and actions, all digitally. We held live webcasts and launched a web series, a knowledge trail, and five e-books. We had more than 7,000 unique participants and reached more than 22,000 views for this content.

### Ops Academy

We used this Academy to promote learning content to help employees develop three new skills – processes and projects, automation, and analytics – to support our Front Office and leverage the bank’s digital transformation.

### Upgrade Program | Itaú BBA

Launched in the last four-month period of 2020 and with an expansion planned for 2021, its goal is to generate lending-related knowledge to strengthen the risk vision and anticipate possible issues. The program consists of five learning paths, adding up to ten hours of asynchronous content curated by in-house experts.

### Agro Program | Itaú BBA

Its goal is to accelerate the learning curve of each new business professional by leveling up his or her knowledge of the financial market and agribusiness. Consisting of several learning paths, totaling 80 hours of content, the Program trained 70% of eligible employees.

### Mais Personalité | Itaú Retail

Its goal is to advise our clients based on an understanding of their own goals obtained through direct inquiries, to deliver the appropriate solutions and thus improve our relationships with the clients. The Program includes engagement and training actions focused on developing skills to leverage client-centricity -52% of eligible employees have already been trained.



## training assessment

Despite the pandemic scenario experienced in 2020, requiring a quick strategic repositioning of the subjects and formats planned for the scheduled training sessions, we kept our focus on measuring the benefits of our investments in training. Accordingly, we used the Jack Philips approach to assess training outcomes, not only by monitoring attendance, grades, and feedback from the trainees, but also result indicators and, in some cases, calculating the monetary return on each investment.

### Itaú Portfolio Training Program<sup>(1)</sup> – Uniclass segment

Aligned with the actions focused on client-centricity, we trained 2,973 branch managers from the Uniclass segment on the Itaú Investment Portfolio Program in 2020, covering economic and competitive scenarios, sales performance, and investment characteristics and approaches, focused on advantages for the customer.

## impact of the program

The Itaú Portfolio program posted a ROI of R\$130, i.e., for every R\$1 invested in training, we obtained R\$130 in return. The data were calculated based on client acquisitions in the post-training periods in September-December 2020.

We used the statistical approach Difference in Differences, which compares trained employees with untrained ones, and the same employees before and after being trained, which excludes undesirable effects such as exclusive access to certain products and the steep reduction in fundraising in the first months of the pandemic. On this basis, we estimated a total return on training of approximately R\$4.8 million. Facing the challenges of quarantine, IOX adapted quickly by transforming the in-person course into a virtual course, which also led to a significant cost reduction, with the total cost of this training being approximately R\$36,700.

(1) The Itaú investment portfolio program mapped out customer needs and developed a product of excellence, diversified and accessible to customers.

## coordinator and manager development

Year	Coordinator and manager development in the People Management Cycle
2020	89.4% <sup>(1)</sup>
2019	87.0%
2018	87.8%

(1) Up to 2019, we considered the People Management Cycle and the Labor Best Practice course as mandatory paths. Beginning in 2020, the content of the Labor Best Practices course was revamped and became digital (asynchronous), with any manager able to check it at any time. The percentage of 89.4% refers to participation in the People Management Cycle, which is compulsory content for every new manager promoted or hired.

## number of participants in-person and digital training

Year	Number of participants in digital and to in-person training <sup>(1), (2)</sup>	Total hours of participation (digital and to in-person) – million <sup>(3)</sup>	Average rate of participation in in-person training programs
2020	1,411,595	0.9	82.1%
2019	1,246,186	1.2	91.6%

(1) Information from the SABA platform, an international company specialized in distance education.

(2) Total number of participation in trainings.

(3) Total number of hours dedicated to training.

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## indicators of in-person and digital training

GRI 404-1

Hierarchy level	Total hours of training <sup>(1)</sup>		Number of employees trained <sup>(2)</sup>		Average hours of training per employee	
	2020	2019	2020	2019	2020	2019
Managers	116,726	209,777	9,101	12,556	13	17
Administrative, sales and front office	752,925	919,707	71,734	70,735	10	13
Trainees	28,094	37,324	128	219	219	170
Interns	66,226	57,584	5,020	5,929	13	10
<b>Total</b>	<b>963,972</b>	<b>1,224,392</b>	<b>85,983</b>	<b>89,439</b>	<b>11</b>	<b>14</b>

(1) Total number of hours dedicated to training.

(2) Count of employees who completed some training on the SABA platform.

In order to foster employee development further, we also offer our employees scholarships, such as incentives for graduate courses, and language courses. The educational allowance program distributes scholarships that subsidize a part of the employees' expenses for first and second undergraduate or graduate courses. In 2020, of the 5,500 scholarships distributed to our employees, 65% were for undergraduate and 35% for graduate studies. [GRI 404-2](#)

## scholarships

GRI 404-1

Scholarships	2020	2019	2018
Graduate incentive program	259	519	976
Language courses	49	116	221
Determined by CCT 2018–2020	5,500	5,500	5,500

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## evaluation and development

GRI 404-3

The Ciclo de Meritocracia (Meritocracy Cycle) program focuses on improving results by aligning individual employees' goals with the organization's challenges. We believe that meritocracy is the path toward the transparent and fair management of our teams by recognizing employee performance in individualized ways. This cycle includes feedback, and the continuous pursuit of development opportunities suited to the needs of each employee. Therefore, Ciclo de Meritocracia is a strong ally in the constant progress of our organization.

This program takes into account the results obtained and the way such results were delivered, since even though achieving all goals is key, all actions must rest on the behaviors expected by the organization. As such, the program consists of two individual assessments:

■ **assessment of each employee's performance based on the results of his or her deliveries:**

the process is carried out annually, and has the following steps: goal alignment, result assessment, and feedback. These goals must pose a challenge, encouraging employees to overcome challenges, develop new skills, and should not merely include daily activities. Goals should reflect the pursuit of process and product improvements to leverage business growth and client satisfaction. They must be agreed between the manager and the employee to reflect the strategy of each executive department.

■ **behavioral assessment:** based on an employee's compliance with the behaviors expected by the organization. We have two assessment groups: leadership performs a 360° assessment (peers, partners, team, and manager); while the teams perform a 180° assessment (manager, peers, and partners).

The Strategic People Planning (PSP) is carried out based on the results of these assessments. This planning discusses the relative performance of comparable employees. All data obtained will be used in the future to define the career development, training, and compensation of each employee. As regards the 2019 cycle (the most up-to-date information available up to the publication date of this report), 40,416 or 48%, of the 81,950 employees were assessed as part of the PSP. In 2019, in our foreign units (Argentina, Chile, Colombia, United States, England, Paraguay, Switzerland, Uruguay and others) 3,945 employees were assessed according to the PSP, which corresponds to 5% of employees. The 2020 cycle will be closed after the conclusion of this report.

GRI 404-3 | GRI 102-36

We believe that meritocracy is the path toward the transparent and fair management of our teams by recognizing differentiated performance.

To underpin employee development actions, during people planning, we discuss employees' career moment. To do this, managers align career expectations with employees in a previous exercise. With a view to the continual, structured development of each employee,

in 2020, 100% of the officers, superintendents and managers had their career moments defined. All career plans were discussed by a Development Committee, in order to define the actions of consequence. This exercise is recommended, albeit optional for the coordinator and analyst levels, and at these levels, participation was 65%.

Branch employees who do not hold a management position are assessed using a different model, Trilhas de Carreira (Career Paths). The Trilhas de Carreira Committee is run by the Human Resources department, which meets with the managers to discuss each employee individually. In this discussion, several individual businesses, sales quality and results indicators are presented, in addition to the results of the behavioral assessment. Based on these results, the employees are allocated to certain classifications (since this is a committee, discussions and decisions are made jointly), in addition to deciding an employee's readiness for promotion. In the first half of 2020 (related to the results for the second half of 2019), 37,723 employees were assessed, accounting for 45% of eligible employees.

The business has also been going through transformations that require the consideration of results deliveries over shorter cycles aligned with longer-term goals, more collaborative work models with teams that work on a matrix basis, which generates demand for new incentive models suitable to this reality. For this reason, we have developed the Modelo de Comunidades (Communities Model), based on partial deliveries, that takes into account collective and individual goals and a behavioral adherence assessment with a single score at the end of the year. The employees are associated with PSP Communities, which will guide compensation, recognition, and development actions. Currently, we have 5,925 employees under this model, equivalent to 7% of all employees. [GRI 102-36](#)

The remaining employees only undergo individual assessments (either delivery assessment or behavioral assessment) or other specific assessment models. This ensures that 100% of the organization's employees are subject to some form of performance assessment. For 2020, we revised our assessment mode so it is more adjusted to our current reality. [GRI 404-3](#)

## fixed compensation

Our Fixed Compensation Policy recognizes the skills and seniority of a professional, and his or her compensation may be increased in accordance with our Promotion and Merit Policy and with collective bargain agreements.

## variable compensation

The variable compensation recognizes the levels of individual performance, the financial results achieved by our business, and its sustainability in the short, medium and long terms. Variable compensation consists of profit sharing (PR) and additional profit sharing. All types of compensation depend on the business and individual performance, while ensuring the minimum compensation set in a collective bargaining agreement entered into with the relevant trade union.

## Variable Compensation Program

High performing managers and superintendents are entitled to additional share-based compensation, which they will receive after a three-year vesting period.

## High Performance Compensation Program (PRAD) and Service Center Recognition Program (PRCA)

These consist of additional profit sharing for 30% of the best-evaluated employees, according to meritocratic criteria.

## Differentiated Performance (DP) Program

The Long-Term Performance Program covers employees in leadership or similar positions based on an individual assessment that recognizes the highlights in results and behavior, in the form of our preferred shares (ITUB4).

## Partners Program

Recognizes and distinguishes professionals who make a difference and lead the building of a future-oriented bank aligned with our vision and values. Employees and management members who are elected as partners or associates may invest part of their profit share in acquiring shares in the bank, also receiving counterpart consideration in shares. The 2019 General Stockholders' Meeting Manual shows the compensation metrics used by the bank.

## Key Person (KP) Recognition Program

The purpose of this program is to recognize key professionals whose work is key to the bank, and employees who work on strategic projects. The professionals who are part of this program are selected by the bank's Executive Committee. Recognition is granted in the form of preferred shares (ITUB4).

## equity in compensation<sup>(1)</sup> – Mathematical ratios of salaries between genders GRI 405-2

Hierarchical level	2020 rate	2019 rate	2018 rate	2017 rate	2016 rate	Calculation rationale (using 12 months of 2020 – Jan–Dec)
Officers	1.01	1.00	1.00	0.99	0.99	Average women's compensation to men's average compensation (Officer level).
Middle managers	0.76	0.77	0.77	0.77	0.77	Average women's fixed compensation (without ATS) to men's average compensation.
Administrative	0.80	0.79	0.79	0.78	0.78	
Sales and front office	0.95	0.94	0.88	0.86	0.87	
Trainees	1.00	1.00	1.00	1.00	1.00	External payroll – apprentices only receive grants; thus, both genders receive equal amounts.
Apprentices	1.00	1.00	1.00	1.00	1.00	
Interns	1.00	1.00	1.00	1.00	1.00	Women's average grant to men's average grant.

(1) The pay equity factor compares the compensation of the female members of each of the indicated hierarchical levels and the compensation of the male members of the same hierarchical level.

Note: For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units and foundations.

## benefits GRI 102-41 | GRI 401-2

All of our employees are covered by collective labor agreements and conventions. The main benefits stipulated in these agreements for employees working in Brazil are: meal allowance, basic staples allowance, daycare/babysitter allowance, transportation allowance, and funeral allowance.

We also offer special benefits and incentives (financial, non-financial and welfare benefits) to all employees, during their period of active employment at the bank.

**All our employees are covered by collective labor agreements and conventions.**

## flexibility

### electronic time card GRI 401-2

The electronic monitoring of the working day is based on capturing the arrival and departure records inputted by employees at their workstations. Specifically across the branch network and administrative departments, the bank implemented a system that reports and blocks the workstation when there is no login entry.

Currently, all employees, except those in call centers, have the option to fill out their timecards digitally, using the IU Conecta intranet portal or the smartphone application. This increases autonomy and agility, without the need to open the workstation to log in. In 2020, 69,439 employees were eligible for recording working hours electronically.

The bank adopts an hour offsetting system to allow employees to balance their personal and professional lives by letting them arrive later and/or leave before the end of the workday, and then offset hours not worked on certain days or exchange accumulated hours for days off, as agreed with the manager during the current month. In addition, due to the COVID-19 pandemic, the

Government loosened the employment relations rules under specific executive Provisional Acts. In May 2020, we implemented a Time Bank, the concept of which is to accumulate negative hours (without any minimum limit) and apply a 10% discount at the end of the period, and the final balance is carried forward to the following month. The cumulative period was May 2020–December 2020, and employees have until December 2021 to offset their negative balances of time.

It is worth noting that there was no change in the credit hours rule, i.e., if the employee is left with overtime at the end of the period, the credit is made to payroll.

## leisure

### Itaú Unibanco Clube GRI 403-6 | GRI 401-2

Leisure, recreation, cultural and sporting activities intended to foster integration and quality of life for our employees, retirees and their families. We have three such clubs, located in Guarapiranga dam, Itanhaém and São Sebastião (State of São Paulo). The activities of the Itaú Unibanco Club were fully discontinued beginning in March 2020 due to the COVID-19 pandemic. In 2020, the Itaú Unibanco Club recorded:

- 23,700 hosts (63.31% less compared to 2019);
- 1,700 people at events (92.01% less compared to 2019); and
- 12,700 visitors (76.35% less compared to 2019).

## financial

### iupp GRI 401-2

In 2020, we launched the iupp loyalty program for the market and also for our employees. Approximately 50,000 employees have registered with Itaú's shopping platform and can buy products using points, accumulate points by buying goods through the program's online shopping center and also access exclusive discounts from several partners.

### discount financial products and services for employees (loans, shopping clubs, insurance, credit cards)

GRI 401-2

Operating revenues sold at discounts and/or subject to special fees, such as payroll loans, overdrafts, banking

charges, auto insurance, home insurance, buyers' clubs, and real estate loans. These products and services are available to all employees.

### **supplementary private pensions** [GRI 401-2](#)

In 2020, the voluntary supplementary pension plans that we offer reached 78% of employees. The purpose of the supplementary pension plans is to supplement the Social Security benefits and allow retired employees to keep the same standard of living. The supplementary pension plans are managed by two closed-ended funds and one open-ended fund.

### **group life insurance** [GRI 401-2](#)

Group life insurance covers a beneficiary's death or disability. The plan automatically includes spouses and children and extended funeral assistance coverage. Employees who already have life insurance may receive a supplementary life policy to increase the amount insured. In 2020, this product was available to all employees.

### **pharmaceuticals** [GRI 403-6](#)

Through partner drugstores, we offer employees discounts on purchases of medicines and cosmetics, which are also valid for online shopping. In 2020, approximately 27,600 employees benefited from pharmacy aid (15% reduction compared to 2019).

### **fitness center (exercise)** [GRI 403-6](#)

We entered into partnerships with fitness centers that offer our employees from discounts on membership fees for facilities in some of our office buildings.

In 2020, 17,500 employees benefited from gym partnerships (down 46% on 2019). Because of the pandemic and the closing of gyms, many employees chose to cancel their memberships.

## **occupational health and safety, and wellbeing**

We are aware of the importance of work in building people's identity, as well as the complex interactions between personal goals, rules, work relationships, and the social and economic environment. Therefore, we have developed health, safety and wellbeing actions to

prevent diseases, provide early diagnosis, and recover our employees. We followed the occupational health and safety definitions of the government's regulatory standards, the guidelines of the World Health Organization, the collective agreements with unions, and the guidelines of the Occupational Health and Safety Subcommittee of the Brazilian Federation of Banks (FEBRABAN). [GRI 403-2](#)

We identify work environment-related risks during visits by safety technicians and monitoring health indicators, which are then analyzed together with occupational engineers and physicians. Based on these analyses, we prepare action plans to promote healthier environments. In addition, employees and managers can request services from the health and safety teams using a request control system, to report the accidents, occupational diseases, and conditions they consider inappropriate, and which need to be investigated.

When a work accident or occupational disease is detected by the technical team, the primary cause of the disease is identified in order to eliminate or reduce risks by triggering action plans. [GRI 403-2](#)

### **mental health**

Epidemiological data has indicated an increase in the frequency of mental illness in the world's population. Experts predict that this trend will intensify in the post-pandemic world. Accordingly, we have strengthened our prevention, early detection, and rehabilitation programs for employees affected by these diseases based on the following actions:

- Partnerships with gyms throughout Brazil, since it has been proven that physical activity is beneficial at all stages of mental illness;
- Addressing Organizational Psychodynamics aspects in ergonomic analyses of workstations; and
- Including a quiz in the medical care protocols for occupational exams aimed at assessing the risks of mental disorders (SRQ20).

We also have an accredited network of specialists (doctors and psychologists) made available by medical care organizations, the Employee Assistance Program (Stay OK) and our own outpatient clinics, and we maintain our own disease prevention and overall health support programs.

Note: We only took into consideration information from the Itaú Unibanco group under the management of the Human Resources department, except for foreign units.

## health and safety in the COVID-19 pandemic

In 2020, due to the novel coronavirus pandemic, we implemented a series of measures to protect, support, and guide employees, as banking activities were classified as essential by the government during the pandemic. These actions include:



**allowing all eligible employees to work from home.**



**removing all employees in any risk group for complications from COVID-19 from customer-facing roles.**



**closing some branches and reducing service hours.**



**employee rotation.**



**stricter hygiene protocols.**



**adapting our facilities to ensure social distancing.**



**distributing face masks to all employees.**



**making teleconsultations with renowned Brazilian hospitals available to all employees, totaling 69,426 appointments.<sup>(1)</sup>**



**putting symptomatic employees and those who they contacted on sick leave, with telemedicine consultations with the bank's outside health teams to monitor and follow up such cases.**



**intensifying communication via official channels to guide employees.**



**prepayment of the year-end bonuses.**



**flu vaccinations.**

(1) The services include: medicine, nursing and nutrition.

## 2020 results

The health absenteeism indicator was strongly affected in 2020 because of COVID-19 mitigation measures, with higher rates (2.69 in 2020 versus 1.49 in 2019) tied to the flu. We expect this indicator to remain high in 2021, depending directly on the government's pandemic control strategies. We conducted a series of live online interviews with experts to spread knowledge, break paradigms, and reflect on the changes resulting from the pandemic. This action, called

Reflection on Change Moments, lasted 30 days, from July to August, and the related content was disseminated via the bank's channels.

### deaths<sup>(1)</sup> GRI 403-9

	2020	2019	2018
<b>Total</b>	1	1	1

(1) Deaths due to accidents while commuting to work; there were no deaths caused by accidents while in the workplace.

### employee health and safety rates GRI 403-9

	Work-related injuries rate <sup>(1)</sup>			Workdays lost rate <sup>(2)</sup>			Occupational diseases rate <sup>(3)</sup>			Absenteeism rate <sup>(4)</sup>		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Total</b>	1.88	2.92	2.06	507.33	820.9	707.5	1.57	2.40	1.57	2.69	1.49	1.32

(1) Work-related injuries rate = (total accident benefits + total Work-related Accident Communications issued in the period (disregarding duplication)/total hours worked by employees in the same period) X 200,000.

(2) Workdays lost rate = (total workdays lost due to occupational diseases in the period/total hours worked by employees in the same period) X 200,000.

(3) Occupational diseases rate = (total accident benefits in the period/total hours worked by employees in the same period) X 200,000.

(4) Absenteeism rate = (total days of absence due to health reasons in the period/total days worked by employees in the same period) x 100.

## Occupational Health and Safety actions

### Fique OK (Stay OK) Program GRI 403-3

Implemented in its current form in 2018, the Stay OK Program is a personal support program provided to our employees and their family members aimed at confidentially embracing and guiding employees who are going through personal, family or professional conflicting situations. The service is provided by a multidisciplinary team, available 24/7 by telephone, WhatsApp, or the related app, all free of charge. The program offers psychological and physical therapy, legal, nutritional, financial, personal trainer, social services, and pet consultant assessments and follow-up services.

During the pandemic, the program has become key to supporting health actions, helping more than 18,000 people through more than 222,000 calls. It also organized a series of 46 live webcasts and lectures to raise awareness and support our employees through the global health impacts linked to the pandemic, reaching 15,000 participants with themes addressing emerging demands: "I wanted my life back"; "Management of emotions"; "Handling children during quarantine"; "Overcoming losses"; "Quarantine trade-offs"; "What kind of fear is this?"; "Mental health in times of COVID"; "Conflict management"; "Self-awareness"; and "Leadership: difficult conversations".

The live webcasts were viewed by 14,788 people in total. In addition, content was made available to other employees via digital platforms. With an average NPS of 86.40, we kept all actions in the area of excellence.

### nutritional care and psychosocial services GRI 403-3

We provide clinical nutritional, psychological, and social assistance services to our employees at our main administrative hubs. The number of in-person consultations was directly affected by the actions we have taken to fight the pandemic. However, based on teleconsultations, there was an overall significant increase in the number in this period.

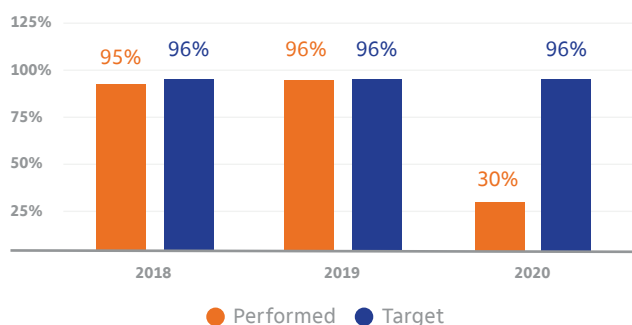
In 2020, we recorded:

- 7,419 nutritional consultations (up 162% compared to 2019);
- 77,798 consultations with psychologists (up 247% compared to 2019); and
- 7,693 consultations with social workers (193% compared to 2019).



Our employees undergo annual medical examinations, in line with local regulations (Regulatory Standard No. 7, from the Ministry of Economy). Based on the results, it is possible to determine their fitness for work, and to direct employees towards specific health programs, according to the technical protocols in place. The data obtained generates epidemiological indicators, helps with departments' action strategies, and allows the impacts of the actions in progress to be assessed.

#### periodic medical examinations



in 2020, by statutory requirement, periodic medical examinations (as well as other occupational health examinations, with the exception of dismissal medical examinations) remained suspended for most of the pandemic period (in accordance with Provisional Act 927), as part of governmental actions to promote social distancing.

To maintain active information gathering on the health of our employees, we began offering telemedicine clinical checkups beginning in the last quarter of the year. At the same time, we restructured the logistics of our periodic medical exams, taking into consideration health safety principles, especially regarding social distancing. We performed 21,037 periodical exams (30% of the eligible employees) in person and 12,137 virtual clinical checkups.

We continuously improve the quality of our employee experience (wait time, perception of the medical examination and facility quality) and technical aspects (team compliance with service protocols). As part of this process, we have expanded the coverage of the exams performed, the following technical protocols and offering bank-specific programs, under the direct management of the organization, supplemented by a nationwide accredited network:

- Our own outpatient clinics: nine in São Paulo administrative hub;
- Occupational rooms: nine rooms under our own management and exclusive service in Rio de Janeiro, Belo Horizonte, Curitiba, Salvador, Recife, and Porto Alegre;
- Referrals network: three rooms with outsourced management and shared services; and
- Accredited network: clinics with outsourced, non-exclusive services.

It is worth mentioning that, in order to support the medical evaluation of employees, especially when related to mental health, we have adopted the Self-Report Questionnaire – 20 (SRQ20), a scientifically validated tool used to measure three risks of mental illness. The goal is to identify early employees with emotional changes and direct them to psychological/psychiatric evaluation/monitoring and/or professional readaptation. In 2020, we carried out this screening with 25,000 employees, based on occupational exams and medical evaluations via telemedicine.

#### checkups GRI 403-3

We offer free medical checkups for officers, superintendents, superintendent-level specialists, central administration managers, and manager-level specialists. In 2020, the program was used by 348 eligible executives, equivalent to a participation rate of 16% (down 26.2% compared to 2019).

#### medical and dental care

We offer an accredited network of healthcare services, including dental medical treatments, medical treatments (emergency and outpatient appointments and hospital admissions), diagnostic services and therapies, pursuant to the rules of the National Supplementary Health Agency (ANS). In 2020, 85,039<sup>(2)</sup> active employees were enrolled in the medical plan and 60,765<sup>(2)</sup> in the dental plan.

(2) Active employees; dismissed employees and dependents are not included.

## **Espaço Saúde (Health Space)** GRI 403-6 | GRI 403-7

Health Spaces offer multidisciplinary care in line with the principles of Family Medicine, integrated with the occupational model. The administrative hubs with the highest number of employees each have their own Health Space.

In 2020, to continue to monitor our employees' health, we introduced teleconsultations with the Family Medicine teams, including monitoring suspected and confirmed cases of COVID-19. During the year, there were over 93,780 social assistance.

## **supplementary clinical evaluations**

GRI 403-6 | GRI 403-7

To identify and monitor the causes of our employees' absenteeism for health reasons, we implemented the Supplementary Clinical Evaluation (ACC), a process carried out in our own outpatient clinics and occupational rooms.<sup>(3)</sup> In addition to medical care, these evaluations generate inputs for the medical database and health indicators. In 2020, there were 1,378 appointments, up to the suspension of the program due to the pandemic. The program is under review.

## **flu vaccination campaign**

We offer free flu vaccinations to our employees, including interns, at their workplaces or at accredited clinics. This year, there was an even greater challenge due to COVID-19 social isolation measures and special branch hours. The vaccination was carried out through a drive-thru scheme, scheduled via an app, and delivered without the employees having to leave their cars. Despite all these challenges, 50,094 people were vaccinated, representing 56% coverage with an NPS<sup>(4)</sup> of 86.

## **Program for Professional Readaptation**

GRI 403-6 | GRI 403-7

The Program for Professional Readaptation aims to ensure the recovery of an employee's capacity to be productive in his or her role by encouraging social and psychological reinsertion into working routines.

The program consists of organizing a multidisciplinary team (doctors, psychologists, and social workers) to support and guide the employee by gradually adapting activities according to the employee's health limitations, so he or she could fully take on his or her role at the end of the readaptation plan. It also offers management support in guiding and following up employees by helping to create a welcoming environment.

The program is intended for all Itaú Unibanco Group employees who have either been on leave paid for through Social Security or not and need temporary support to resume or proceed with their original activities.

In 2020, 1,758 employees participated in the program.

## **mothers and pregnant women and parental support policies** GRI 403-3

The Mothers and Pregnant Women Support Policy establishes benefits, mentioned below, from pregnancy through to returning to work after maternity leave. The programs *Bebê a Bordo* (Baby on Board) and *Bebê em Casa* (Baby at Home) go beyond the benefits required by law. In 2020, 2,447 employees were eligible for the mothers and pregnant women and parental support policies.

## **Bebê a Bordo (Baby on Board) program**

Course intended for pregnant employees, employees with pregnant partners, and couples in the process of adoption. The course approaches the first months of pregnancy, nutrition, early newborn care, and psychological issues.

Because of the pandemic, in 2020 we had only two in-person classes, and adapted the program to a virtual session, with national coverage.

In 2020, 320 employees participated in the in-class Baby on Board program and 472 in the online program.

(3) Except in Porto Alegre (RS).

(4) Net Promoter Score (NPS), a metric used in the bank to track changes in satisfaction. The scoring scale ranges from -100 to 100 points.

## Bebê em Casa (Baby at Home) program

We encourage nurses to visit employees' homes in the first week after delivery, to provide guidance on breastfeeding and early care of the newborn. In 2020, due to the pandemic, we adapted the program to a virtual model, and were thus able to expand its reach nationwide. 654 employees joined the Baby at Home program during the year.

## up to 60 additional maternity leave days

We are signatories to the Citizen Company Program, an optional program that provides employees with an additional 60-day period of maternity leave, starting on the day immediately following the end of the leave period granted under the Labor Law:

- 60 days: for the new mother and adoption of children under one year old;
- 30 days: for the adoption of children aged 1 to 4 years old; and
- 15 days: for the adoption of children aged 4 to 8 years old.

Of the total number of employees beginning maternity leave in 2020, 97.9% joined the extension under the Citizen Company Program.

	Male	Female	Total
2020	96.1%	98.8%	97.9%

In addition, the percentage of employees returning from parental leave who did not leave in the 12 months after their return from parental leave was as follows:

	2020 <sup>(1)</sup>	2019 <sup>(1)</sup>	2018 <sup>(1)</sup>
Female	89.7%	95.0%	87.6%

(1) Data refers to employees who completed 12 months after returning from parental leave during the related year.

## extension of paternal leave

A benefit that allows male employees to extend supporting parental leave for 15 days, in addition to the five days to which they are already entitled by law, which also applies in cases of adoption.

1,127 employees benefitted from this scheme in 2020.

## Canto da Mamãe (Mom's Corner)

At some of our administrative hubs, we provide a space to extract and store breast milk during working hours. This scheme was highly affected by the pandemic.

In 2020, 27 employees used the Mom's Corner (down 99.3% from 2019).

## Internal Accident Prevention Committee (CIPA) GRI 403-6 | GRI 403-7

The commission consists of representatives of the bank's employees, who work to prevent occupational accidents and diseases, and provide inputs for discussions on health and safety issues organized by the bank. Its representatives assign the responsibilities and define the activities required to ensure compliance with the Labor and Employment Ministry's Ordinances 3,214/1978 and SIT 14/2007.

In 2020, despite the social distancing measures, all CIPA electoral and renewal processes were kept 100% online.

We created 19 internal committees, totaling 296 members, and provided 20 hours of individual training using the EAD (distance learning) format.

The ordinary meetings were held regularly and, together with the Specialized Safety Engineering and Labor Medicine Service (SESMT), promoted 80 live webcasts on ergonomic guidance for telework (home office), as well as providing support on the monitoring and guidance of protocols related to COVID-19 (Safety Protocols – Prevention Measures Guide for Face-to-Face Work, available in our intranet).

## Internal Week for the Prevention of Work-Related Accidents (SIPAT)

GRI 403-6 | GRI 403-7

The purpose of the SIPAT is to provide information on and raise awareness of issues related to occupational health and safety for employees and is held annually in our organization.

In 2020, with the goal of reaching the entire population of employees, the SIPAT was held 100% online, through live webcasts with its duration extended to one month, in July-August. Themed "Moments of reflection on change", we held lectures and roundtable conversations were held on subjects such as wellbeing in uncertain times, compulsion, emotional intelligence, conflict management during the pandemic, and self-awareness. 22,400 employees participated in these actions.

## Environmental Risk Prevention Program (PPRA)

GRI 403-6 | GRI 403-7

This consists of the assessment of business units for the purpose of identifying physical, chemical, and biological hazards in the workplace, proposing adjustments to mitigate and/or eliminate exposure to these risks, as well as following up on their implementation.

In 2020, 3,594 branches and 64 administrative units were inspected, corresponding to 98% of our active sites, which will be monitored to ensure the continuous improvement of working conditions for employees.

## Investigations of occupational and similar accidents (submission of Occupational Accident Report – CAT)

GRI 403-6 | GRI 403-7

The purpose of these investigations is to understand the causes of accidents and diseases potentially related to working conditions, as well as determining their causes, so that corrective and preventive actions can be taken. The continuity of this process includes the CAT for typical and commuting accidents and occupational diseases.

The safety alert is used to systematize how we handle occupational accidents with employees, cases in which the SESMT raises a flag on a potential event involving similar accidents in other units. In this way, safety alerts can be sent to the affected departments for the purpose of expanding preventive actions.

In 2020, 101 occupational accident reports were filed.

## ergonomic reviews of workstations

GRI 403-6 | GRI 403-7

The ergonomic reviews of workstations seek to understand the interactions between people and their workplace, including physical, environmental, cognitive, and organizational aspects, and how these relate to health and comfort in the workplace.

Environmental evaluation inspections check the results of illuminance, temperature, air speed, and noise measurements, in compliance with Regulatory Standard No. 17. Irregularities found are addressed through action plans and monitored in the next cycle.

Ergonomic design is carried out during the approval stage and aims to study the implementation of new furniture and equipment at workstations, as well as assessing potential impacts on the employees' health, supporting the choice of solutions that provide more comfort and safety to users. In 2020, 3,594 branches and 64 administrative units were inspected, covering 98% of our active sites.

For the purpose of raising awareness and providing guidance on the correct way to adjust workstations at home offices, we developed an ergonomics manual and held 80 live webcasts, which are available to employees on a monthly basis.

## Workplace Evaluation

GRI 403-6 | GRI 403-7

Workplace Evaluation (APT) offers customized technical assistance, carried out by occupational safety engineers and technicians for employees with ergonomic physical demands not covered by the Ergonomic Review of Workstations. For employees with disabilities (PWD), this action is particularly important, because the study is based on individual needs, resulting even in changes to the size of workstation, adapting furniture, and/or acquiring new ergonomic amenities. During 2020, in a predominantly teleworking scenario, we carried out 21 workstation evaluations.

## preparation of reports on unhealthy or dangerous conditions GRI 403-6 | GRI 403-7

Our facilities and activities are predominantly administrative in nature, with no elements that characterize them as unhealthy and/or hazardous, as defined by Regulatory Standards No. 15 and No. 16. However, if during annual inspections at the units where our employees carry out their activities, the potential for exposure to unhealthy agents and/or hazardous environments is identified or even when these are pointed out by our employees, technical evaluations are carried out by a labor safety engineering expert to identify unhealthy and hazardous conditions to be addressed and take the necessary action.

In 2020, three unhealthy and hazardous condition claims were raised, and the related evaluations were carried out.

## emergencies

Refers to events that could injure or be a risk to the lives of employees. In cases of medical emergencies, we have structured outpatient clinics to handle urgency/emergency cases, as well as a rescue service.

In 2020, 82 people received emergency care. GRI 403-6 | GRI 403-7

## emergency workplace escape policies and processes GRI 403-3 | GRI 403-7

We have a permanent fire safety policy for the administrative buildings and data center environments, in compliance with the laws and regulations in force.

This policy defines physical and fire safety procedures to outline guidelines and set responsibilities, on to raise employees' awareness of fire prevention.

We also contract with specialized companies to provide asset security teams and professional firemen, who are trained and qualified in the use of fire prevention and fighting equipment, first aid and emergency prevention actions.

We conduct the maintenance of more than 9,000 pieces of equipment and firefighting systems to ensure their operating efficiency. All units follow strict criteria for monitoring and checking this equipment, audited periodically by the in-house safety team.

## training on occupational health and safety

### support to leadership on promoting health

GRI 403-5

In 2020, 119 lectures were given by occupational physicians aimed at supporting the leadership in promoting a healthy environment. In light of the pandemic, we addressed themes such as: "Mental and biological health", "Working at home offices", "Reconciling routines", "Workdays", and "Focus groups" with leadership. These online lectures were attended by 12,387 employees in total.

### occupational health and safety training

GRI 403-5

The Occupational Health, Safety, and Wellbeing Department invests in developing and updating training content focused on health and safety at work. During 2020, the key training sessions were as follow:

- Occupational Health and Safety (NR-1): corresponds to one of the modules of the Integrity Program and includes other institutional themes. This is aimed at reinforcing each employee's role in building a healthy, safe, inclusive, diverse, and representative workplace. Training is conducted via e-learning and is based on guidelines for the prevention of occupational accidents and diseases.

In 2020, this training was attended by 91% of our workforce, corresponding to 79,400 trained employees. It is available to 100% of employees.

- Ergonomic adjustment: call centers provide guidance and training on the correct use of furniture and equipment. For the employee integration process, training takes place face-to-face, lasting four hours and refresher courses, via e-learning, take place every six months.

- Workplace Safety Representatives: at branches where CIPA is not required, we provide training on matters related to the prevention of accidents and occupational diseases, via e-learning, to 100% of the branch front office managers and supervisors.

- Ergonomics for bank tellers: after installing new branch counters, all tellers are trained on their correct use.

## occupational health and training for third parties GRI 403-5

Continuing the process of getting closer to service providers, during the ongoing pandemic and social distancing scenario, we pursued alternatives to keep in touch with suppliers by opening information channels on the health and safety requirements necessary for the performance of business activities.

In 2020, we held two workshops for these stakeholders, added prevention protocols as part of COVID-19 actions, and made available a Manual to contractors and service providers.

Using a digital platform for suppliers – Portal do Fornecedor – we made guidelines, directives and procedures available to third parties.

## turnover GRI 401-1

The turnover rate is the ratio of admissions and terminations (voluntary or involuntary) of employees within a given period. We monitor this index on a monthly basis and submit it to the Executive Committee. The calculation does not take into account employees abroad, apprentices, expatriates, disability pensioners, directors, and interns. We provide more detailed results of our turnover indicators in the [Attachments](#) to this report.

There was a significant drop in the turnover rate in 2020, from 16.7% in 2019 to 7.9%. This drop was mainly due to the decrease in involuntary turnover (employees who resign), since during the first period of crisis caused by the pandemic, layoffs were suspended (except for those related to serious ethical misconduct). Beginning in September 2020, all people management activities, including hiring, promotions, and terminations, were resumed.

### turnover rate GRI 401-1

	Voluntary <sup>(1)</sup>	Involuntary <sup>(2)</sup>	Total <sup>(3)</sup>
2020	3.3%	4.6%	7.9%
2019	4.7%	12.1%	16.7%
2018	3.1%	6.9%	10.0%

Note: Voluntary termination refers to when an employee resigns, while involuntary termination is when the employer dismisses an employee.

(1) Calculated based on the total number of voluntary terminations divided by the average number of active employees, calculated as the sum of active employees at the beginning and the end of the period divided by two. The total number of active employees at the end of the period is calculated as follows: number of employees at the beginning of the period, plus new hires, minus voluntary terminations.

(2) Calculation based on the total number of involuntary terminations divided by the average number of active employees, calculated as the sum of active employees at the beginning and the end of the period, divided by two. The total active employees at the end of the period is calculated as follows: employees at the beginning of the period, plus new hires, minus involuntary terminations.

(3) Aggregate of the voluntary and involuntary turnover rates.

# private social investment

GRI 103-1 Private social investment | GRI 103-2 Private social investment | GRI 103-3 Private social investment

## our commitment

Promoting access to and extending rights, enhancing the quality of life in cities and strengthening people's power of transformation through private social investment.

## our targets<sup>(1)</sup>



### education

Investing in initiatives to promote and enhance the quality of the Brazilian public education system, thus helping improve learning with equality, reduce inequalities, and ensure the full development and decent inclusion of children, teens and youths in society.



### culture

Supporting the development of people through art and culture, by providing a diverse array of cultural assets to improve the quality of life and cultural development of Brazilian society.

- Encouraging research, the production of the arts and the preservation of Brazilian cultural memory, to strength the world of culture and its economic segments; and
- Promoting the democratization of culture and access to cinema to the whole population, by giving priority to diverse films and content, developing a critical audience who play an active role in society, and supporting projects that value the different views of the movies.



### mobility

Investing in the use of bikes as a mode of transportation in large urban centers to promote a more inclusive and low carbon economy.



### longevider (live longer)

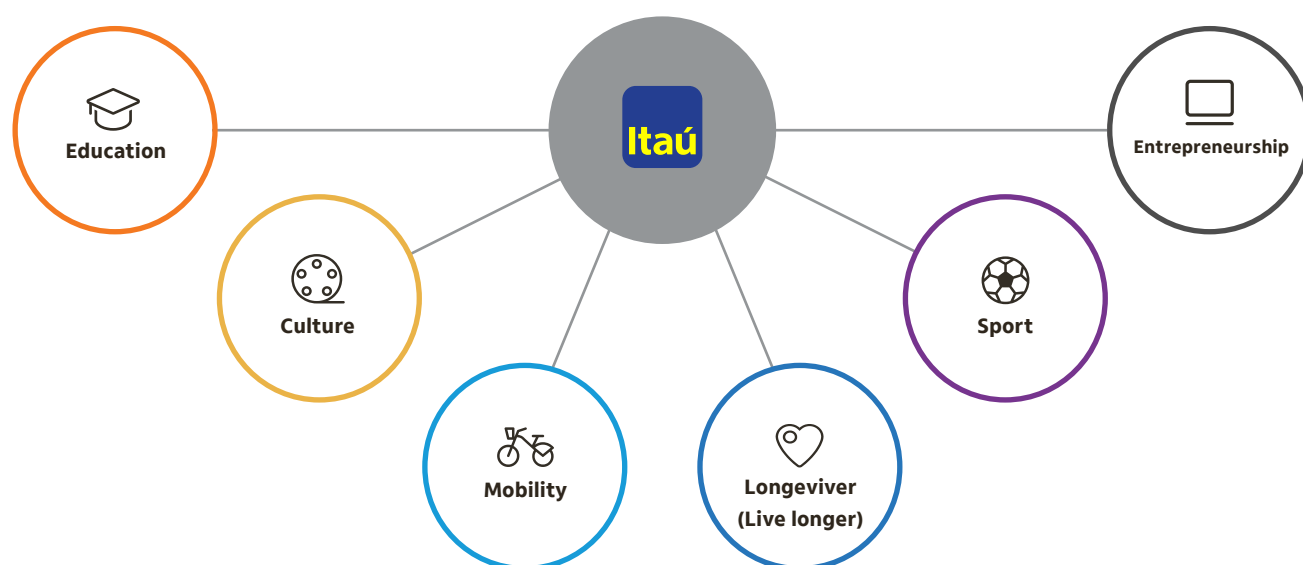
Investing in the ongoing promotion of a protection network, financial security and digital inclusion aimed at improving quality of life for the elderly.

(1) The status of these targets has not yet been monitored, since this is a recently launched commitment.

## strengthening our pact with Brazilian society

In the context of the COVID-19 pandemic, private social investment has become even more relevant, fostering the initiatives required to make it through this difficult period. Setting up the Private Social Investment Commitment means reaffirming our pact with Brazilian society, strengthening bonds of trust in times of uncertainty. As well as the other commitments aligned with the Sustainable Development Goals of the United Nations Organization (SDG-UN), the private social investment agenda of the bank is focused on four action fronts: education, culture, mobility and longevity, areas in which we have a history of activities.

### action fronts



**Itaú Social:** develops, implements, and shares social technologies to contribute to public education.  
**Instituto Unibanco:** seeks to improve public education management to ensure advances that students improve learning skill and stay in school.

**Itaú Cultural:** an initiative focused on research and production of content, as well as mapping, promoting and disseminating artistic and cultural manifestations.  
**Espaço Itaú de Cinema:** with eight movie theater complexes throughout Brazil, its goal is to provide new cinema visions and form critical, conscious, and transforming audiences, leaving a legacy for society.

**Bike Itaú:** invests in civil society initiatives and the production of academic contents, in addition to providing 8.3 million bicycles through sharing systems.

**Itaú Viver Mais:** part of the Longevity program, it supports the right protection network for the elderly by sponsoring initiatives, training professionals and helping prepare government authorities and civil society for demographic change and its impacts.

We sponsor more than 40 projects in various sports, such as soccer and tennis, from lower-level initiatives to high performance athletes; we believe that sports are an important promoter of social inclusion and the full education of the population in order to achieve the development of the individual.

**Cubo Itaú:** a hub for fostering technological entrepreneurship in Latin America; it promotes business, connections, and the exchange of knowledge and experiences.

## learn about the initiatives connected with this commitment

As a financial institution, we recognize our role as an agent of transformation and a promoter of development. To this end, our strategy for our relationship with society takes into consideration, as a priority, our influence on public policies and the collective agendas at local, national and global levels, developing cooperation models among different sectors of society and including the SDG in the plans and policies of Brazilian states and municipalities.

In 2020, we invested more than R\$2 billion in projects in Brazil and abroad, through our foreign units. Of this amount, 95% was invested by way of donations and sponsorships provided by Itaú Unibanco itself, and 5% was through funding subsidized by the Rouanet Law (culture), the Sports Incentive Law, Statute of the Elderly, National Oncology Care Support Program (PRONON), the National Program to Support the Healthcare of People with Disabilities (PRONAS) and the Municipal Fund for Children and Adolescents (FUMCAD). [GRI 201-4](#)



## breakdown of private social investment GRI 201-1 | G4-DMA Economic performance

Sponsorship	Total in 2020 (R\$ million)	Brazil				Latin America			
		Amount (R\$ million)		Number of projects		Amount (R\$ million)		Number of projects	
		2020	2019	2020	2019	2020	2019	2020	2019
<b>Not incentivized</b>	<b>1,914.03</b>	<b>1,880.26</b>	<b>499.50</b>	<b>1,095</b>	<b>1,090</b>	<b>33.76</b>	<b>37.01</b>	<b>98</b>	<b>107</b>
Education	273.71	270.81	259.00	605	445	2.89	1.90	30	35
Sports	0.55	0.55	1.60	3	6	0.00	0.01	0	1
Culture	112.34	109.27	119.00	179	298	3.08	3.80	36	36
Urban mobility	77.22	58.84	57.60	40	28	18.39	28.60	4	4
Diversity	3.68	3.68	4.80	22	26	0.00	-	0	-
Health	1,396.92	1,394.00	-	169	-	2.92	0.00	3	0
Innovation and entrepreneurship	36.00	35.77	47.50	22	211	0.23	0.10	6	6
Development and local participation	13.60	7.35	10.00	55	76	6.25	2.60	19	25
<b>Incentivized</b>	<b>96.94</b>	<b>96.55</b>	<b>232.90</b>	<b>216</b>	<b>400</b>	<b>0.40</b>	<b>11.30</b>	<b>2</b>	<b>7</b>
Culture	47.75	47.63	118.20	117	146	0.12	8.40	1	3
Sports	11.31	11.31	30.10	31	63	0.00	-	-	-
Education	11.60	11.32	29.90	34	118	0.28	2.90	1	4
Health	14.89	14.89	24.70	16	18	0.00	-	-	-
Seniors	11.40	11.40	30.00	18	55	0.00	-	-	-
<b>Total</b>	<b>2,010.97</b>	<b>1,976.81</b>	<b>732.40</b>	<b>1,311</b>	<b>1,490</b>	<b>34.2</b>	<b>48.3</b>	<b>100</b>	<b>114</b>

## **governance**

### **Social Responsibility Committee**

In 2019, we reviewed our private social investment governance structure. We then set up the Social Responsibility Committee, which is responsible for defining strategies to strengthen the Company's corporate social responsibility and monitoring the performance of our institutes and foundations, as well as initiatives carried out directly by the bank. This Committee reports directly to the Board of Directors, and its members are executives and Board members of the bank.

### **merger between Itaú Cultural and Fundação Itaú Social**

For over 30 years, we have been carrying out relevant actions in the fields of education and culture through

Itaú Cultural, Itaú Social and Itaú BBA. With the aim of continuing to expand the impact of these initiatives on society, Fundação Itaú para Educação e Cultura, set up in 2019 as a result of the merger between Itaú Cultural and Fundação Itaú Social, now has a mission to promote education, culture, social assistance, rights defense and guarantee, as well as strengthening civil society.

Accordingly, its structure is based on three fronts: Itaú Social, Itaú Cultural and education and work. These fronts are supported by an endowment, which ensures the continuity of the work, the expansion of the legacy and increasingly robust governance – without compromising the legitimacy and autonomy of the fronts.

## **education**

Investment in education is one of the driving forces towards social transformation, and a pillar of a country's sustainable development. The better the quality of education, the better trained and more capable citizens are to achieve better job opportunities and quality of life, thus strengthening Brazil's economy, which is key to our business. We believe that equal public education promotes access to culture, creating autonomous citizens with a critical ability to assess their reality and propose the necessary changes.



**R\$59.5 million invested in training of professionals from education, reaching about 3.7 million children, adolescents and young people.**



**Leia para uma Criança (Read to a Child): Over 82,000 distributed books.**



**volunteering: 200 actions, totaling more 10,000 donated hours.**



**R\$52 million were destined for COVID-19 Emergency Support, benefiting 138 institutions and 157,000 families.**



**training on leadership management during a crisis, which reached 3,574 participants in Goiás and Ceará.**



**book launched on impact assessment of the Jovem de Futuro (Youngster with a Future): more than 4,000 downloads and more than 5,000 participants at launch.**




**humanitarian assistance: R\$46 million to support around 20,000 individuals from 115,000 families in extreme vulnerability situation.**





**technical support offered to 17 Secretariats State of Education in different Brazilian states.**

## Itaú Social

Set up 27 years ago, **Itaú Social** , develops, implements and shares social technologies to help improve Brazilian public education. We support society by helping improve learning with equity and reduce inequalities in the development of children, teens and youths. Through partnerships with the three levels of government, civil society organizations (CSOs) and companies, our strategies are based on two work lines: Training Education Professionals and Strengthening Civil Society. Our work is based on evidence obtained through surveys, the results of which are monitored and evaluated over the lifecycles of the programs.

2020 was quite a challenging year due to the novel coronavirus pandemic, which required adjustments to and flexibility in our action planning, focusing on what is vital without losing sight of the transformation we seek.

In the **Training Education Professionals** , we have trained approximately 124,000 professionals from 728 Municipal Education Departments, reaching approximately 3.7 million children, teens and youths, with a R\$59.5 million investment.

In the **Strengthening Civil Society** , work stream, we have trained 40,908 professionals and supported 3,492 organizations, reaching 1.9 million<sup>(1)</sup> children, teen and youths, with an investment of R\$114 million. In 2020, we strengthened the role that Civil Society Organizations have within their territories, and in fighting inequalities made worse by the crisis. Of the total invested, R\$52 million was allocated to COVID-19 Emergency Aid, which benefitted 138 institutions and 157,000 families. To help cope with the challenges, our actions were focused on hygiene and food, with food staples and hygiene kits sent to the organizations, as well as our institutional support. Additionally, personal

protective equipment (PPE), essential items for families, and over 82,000 books from the *Leia para uma Criança* (Read to a Child) collection were sent. All this work involved volunteer actions of the Mobiliza Itaú Committees, always in accordance with social distancing measures. In 2020, 200 actions were carried out, and over 10,000 volunteer hours were donated.

As a cross-cutting strategy to support the two pillars – Training Education Professionals and Strengthening Civil Society, Itaú Social provides open-access, free-of-charge online training. It also carries out surveys that provide input to the internal work and to other developers of social and educational programs and policies. **Polo**, an online training environment, has 73,000 users enrolled since it launched in 2019. This was an important initiative that enabled us to continue to provide content to 45,000 participants in 2020 in the context of social distancing. Another highlight is Education Journey in the Pandemic, which brings together 40 supporting courses for Education professionals focused on managing pandemic-related challenges. With respect to surveys, the highlights are: (i) **The pandemic from the CSOs' perspective**; (ii) **Online education from the perspective of students and their families**; and (iii) Notices of Invitation for applied research, focused on practices for the **final years of High School** and **Racial Equality**, totaling 1,355 enrolled people.

Collaboration is a value for Itaú Social, and this is why we seek to work with important partners that bring synergies and are aligned with our principles, so we can increase the reach and potential of our actions. Some of the actions carried out with partners in 2020 are as follow:

- **BNDES Initiative – Connected Education**: a public call to support projects focused on the incorporation of digital technologies in public education. The initiative covered four states (Paraíba, Rio Grande do Sul, Sergipe and Tocantins) and 11 schools, and approximately 4,500 education professionals were trained.
  - Initiative: National Bank for Economic and Social Development (BNDES) and Ministry of Education (MEC).
  - Partners: Fundação Lemann (Lemann Foundation), Centro de Inovação para a Educação Brasileira (CIEB – Center for Innovation in Brazilian Education), Escola Brasileira de Administração Pública e de Empresas da Fundação Getúlio Vargas (EBAPE-FGV – Brazilian School of Public and Business Administration of the Getúlio Vargas Foundation).

(1) 900,969 children, teens and youths benefitted by the book distribution program *Leia para uma Criança* focused on individuals in partnership with Itaú Criança, a bank area.

- Partnership with the **Basic Education Chair of the Advanced Studies Institute of the University of São Paulo (IEA-USP)**: development of a program of studies and educational interventions aimed at prospecting and developing models for integration between universities (mainly public universities) and basic school, focused on training education professionals.

- Conselho Nacional de Secretários de Educação (CONSED – National Council of State Education Secretaries) and União dos Dirigentes Municipais de Educação (UNDIME – National Union of Municipal Education Leaders): providing institutional, technical and financial support for improving education with representatives of this body in the states and municipalities in Brazil. In 2020, the **Learning Support Platform**, aimed at supporting public schools with the resumption of classes with tools for fighting COVID-19, providing social and emotional support and determining curriculum priorities, monitoring student performance and education guidelines, as well as a guide to developing evaluation instruments. Launched in the second half of 2020, the platform has approximately 6,000 education professionals enrolled.

- **Education Right Now**: An initiative led by Todos pela Educação (All for Education), an organization supported by Itaú Social, Educação Já's main purpose is to provide the government with detailed diagnoses and concrete solutions for structural topics aimed at improving education. Itaú Social carries out engagements aligned with the priority topics determined by Educação Já – through institutional communication channels and partnerships with other media: the Folha de S. Paulo newspaper (the podcast **Folha na Sala**), TV Cultura (**Lugar de Livros**), Nexo (**Nexo Políticas Públicas**) e **Canal Futura** (different content in the TV programming).

## Instituto Unibanco

Set up in 1982, **Instituto Unibanco** works to raise the quality of Brazilian public education through effective education management, focused on ongoing development to ensure attendance at school and learning for all students. Instituto Unibanco's actions are based on four fundamental values: connecting ideas, accelerating transformation, valuing diversity and being supported by evidence.

Since 2007, the main program **Jovem de Futuro (Youngster with a Future)** has been developing and implementing management solutions in partnership with public schools

to improve the learning results of young people enrolled in High School Education. In 2020, even during the COVID-19 pandemic crisis, the institute continued its work in the six partner states in Brazil: Ceará, Espírito Santo, Goiás, Minas Gerais, Piauí and Rio Grande do Norte.

We set up or attended crisis committees in these states, supporting the development of emergency plans and plans for the resumption of in-person activities. Additionally, we held a training course in leadership and management in times of crisis for school managers, in partnership with Instituto Singularidades, with 40 hours of classes and 3,574 attendees in the states of Goiás and Ceará.

In the research and evaluation area, three important initiatives were established: the setting up of the **Centro de Pesquisa Transdisciplinar em Educação (CPTE – Center for Transdisciplinary Research in Education)** [\[↗\]](#); the establishment of partnerships with Stanford University (United States), the London School of Economics and Political Science (England) and the Universidad Diego Portales (Chile); and the launch of the Núcleo Ciência pela Gestão Educacional (Science Center for Education Management), in partnership with Insper.

Two books were launched about the impact assessment and implementation of the Jovem de Futuro (Youngster with a Future) program. The two books had 4,139 downloads from the institute's website, and 5,010 people attended the launch webinars.

In partnership with the Todos pela Educação (All for Education) program, three studies were carried out and disclosed of the "COVID-19: impacto fiscal na educação básica" (COVID-19: tax impact on basic education) series, addressing the economic effects of the novel coronavirus pandemic on basic education.

In the advocacy agenda, we took part in discussions held by the Frente Parlamentar Mista de Educação Básica (Mixed Parliamentary Group on Basic Education) on topics related to financing education (including the Fundo de Manutenção e Desenvolvimento da Educação Básica [FUNDEB – Fund for Maintenance and Development of Basic Education]), adjusting the school routine to the pandemic scenario; limits and potentialities of remote education and hybrid education and strategies to fight inequality after the COVID-19 pandemic. In the Frente Parlamentar Mista de Renda Básica (Mixed Parliamentary Group on Basic Income), discussions centered on post-pandemic social vulnerability, and the potential to redesign the Bolsa Família (Family Allowance) program and restructure the basic income policy, including references for education and health.

Two notices of invitation were published:

**Edital de Fortalecimento Institucional (Notice of Invitation for Institutional Strengthening)** [\[↗\]](#): we will provide technical and financial support over three years to 30 organizations committed to ensuring the right to education and develop initiatives connected with learning and the development of an inclusive and democratic public school. It received proposals from 364 organizations of 24 Brazilian states.

**Edital Conexão Juventudes (Notice of Invitation – Youth Connection)** [\[↗\]](#): we will select six projects for 26-minute documentaries, produced by independent producers in the state partners of the Jovem de Futuro (Youngster with a Future) program, with inspiring stories related to the public High School Education. Overall, 59 producers in six states were enrolled.

Finally, during 2020, the institute carried out 47 projects and ten actions and initiatives.

The institute also allocated approximately R\$46 million to humanitarian actions. The goals were providing assistance support to highly vulnerable families, technically and financially strengthening civil society organizations in the selected regions and supporting the local economy, giving priority to products and services purchased in those territories and neighborhoods.

The actions carried out included the distribution of basic staples, hygiene kits, meals and winter kits; direct income transfers (physical and virtual cards), in partnership with the conglomerate; support for shelters and organization of emergency shelters for the homeless population; and scholarships for youths and support for registration in the federal government's assistance program. This scheme reached 23 civil society organizations in the States of Rio de Janeiro, Ceará and Minas Gerais, benefitting 115,000 families and approximately 20,000 people in different levels of vulnerability.

Institute Unibanco is supported by an a patrimonial endowment.

## Itaú Educação e Trabalho

In 2019, **Fundação Itaú para Educação e Cultura** [\[↗\]](#) assumed the Education and Work front, previously supported by Itaú BBA. In 2020, Itaú Educação e Trabalho (IET) became a superintendence, and proceeded with investments mainly focused on developing a new model for High School Education, which is flexible and coordinated with Technological and Professional Education, supporting and fostering the implementation of public policies that contribute to raising the quality of education, especially focused on qualifications for entering the workforce.

Given the challenges of involving many actors in a joint action – the government, production sectors, academia and civil society –, Itaú Educação e Trabalho technically supported 17 State Education Departments with different levels of activities. In some states (Bahia, Ceará, Maranhão, Mato Grosso do Sul, Minas Gerais, Pernambuco, Paraíba, Sergipe and São Paulo) projects for training teachers and new methodologies were developed: Curriculum Coordination and Entrepreneurship Projects, Itinerário Contínuo (Continuous Path), Youth and Adult Education coordinated with Professional and Technological Education (EJATEC) and Learning Programs coordinated with High School Education. In the states of Amapá, Rio Grande do Sul, Piauí, Rio Grande do Norte and Paraná, IET support focused on designing a new High School Education integrated with Technological and Professional Education.

Additionally, IET developed surveys, based on national and international experience, which generated evidence for the development of models and methodologies to identify the economic potential of the technical courses to select them and to design an evaluation system for Technological and Professional Education. Also supported the development of the tool Trilhas Profissionais em São Paulo (Professional Tracks in São Paulo), aimed at guiding youngsters on career choices, the proposal for and implementation of a Remote Training for Teachers in the state of Pernambuco, and Models of Relationship with the Productive Sector in the states of Pernambuco, Bahia and São Paulo. It developed a simulator for training paths and parameters to identify the costs of Professional and Technical Education and a tool to monitor improvements in Portuguese and Mathematics in professional and technical schools in seven states.

IET coordinated the partnership with the Education Department of the State of Pernambuco and Instituto Votorantim to organize technical courses required by the renewable energy production chain. The entities jointly prepared the curriculum for the first Technical Course on Renewable Energy Systems, to Araripe, Pernambuco State. Additionally, together with Centro de Inovação para a Educação Brasileira (CIEB – Center for Innovation in Brazilian Education), they produced a reference curriculum for the Technology and Computer technical course, and the course is available to all state schools.

One of the IET's action pillars is fostering discussion of and support for the development of laws and regulations to ensure the implementation of quality Professional and Technical Education. The IET's actions were crucial to ensuring that FUNDEB would finance Professional and Technical Education by means of dual registration. Additionally, it actively took part in public consultations and dialogue with the Brazilian Education Council

during the entire development process of the national guidelines for the Professional and Technical Education and a review of the catalog of technical courses. With the aim of fostering the development of Itaú Educação e Trabalho's image and the valuation of the Professional and Technical Education, the first communication channels were created: [institutional website](#), [LinkedIn profile](#) and a [YouTube channel](#).

In line with its strategic priorities, which are fostering and valuing Professional and Technological Education for youngsters, society and the work environment, the IET promoted discussions of this topic with different audiences through webinars, with highlights as follow: “Novas Tendências em Avaliação: Competências e Habilidades de EPT” (New Trends in Evaluation: Competences and Skills in Professional and Technological Education), with the attendance of the Organização para a Cooperação e Desenvolvimento Econômico (OCDE – Organization for Economic Cooperation and Development); “Metodologias para Identificar a Demanda por Cursos Técnicos” (Methodologies to Identify the Demand for Technical Courses) and launch of the book “Educação Profissional e Tecnológica Emancipatória: Juventudes e Trabalho” (Emancipatory Professional and Technological Education: Youth and Work).

As a supporting strategy, R\$6,375,017.50 in financial resources were allocated to: Associação Beneficente Arco (Arco Charitable Association); Associação Brasileira de Avaliação Educacional (ABAVE – Brazilian Association for Educational Evaluation); Associação Instituto Proa (PROA); Associação de Jornalistas de Educação (JEDUCA – Education Journalists Association); Associação Parceiros da Educação (Education Partners Association); Associação Universitária Interamericana (Inter-American University Association); Centro de Excelência e Inovação em Políticas Educacionais (CEIPE-FGV – Center for Excellence and Innovation in Education Policies of the Getúlio Vargas Foundation); Conselho Nacional de Secretários da Educação (CONSED – National Council of State Education Secretaries) – Prêmio Gestão Escolar (School Management Award); Fundação de Apoio à Universidade de São Paulo – Cátedra Itaú Social de Educação Básica (Foundation of Support to the University of São Paulo – Chair Itaú Social in Basic Education; Fundação PoliSaber (PoliSaber Foundation); Fundação Roberto Marinho (FRM – Roberto Marinho Foundation); Geledés – Instituto da Mulher Negra (Geledés – Black Women's Institute); Global Opportunity Youth Network (GOYN-SP); Instituto Brasileiro de Análises Sociais e Econômicas (IBASE – Brazilian Institute of Social and Economic Analyses); Instituto Rodrigo Mendes (Rodrigo Mendes Institute); Mapa Educação (Education Map); Movimento pela Base – Instituto Lemann; Nexo Jornal (Nexo newspaper); and Todos pela Educação (All for Education) Program.

## culture

The positive impact of culture on sharing intellectual heritage and promoting learning within society is undeniable. Enhancing people's contact with cultural diversity is a way of advancing social development. Because we believe in these benefits, we support the democratization of culture by making investments made through our foundations and institutes and by sponsoring various causes.



**Itaú Cultural received more than 123,000 visitors.**



**1,100 artists participated at the online festival Art as I Breathe.**



**Rumos Program: 92 projects from 26 Brazilian states were selected to receive support.**



**Itaú Cultural: 50.3 million of unique accesses in the website.**



**more than 409,000 views on the YouTube channel developed for the child audience.**



**Itaú Cinemas: first exhibitor group to install equipment audio description, LIBRAS and caption descriptive in 100% of the rooms.**



**launch of the online previews festival, favoring national and independent cinema: 105,000 tickets sold.**



## Itaú Cultural

In 2020, Itaú Cultural stepped up the digital work it had already started more than two years ago. In the face of the pandemic, all efforts were made to ensure that art and culture could continue to reach the general public. Still with in-person attendance, Itaú Cultural was visited by 114,395 people from January to March 15, 2020, with a total of 47 events held.

From March 16, 2020 onward, when social distancing began, the organization promptly started to send call notices for the events named Arte como Respiro: Múltiplos Editais de Emergência (Art as a Way of Breathing: Multiple Emergency Call Notices), aimed at moving the creative economy forward and supporting artists who were forced to stop working. On aggregate, 45,143 people from all Brazilian states submitted for six of these call notices, and 1,100 were handpicked and had their works displayed fully online at Festival Arte como Respiro. The highlight of the program was the fourth call notice, with its breakthrough event Poesia Surda (Deaf Poetry).

The Rumos (Directions) program, Itaú Cultural's main means of supporting Brazilian culture, is aimed at valuing Brazilian diversity, encouraging creativity and reflecting on the culture in the country and recognizing artists and researchers for different artistic and cultural expressions. Given the pandemic, the results of the 2019–2020 call notice, set to be announced in May 2020, was only disclosed in December 2020. Of the 12,000 projects submitted, 92 were selected from 26 Brazilian states were selected.

With the interruption of in-person activities, special programs were developed for children. Dance and theatre classes, musical experiences, took place from April to December 2020, totaling more than 153 classes with 409,596 hits on the organization's YouTube channel.

Education was also advanced during the year, with seven courses open to the public by October 2020, with a total of 6,355 people registered. The highlight was a course on the History of Art in Brazil named "Um Possível Olhar sobre a Produção em Artes Visuais no Brasil" (A Possible Look at the Production of Visual Arts in Brazil), held in May 2020. The 12 classes offered on this course had 125,000 hits, taking into account Itaú Cultural's website and its Facebook page. On November 3, 2020, Itaú Cultural launched Escola Itaú Cultural, an online and hybrid education platform with free-of-charge courses. From November to December 2020, 5 courses were provided through the platform, with 8,325 hits.

All these online activities, including live-streamed projects such as the series Diálogos Itaú Cultural, have led to a rise in the volume of content on the organization's website, as well as an increasing number of social media posts. On YouTube alone, in 2020 the channel recorded 29,000 additional subscribers, and its content had over 4.6 million views. In 2020, Itaú Cultural's website had a total of 50.3 million unique hits, up 32% in 2019.

Itaú Cultural resumed in-person activities on October 13, 2020, proceeding with the Sandra Cinto and Rino Levi exhibitions, which had been open to the public before the pandemic. In November 2020, the Ocupação Lima Duarte was opened, followed by the exhibition Beatriz Milhazes: Avenida Paulista, in December 2020.

During the months when it was open, that is, from January to March 15 and from October 13 to December 23, 2020 – the latter with the booking of time slots by groups in a number not to exceed the limits set by the health authorities and complying with all COVID-19 security protocols, the in-person audience totaled 123,662 visitors to the organization's headquarters in the city of São Paulo.

Between in-person and online programs, Itaú Cultural ended the year with a total of 176 events in different formats, with 939 activities.

## Espaço Itaú de Cinema

Opened in 1995, Espaço Itaú de Cinema (Itaú Movie Theater Complex) is aimed at providing different views of cinematic art, educate critical audiences and leave a legacy for society, supporting projects that appreciate and strengthen our commitment to the democratization of culture.

With a portfolio of films covering different nationalities and profiles, the Espaço Itaú de Cinema has eight movie theater complexes in six Brazilian cities – Brasília (DF), Curitiba (PR), Porto Alegre (RS), Rio de Janeiro (RJ), São Paulo (SP), and Salvador (BA) – and 57 screening rooms in total. It also offers sports, musical and educational events broadcast online via satellite, and hosts diversified types of Brazilian and international film exhibits and festivals.



As we are concerned with providing the entire population with access to culture, in 2019 we were the first group to install Equipment self-description (EqSD), sign language and descriptive subtitles in all screening rooms, which also features accessible design and seats for people with special needs.

Among our social programs, another highlight is the Clube do Professor (Teacher's Club) aimed at enhancing teachers' cinematic experience. Tickets for the sessions are free of charge for teachers who have the Clube do Professor's card, and also cover a companion.

Another social program is the Escola (School) Project, aimed at integrating different forms of expression and connecting different knowledge fields in its programs. In addition to showing films, the project runs workshops, debates and other supplementary activities to address the content and understanding of the related topics. In this way, the project seeks to contribute to developing people with more critical sense who can become more engaged in society.

Because of the pandemic in 2020, movie theaters remained closed for almost the whole year. In June 2020, we hosted our first preview online film festival, named Espaço Itaú Play. With curation that prioritized the Brazilian independent film sector, this festival opened on National Movie Day, with free-of-charge sessions of the films "Piedade" (Mercy) directed by Claudio Assis, starred by Fernanda Montenegro, Matheus Nachtergaele, and Cauã Reymond, and "Alice Guy Blaché: A História não Contada da Primeira Cineasta do Mundo" (Alice Guy Blaché: The Untold Story of the World's First Film Maker). The festival premiered 19 films, and 105,000 tickets were sold.

In view of our commitment to prioritizing premieres at movie theaters, the previews of the festival films at theaters remained unchanged, and are now set to occur as soon as the screening rooms reopen.

## urban mobility

Urban mobility is one of the institutional causes of Itaú Unibanco which, since 2012, has been working to promote the use of bicycles in Brazilian cities. Since we are essentially an urban bank, we see our work on this cause as an opportunity to promote qualified discussion

regarding alternative forms of transport in cities, presenting active mobility as a solution with positive impacts on health and the economy, in addition to the environmental benefits of reducing greenhouse gas emissions, thus improving the quality of urban life.

## bike sharing and institutional support

In 2020, we directed our efforts towards the promotion of intermodality and smart cities, capable of incorporating the accessible and safe use of bicycles as a mode of transportation, by means of partnerships with civil society, the consolidation and publication of data, advocacy and the training of public authorities. As part of an exercise of updating and reviewing our objectives, we defined the purpose of the cause: to allow each citizen to choose their mode of transport as a reflection of their power to transform society.

Our major project regarding urban mobility **Bike Itaú**, had an atypical year in 2020. Because of the social distancing measures imposed by the COVID-19 pandemic, many cities temporarily closed their transportation systems, including shared public bicycles. However, following the recommendation of the World Health Organization (WHO) regarding the use of active modes of transport, we gradually resumed offering bicycles through the system, providing an alternative mode of transport for health professionals and other people who were not able to practice social distancing for part or all of their daily trips. The system recorded 14.2 million trips, distributed among the cities of Buenos Aires (Argentina), Salvador, São Paulo, Porto Alegre, Rio de Janeiro, Santiago (Chile), Recife, Olinda and Jaboatão dos Guararapes.


Also in 2020, we supported a number of disclosures and publications for the purpose of qualifying public debate and expanding perspectives on the subject of urban mobility. The compilation "Mercado de Bicicletas no Brasil" (The Bicycle Market in Brazil), published by **Aliança Bike** and sponsored by Itaú Unibanco, for example, provides an important diagnosis at a time when the use of active modes of transport is being leveraged. Another example was the publication of the third edition of the book "Estudos de Mobilidade por Bicicleta" (Studies on Mobility by Bicycle), a result of the Itaú-CEBRAP (Brazilian Analysis and Planning Center) Mobility Challenge, which reached the milestone of 15 academic articles with different conceptual and methodological approaches to urban mobility. The project for the fourth edition is already in progress.

## longeviver (live longer)

Population aging and technological advancements are linked global phenomena which, although well-explored separately, are not often treated in an integrated manner in studies and discussions. We believe we can contribute to society by sponsoring initiatives, training people, and supporting governments and civil society to address demographic change and its impacts.

### Itaú Viver Mais

In 2020, Itaú Viver Mais (IVM) adapted to the needs imposed by the pandemic, without losing track of the model of transition to the “new normal”. The main purpose of this was to support the network for the protection of the rights of the elderly during the pandemic, in particular with respect to long-stay institutions. This coordination involved not only the Councils for Elderly People, but also the Health and Social Welfare Departments, the Public Prosecution Office and organized civil society organizations (National Council Strengthening Front, Elderly People Support Network – State of Minas Gerais (MG), National Strengthening Front of Long-Stay Institutions for the Elderly, Observatory of Human Longevity and Aging, etc.).

Taking advantage of the process for the acceleration of digital transformation, IVM maintained its partnership with the **Plataforma Longeviver (Longeviver Platform)** , which brings together a set of functionalities conceived to support the development of public policies related to demographic change and population aging. In 2020, highlights included the functionalities aimed at the strengthening and modernization of the councils, such as: (i) Digital Research Module: an application that allows the parameterization of and access to questionnaires for field research; (ii) Resume Module: a distance training module aimed at the managers of long-stay institutions; and (iii) Digitalize Module: a module for the digital transformation of councils, with virtual meetings, distance decision-making and the electronic organization of documents.

Additionally, since March the platform started to offer the COVID Map, which has been generating maps and indicators for the monitoring and comparison of the pandemic's evolution in all Brazilian municipalities; and the Map of Long-Stay Institutions for the Elderly, which presents the main characteristics organized in the form of indicators, charts and maps of the Long-Stay Institutions for the Elderly, supported using funds from the Todos pela Saúde (All for Health) initiative.

On the content production front, we had the Itaú-CEBRAP Longeviver Challenge, the purpose of which is to stimulate the production of knowledge on population aging, and the attendant challenges for the labor market in Brazil. The program supported the production of five unpublished academic articles on the topic “Population aging and challenges for the labor market in Brazil”.

Five researchers were selected, with proposals for studies to be developed over the course of six months. The selected researchers received the total amount of R\$10,000 each, and participated in courses and workshops on research methods and techniques, monthly meetings for the presentation of preliminary results and guidance meetings for the preparation of their work. At the end of the process, the five articles were compiled into a publication edited by Itaú and CEBRAP.

## sport

We believe in the power of sport to promote social inclusion and individual development, in combination with education. For this reason, we sponsored more than 20 projects for sports, including soccer and tennis.

The proposals supported include grassroots projects and high-performance initiatives, serving children and youngsters from all over Brazil. In 2020, due to the pandemic, some projects had their activities compromised, and adjustments were required, including the creation of online classes or even delaying the start of activities.

Among the initiatives, since 2008, we have been sponsoring both the male and female Brazilian National Soccer Teams in all categories: Principal, Olympic, Under-23, Under-20, Under-17 and Under-15. Additionally, since 2009 we have been supporting the Miami Open Tennis Tournament, a Masters 1,000 circuit event of the Association of Tennis Professionals (ATP), one of the world's most important competitions, of which we are the major sponsor. In 2020, because of the pandemic, the Miami Open was cancelled, but we still participate in all communications related to the tournament and have continued to support it.

We want to promote best practices, helping civil society connect sports with education and strengthen the presence of sports in the basic public education system, particularly for the most vulnerable people.

## Sports and Full-Time Integration call notice

The “Sports and Full-Time Education” call notice was initiated with the mission to contribute to the creation, strengthening, expansion and continuity of programs promoting the full development of the population through practicing sports.

With a growth of 37% in the number of projects that applied, the second edition of the call notice selected 22 initiatives from many regions of Brazil, with a contribution of more than R\$6.6 million in the educational sports and participation sports categories through the Federal Sports Incentive Law, and they could potentially benefit more than 20,000 people in vulnerable situations.

To improve the selection process and ensure more assertiveness in the assessment, sports and education specialists participated in the process, bringing different perspectives on the initiatives and their contexts.

Also in 2020, we helped develop a thematic network between the projects selected in the first edition of the call notice to strengthen the social organizations. The initiatives carried out included: a series of Troca de Conhecimentos (Exchange of Knowledge) meetings for the exchange of experiences between the selected projects, leading to offers of mentorships and support to smaller organizations, and the Cycle of Webinars of the Itaú Call Notice, which, as a novelty, placed the organizations themselves in the leadership role, from the choice of topics to the prioritization of speakers, and had a participation rate of 80%.

### entrepreneurship

Over the course of 2020, **Cubo Itaú** , a hub for promoting technological entrepreneurship in Latin America, generated initiatives with an impact on the local market that crossed the borders of its community, and has more than 300 startups. Over the year, proposals for connection and exchange of knowledge and experiences were generated, in addition to the creation of business that reached more than 15,000 people and 83 startups all over Brazil.


One of these actions was the BID-Cubo Connection Program which, together with BID Lab and Darwin Startups, provided connection and training to B2B startups with positive impact solutions. In its first edition, vacancies were opened for ten startups located in the Northern and Northeastern regions, with technological solutions in the traction or scale phase. This initiative included four weeks of training and the opportunity

to make contact with large companies, investors and mentors within the networks of the three institutions.

Through Cubo for Devs, a program focused on strengthening the community of developers in Brazil, Cubo provided meetings, events and opportunities with the #TechTalents editions aimed at attracting and recruiting talents from the field in a dynamic format, with training content and incentives for diversity in ways of working. Cubo offered an innovative experience in the process for the recruitment of these talents from all over Brazil, who had the chance to work for the companies that are part of the Cubo community (startups and sponsors).

Meanwhile, #CuboMeetup, organized together with the vertical companies Cubo Fintech by Itaú Unibanco, Cubo Health by Dasa, Cubo Education by Cogna Educação, Cubo Logistics by VLI and Cubo Retail by brMalls, was created for the purpose of debating relevant current topics with leading specialists on the matters in each field for the technology community, to encourage sharing, networking, cooperation and exchange between those engaged in innovating within the industry.

### Todos pela Saúde program

In recognition of our importance as an agent of transformation, on April 13, 2020 Itaú Unibanco announced the **Todos pela Saúde (All for Health)** , initiative to fight the novel coronavirus pandemic through public health support.

Itaú Unibanco's long-established reputation as a social investor enabled the bank to make a R\$1 billion donation and set up an action plan to execute this budget in just a few days. It was assumed that we would be working with the government and civil society, with the possibility of other companies and individuals joining in.

We have teamed up with the government and set up crisis committees in 26 states and in the Federal District, which has proven to be a crucial strategy due to its nationwide coverage. A committee with seven specialist physicians was set up, led by Dr. Paulo Chapchap, PhD in clinical surgery from the University of São Paulo (USP) and general director of Hospital Sírio-Libanês. Its members included the physicians Drauzio Varella, a scientist and writer; Gonzalo Vecina Neto, former president of ANVISA,

the Brazilian health surveillance agency; Maurício Ceschin, former of health secretaries, consultant; Sidney Klajner, president of Hospital Albert Einstein; and Pedro Barbosa, president of the Instituto de Biologia Molecular do Paraná (IBMP), an institution linked to Fundação Oswaldo Cruz (Fiocruz).

This committee has worked together to decide on the actions to be financed using the funds donated, with

the entire Brazilian population as its target audience, particularly the most vulnerable lower income classes. Such care has provided more security, efficiency and assertiveness in the assessment of initiatives and decision-making. Based on these decisions, the bank and Fundação Itaú para Educação e Cultura (FIEC) worked together to formalize and set up partnerships to implement the initiatives, which are in turn based on four axes.

## Todos pela Saúde in numbers

- **R\$1 billion in donations;**
- **committee with seven renowned specialists;**
- **crisis offices in 26 states and the Federal District; and**
- **vaccine financing with a donation of R\$100 million for the Butantan Institute and Fiocruz.**

### program axes



This way of structuring the initiative has ensured the engagement of over 4,000 people and 38 organizations in the Todos pela Saúde efforts, through the donation of funds, materials, logistics support, volunteering, and the implementation of joint actions across these four fronts. As well as the R\$1 billion donated by the bank, an additional amount of R\$242 million was donated by individuals and companies.

Working with the government and directing investments in partnership with civil society are both recurring characteristics of the Bank's social activities. After we make it through this crisis, this way of working will surely become even more embedded in the organization. Moreover, in recognition of our role as drivers of the philanthropic agenda in Brazil, we have learned two important lessons that will be increasingly adopted for the management of our private social investments: the importance of encouraging partnerships to tackle social problems, and the relevance of a flexible social investment strategy.

For further information, please access the related [material fact](#) and [announcement to the market](#).

## Instituto Todos pela Saúde (ITpS)

In February 2021, the Todos pela Saúde was formally incorporated as an institute, with the mission to help strengthen and encourage innovation in health surveillance in Brazil. To this end, it will foster, encourage and advance health surveillance related initiatives. The initiatives to be developed include both research financing and genomic (or metagenomic) surveys, as well as the training of field epidemiologists.

The outcomes of these initiatives could potentially be integrated into and made available (to other projects), thereby helping establish public policies. Crosswise actions will also be in place to develop and apply big data to handle the data being produced. The work will be carried out in partnership with research institutes, governments, and companies.

The institute is a non-profit organization, and its members are the Fundação Itaú (proposer and sponsor), the Brazilian Academy of Sciences (ABC), the National Academy of Medicine (ANM), Fiocruz, Fundação Faculdade de Medicina da USP (USP Medical School Foundation), and Hospital Israelita Albert Einstein.

# attachments

## complementary tables

### ethics in relations and business

#### communication channels – Brazil

GRI 102-17 | SASB FN-CB-510a.2 | SASB FN-AC-510a.2. | SASB FN-IB-510a.2

Channel	Topics	Contact
Ethics Consulting	Employees' questions on: <ul style="list-style-type: none"> <li>Code of Ethics</li> <li>Conflicts of interest</li> <li>Ethical dilemmas</li> </ul>	Email address: comitedeintegridadeetica@itau-unibanco.com.br
Internal Ombudsman's Office	Employees' calls, suspicions, reports, and complaints on: <ul style="list-style-type: none"> <li>Interpersonal conflicts; and</li> <li>Conflicts of interest in the workplace.</li> </ul>	Intranet: IU Conecta > Para mim > Ombudsman > Registrar Internal email: Internal Ombudsman's Office External emails: ombudsman@ombudsman.itau-unibanco.com.br or ombudsman.itub@terra.com.br Call: 0800-721-4040
Inspector's Office	Employees' and external stakeholders' questions, suspicions, and complaints on: <ul style="list-style-type: none"> <li>Employee misbehavior;</li> <li>Frauds in electronic channels;</li> <li>Different types of document fraud;</li> <li>Corruption and bribery activities;</li> <li>Theft and robbery against units, clients and employees;</li> <li>Burglary in general;</li> <li>Kidnapping for ransom; and</li> <li>Information, physical, personal and property security incidents.</li> </ul>	Call: 0800-723-0010 and 0300-100-0341 Website: <a href="http://www.itau.com.br/atendimento-itau/para-voce/denuncia">www.itau.com.br/atendimento-itau/para-voce/denuncia</a> Internal email: caixa inspetoria External emails: inspetoria@itau-unibanco.com.br and fornecedor_relatos@itau-unibanco.com.br Mailbag: addressee: Inspector's Office/São Paulo Mailing address: A/C Inspeção Avenida Doutor Hugo Boelchi, 900 – Torre Eudoro Villela – piso -1 – São Paulo (SP) – CEP 04310-030
Control Room	Questions about personal investments by employees and management members: <ul style="list-style-type: none"> <li>Conglomerate's securities; and</li> <li>Other companies' assets.</li> </ul>	Internal email: Monitoring Control Room
Audit Committee	Employees' and external stakeholders' suspicions and complaints regarding: <ul style="list-style-type: none"> <li>Noncompliance with legal or regulatory provisions; and</li> <li>Fraud and errors in audit, accounting and internal control activities.</li> </ul>	Internal email: caixa Comitê Auditoria External email: comite.auditoria@itau-unibanco.com.br Mailing address: A/C Comitê de Auditoria Itaú Unibanco Holding S.A. – Praça Alfredo Egydio de Souza Aranha, 100 – Torre Olavo Setubal, 9º andar – São Paulo (SP) – CEP 04344-902
Reporting channel	Available throughout Brazil, this channel is intended to ensure a transparent environment between us and our suppliers. Contact for reporting ethical misconduct and noncompliance with our Supplier Relationship Code was made available.	Email address: fornecedor_relatos@itau-unibanco.com.br Call: 0800-723-0010 Via <a href="http://www.itau.com.br/atendimento-itau/para-voce/denuncia">www.itau.com.br/atendimento-itau/para-voce/denuncia</a> can be made by completing a form to make anonymous or identifiable complaints

## communication channels – foreign units

GRI 102-17 | SASB FN-CB-510a.2 | SASB FN-AC-510a.2. | SASB FN-IB-510a.2

Country	Contact
<b>Chile</b> Itaú Corpbanca Chile	Email: <a href="mailto:codigodeeticachile@itau.cl">codigodeeticachile@itau.cl</a> and <a href="mailto:denuncias.fraudefinancierosox@itau.cl">denuncias.fraudefinancierosox@itau.cl</a> Address: Carta confidencial dirigida ao Presidente do Comitê de Auditoria – Itaú – A/C Secretaría de Auditoría interna Avenida Presidente Riesco, 5.537 – piso 8, Las Condes, Santiago
<b>Colombia</b> Itaú Corpbanca Colômbia	Email: <a href="mailto:eticayconducta@itau.co">eticayconducta@itau.co</a> Compliance Vice President's email HR Vice President's email Controller's office Telephone number: 3 394618 Inbox for clients and suppliers: <a href="mailto:eticayconducta@itau.co">eticayconducta@itau.co</a>
<b>Paraguay</b> Banco Itaú Paraguai (BIP)	Compliance channel: <a href="mailto:complianceetica@itau.com.py">complianceetica@itau.com.py</a> HR channel: <a href="mailto:personasetica@itau.com.py">personasetica@itau.com.py</a> Regular channel: <a href="mailto:comitedeetica@itau.com.py">comitedeetica@itau.com.py</a> Other channels: Voz Activa (Intranet Corporativa); Correo Externo ( <a href="mailto:hablemos@terra.com">hablemos@terra.com</a> ); e Interno con línea telefónica grabada (3777) Casilla de Correo Dirección Nacional de Correos del Paraguay – Casilla n° 391
<b>Argentina</b> Banco Itaú Argentina (BIA) Itaú Asset Management (IAM)	Compliance channel: <a href="mailto:Compliance.denuncias@itau.com.ar">Compliance.denuncias@itau.com.ar</a> HR channel: <a href="mailto:RRHH.Denuncias@itau.com.ar">RRHH.Denuncias@itau.com.ar</a> Regular channel: <a href="mailto:comite.etica@itau.com.ar">comite.etica@itau.com.ar</a>
<b>Argentina</b> Itaú Valores S.A. (IVSA)	Compliance channel: <a href="mailto:ComiteEticaIVSA@itauvalores.com.ar">ComiteEticaIVSA@itauvalores.com.ar</a> Compliance channel: <a href="mailto:Compliance.denuncias@itau.com.ar">Compliance.denuncias@itau.com.ar</a> HR channel: <a href="mailto:RRHH.Denuncias@itau.com.ar">RRHH.Denuncias@itau.com.ar</a> Regular channel: <a href="mailto:comite.etica@itau.com.ar">comite.etica@itau.com.ar</a> External Ombudsman's Office: <a href="mailto:defensordelcliente@itau.com.ar">defensordelcliente@itau.com.ar</a> and call: 0810-345-7863 Client security: <a href="mailto:seguridadhb@itau.com.ar">seguridadhb@itau.com.ar</a>
<b>Uruguay</b> Banco Itaú Uruguai (BIU)	Compliance channel: <a href="mailto:complianceetica@itau.com.uy">complianceetica@itau.com.uy</a> HR channel: <a href="mailto:adpetica@itau.com.uy">adpetica@itau.com.uy</a> Regular channel: <a href="mailto:etica@itau.com.uy">etica@itau.com.uy</a> Other channels: Buzón de mensajes: interno 454
<b>Uruguay</b> OCA	Compliance channel: <a href="mailto:eticacompliance@oca.com.uy">eticacompliance@oca.com.uy</a> HR channel: <a href="mailto:eticaRRHH@oca.com.uy">eticaRRHH@oca.com.uy</a> Regular channel: <a href="mailto:etica@oca.com.uy">etica@oca.com.uy</a>
<b>United States</b> <u>Miami</u> Banco Itaú International (BII) Itaú International Securities (IIS) Florida Branch – Itaú Unibanco Florida Branch <u>Caribbean</u> IBTB/IBTC <u>New York</u> Itaú Unibanco Asset Management (IUAM) Itaú BBA USA Securities (IUSI)	Compliance channel: <a href="mailto:compliance_whistleblowingline@itau.us">compliance_whistleblowingline@itau.us</a> HR channel: <a href="mailto:hr_whistleblowingline@itau.us">hr_whistleblowingline@itau.us</a> Regular channel: <a href="mailto:whistleblowingline@itau.us">whistleblowingline@itau.us</a>
<b>United States</b> MCC Chile	Compliance channel: <a href="mailto:compliance_reportline@mcc.cl">compliance_reportline@mcc.cl</a> HR channel: <a href="mailto:rrhh_reportline@mcc.cl">rrhh_reportline@mcc.cl</a> Regular channel: <a href="mailto:etica@mcc.cl">etica@mcc.cl</a>

<b>United Kingdom</b> IBBA International plc	Compliance channel: Whistle.IBBAInt-Compliance@itaubba.com HR channel: Whistle.IBBAInt-HR@itaubba.com Regular channel: Whistle.IBBAInt-Helpline@itaubba.com Internal route: 70044 4373 or Telephone number +44(0)20 7070 4373
<b>Switzerland</b> Banco Itau Suisse (BIS)	Compliance channel: compliance_whistleblowing@itau.ch HR channel: hr_whistleblowing@itau.ch Regular channel: whistleblowing@itau.ch
<b>Portugal</b> Itaú BBA Europe S.A.	Compliance channel: Whistle.IBBAE-Compliance@itaubba.com HR channel: Whistle.IBBAE-HR@itaubba.com Top management channel: Whistle.IBBAE-Helpline@itaubba.com

## entities of which we are members GRI 102-13

### Non-representative

National Pension Fund Academy (ANSP)

Brazilian Association of Intellectual Property (ABPI)

Brazilian Association of Financial and Capital Markets Entities (ANBIMA)

Brazilian Association of Company Customer Relationships (ABRAREC)

Brazilian Association of Advertisers (ABA)

Brazilian Association of Corporate Communications (ABERJE)

Brazilian Association of Direct Marketing (ABEMD)

Brazilian Association of Financial Planners (PLANEJAR)

Brazilian Association of Institutional and Governmental Relationships (ABRIG)

Association of Banks of the Rio de Janeiro State (ABERJ)

Interactive Media Association (IAB Brasil)

Women 360 Movement Association

BayBrazil

France-Brazil Chamber of Commerce

Dutch Brazilian Chamber of Commerce (DUTCHAM)

Spanish Official Chamber of Commerce in Brazil

Carbon Disclosure Project Latin America (CDP)

Brazilian Center of International Relations (CEBRI)

Center of Studies of Economic and Social Law (CEDES)

Brazil China Business Board (CEBC)

Brazilian Business Council for Sustainable Development (CEBDS)

Brazilian Council of Advertising Self-Regulation (CONAR)

Group of Foundation Institutes and Companies (GIFE)

Corporate Initiative for Racial Equality

InPACTO – Erradicação do Trabalho Escravo

Akatu Institute

Brazilian Institute of Studies on Competition, Consumption and International Trade (IBRAC)

Brazilian Institute of Finance Executives (IBEF Rio)

Institute for the Study of Economic Research (IEPE)

Mobile Marketing Association (MMA)

Movimento Brasil Competitivo (MBC)

Txai Cidadania e Desenvolvimento Social S/S Ltda.– Fórum de Empresas e Direitos LGBTI+

United Nations Environment Programme – Finance Initiative (UNEP FI)



## entities of which we are members GRI 102-13

### Representative

Brazilian Association of Credit Card and Service Companies (ABECS)
Brazilian Association of Real Estate Loans and Savings Entities (ABECIP)
Brazilian Association of Leasing Companies (ABEL)
Brazilian Association of Consortia Administrators (ABAC)
Brazilian Agribusiness Association (ABAG)
Brazilian Association of Energy Traders
Association of Investors in Capital Markets (AMEC)
Association of Banks of the Bahia and Sergipe States (ASBEB)
Association of Banks of Brazil's Federal District
National Association of Brokerages and Distributors of Marketable Securities, Foreign Exchange and Commodities (ANCORD)
National Association of Credit, Financing and Investment Institutions (ACREFI)
Brazilian Federation of Banks (FEBRABAN)
National Federation of Capitalization (FenaCap)
National Federation of Private Pension and Life Insurance (FENAPREVI)
National Federation of Private Health Insurance (FenaSaúde)
National Federation of General Insurance (FenSeg)
Instituto Acende Brasil
Ethos Institute of Business and Social Responsibility
Instituto Rede Brasil do Pacto Global
The Equator Principles Association
World Economic Forum

## voluntary compacts GRI 102-12

Representative	Year
Global Compact	2003
Equator Principles	2004
National Pact for the Eradication of Slave Labor	2008
Principles for Responsible Investment (PRI)	2008
United Nations Environment Programme – Finance Initiative (UNEP FI)	2008
Corporate Charter on Human Rights and the Promotion of Decent Work	2012
Corporate Contribution for the Promotion of a Green and Inclusive Economy (RIO+20)	2012
Principles for Sustainability in Insurance (PSI)	2012
Pact for Sports	2015
Corporate Pact for Integrity and Against Corruption	2016
Corporate Initiative for Racial Equality	2016
Corporate Coalition for Racial and Gender Equality	2017
Women's Empowerment Principles (WEPs)	2017
Forum of Companies and LGBTI+ Rights	2018
Conduct Standards for Companies with LGBTI Stakeholders	2018
Principles for Responsible Banking (UNEP FI)	2019
Carbon Pricing Charter in Brazil	2019
Brazil Coalition on Climate, Forests and Agriculture (CEBDS)	2020

## inclusive management

### employees in foreign units – per country and gender GRI 102-8

	Female		Male		Total
	2020	Percentage	2020	Percentage	2020
Argentina	722	43.8%	926	56.2%	1,648
Paraguay	536	54.7%	443	45.3%	979
Uruguay	628	59.5%	428	40.5%	1,056
Bahamas	15	83.3%	3	16.7%	18
Mexico	1	14.3%	6	85.7%	7
United States	92	38.5%	147	61.5%	239
France	1	50.0%	1	50.0%	2
Germany	0	0.0%	3	100.0%	3
Portugal	41	43.2%	54	56.8%	95
Spain	1	50.0%	1	50.0%	2
Switzerland	36	41.9%	50	58.1%	86
United Kingdom	21	44.7%	26	55.3%	47
<b>Grand total</b>	<b>2,094</b>	<b>50.1%</b>	<b>2,088</b>	<b>49.9%</b>	<b>4,182</b>

### turnover rate – per gender and age group GRI 401-1

	Aged below 30		Aged 30 to 50		Aged above 50		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
Female	5.9%	9.5%	7.4%	14.8%	13.6%	80.4%	7.0%	15.5%
Male	9.3%	13.8%	8.9%	15.3%	10.5%	60.1%	9.2%	18.5%
<b>Total</b>	<b>7.4%</b>	<b>11.3%</b>	<b>8.0%</b>	<b>15.0%</b>	<b>11.8%</b>	<b>68.7%</b>	<b>7.9%</b>	<b>16.7%</b>

Notes: Calculated based on total voluntary and involuntary terminations by gender and age group, divided by the average number of active employees by gender and age group, calculated based on the sum of active employees at the beginning and the end of the period, divided by two. The total number of active employees at the end of the period is calculated as follows: employees at the beginning of the period, plus new hires, minus terminations. For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

### new hires – per gender and age group GRI 401-1

	Aged below 30			Aged 30 to 50			Aged above 50			Total		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Female	1,903	3,394	4,153	739	786	882	3	8	3	2,645	4,188	5,038
Male	2,681	3,551	3,855	1,208	1,078	972	13	4	5	3,902	4,633	4,832
<b>Total</b>	<b>4,584</b>	<b>6,945</b>	<b>8,008</b>	<b>1,947</b>	<b>1,864</b>	<b>1,854</b>	<b>16</b>	<b>12</b>	<b>8</b>	<b>6,547</b>	<b>8,821</b>	<b>9,870</b>

## terminations – per gender and age group GRI 401-1

	Aged below 30			Aged 30 to 50			Aged above 50			Total		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Female	1,128	1,946	1,300	1,971	3,982	2,633	261	1,758	755	3,360	7,686	4,688
Male	1,294	1,928	1,280	1,584	2,720	1,931	267	1,786	605	3,145	6,434	3,816
<b>Total</b>	<b>2,422</b>	<b>3,874</b>	<b>2,580</b>	<b>3,555</b>	<b>6,702</b>	<b>4,564</b>	<b>528</b>	<b>3,544</b>	<b>1,360</b>	<b>6,505</b>	<b>14,120</b>	<b>8,504</b>

## voluntary turnover rate – per gender and age group GRI 401-1

	Aged below 30		Aged 30 to 50		Aged above 50		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
Female	3.4%	4.5%	2.0%	3.1%	0.2%	0.6%	2.5%	3.5%
Male	6.3%	8.7%	3.7%	5.3%	0.2%	0.3%	4.5%	6.3%
<b>Total</b>	<b>4.6%</b>	<b>6.2%</b>	<b>2.7%</b>	<b>4.0%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>3.3%</b>	<b>4.7%</b>

Notes: Calculated based on the total voluntary terminations by gender and age group divided by the average number of active employees by gender and age group, calculated as the sum of active employees at the beginning and the end of the period, divided by two. The total active employees at the end of the period is calculated as follows: employees at the beginning of the period plus hires minus voluntary terminations.

For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## involuntary turnover rate – per gender and age group GRI 401-1

	Aged below 30		Aged 30 to 50		Aged above 50		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
Female	2.6%	5.0%	5.4%	11.7%	13.4%	79.8%	4.6%	12.0%
Male	3.0%	5.1%	5.2%	10.0%	10.3%	59.7%	4.7%	12.3%
<b>Total</b>	<b>2.7%</b>	<b>5.1%</b>	<b>5.3%</b>	<b>11.0%</b>	<b>11.6%</b>	<b>68.2%</b>	<b>4.6%</b>	<b>12.1%</b>

Notes: Calculated based on the total involuntary terminations by gender and age group divided by the average number of active employees by gender and age group, calculated as the sum of active employees at the beginning and the end of the period, divided by two. The total active employees at the end of the period is calculated as follows: employees at the beginning of the period, plus new hires, minus involuntary terminations.

For information on employees, we included information on Itaú Unibanco companies managed by the Human Resources department only, except for foreign units.

## priority SDG

### SDG 2020

Based on the Positive Impact Commitments, we have identified 12 Sustainable Development Goals (SDG) that are priorities for our activities and have mapped the related impacted targets:

SDG	SDG Target	Commitments
<b>1</b> No poverty	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	Financial citizenship
<b>4</b> Quality education	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	Private social investment
	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.	
	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	
	4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.	
<b>5</b> Gender equality	4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.	
	5.1 End all forms of discrimination against all women and girls everywhere.	Inclusive management
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Inclusion and entrepreneurship Inclusive management
<b>7</b> Affordable and clean energy	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	Inclusion and entrepreneurship
	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.	Financing positive impact sectors Responsible management
	7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.	Financing positive impact sectors

SDG	SDG Target	Commitments
<b>8</b> Decent work and economic growth	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.	Financing positive impact sectors
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	Inclusion and entrepreneurship
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Inclusive management
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.	Private social investment
	8.8. Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	Inclusive management
	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	Private social investment
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Inclusion and entrepreneurship Financial citizenship
<b>9</b> Industry, Innovation and Infrastructure	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Financing positive impact sectors
	9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.	Financing positive impact sectors
	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.	Inclusion and entrepreneurship
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	Financing positive impact sectors
	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	Financing positive impact sectors

SDG	SDG Target	Commitments
<b>10</b> Reduced inequalities	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	Inclusion and entrepreneurship
		Financial citizenship
		Inclusive management
		Responsible management
		Private social investment
<b>11</b> Sustainable cities and communities	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.	Inclusive management
	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	Financing positive impact sectors
		Private social investment
	11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	Private social investment
	11.a Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning.	Private social investment
<b>12</b> Responsible consumption and production	11.c. Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.	Financing positive impact sectors
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	Responsible management
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Responsible management
	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	Reporting and communication transparency
		Financing positive impact sectors
		Responsible investment
		Responsible management

SDG	SDG Target	Commitments
<b>13</b> Climate action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Reporting and communication transparency
		Responsible investment
		Responsible management
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Reporting and communication transparency
	13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible.	Reporting and communication transparency
<b>16</b> Peace, justice and strong institutions	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries, including focusing on women, youth and local and marginalized communities.	Reporting and communication transparency
	16.5 Substantially reduce corruption and bribery in all their forms.	Ethics in relations and business
		Reporting and communication transparency
		Ethics in relations and business
	16.6 Develop effective, accountable and transparent institutions at all levels.	Private social investment
		Reporting and communication transparency
<b>17</b> Partnerships for the goals	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.	Ethics in relations and business
		Reporting and communication transparency
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	Ethics in relations and business
		Reporting and communication transparency
<b>17</b> Partnerships for the goals	17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.	Private social investment
		Reporting and communication transparency

## Principles for Responsible Banking (PRB) self assessment

Reporting and self-assessment requirements	Summary of our progress in each item	Links and references
<b>Principle 1 – Alignment: we will align our business strategy to be consistent with and contribute to individuals’ needs and society’s goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.</b>		
1.1 Description of the business model	Our business model has been set up to enable our clients to find all their financial products in a single place and through the most convenient channel for them. We call this concept “full-service banking”. Our business is focused on all types of banking activities, across the following portfolios: commercial, investment, real estate loans, loans, financing and investment, leases and foreign exchange transactions. We offer a wide range of financial products and services to individuals and corporate clients, in Brazil and abroad, through channels including physical and client site branches, ATMs, digital channels, subsidiaries and international associates. In addition to focusing on financial performance, we play a major role as a corporate leader in bringing about positive changes in society. As the largest private bank in Brazil, we are aware of our responsibility, and therefore we seek to take the lead in building up sustainable solutions, both in our business and in the environmental and social initiatives we support.	Integrated Annual Report 2020: Business model – p. 31
1.2 Description of how we have aligned our strategy to contribute to society’s goals	Over the past few years, we have revisited our strategic sustainability guidelines, leading us to shift what we deem significant to our sustainable performance, making our reporting more aligned with the nature of our activities, and thus fostering the impact we want to generate.~ This process involved many stakeholders in identifying our areas of impact, which integrate sustainability into our business and operations units in a cross-cutting manner, enabling teams from different areas to take the lead in the agenda. During the development of the Positive Impact Commitments, we also identified the priority Sustainable Development Goals (SDG) for our business.	ESG Report 2020: Positive Impact Commitments Process – p. 9 Priority SDG – p. 164



Reporting and self-assessment requirements	Summary of our progress in each item	Links and references
<b>Principle 2 – Impact and target setting: we will work to continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.</b>		
<p>2.1 Impact analysis: identification of the areas of impact. Taking into consideration:</p> <p>a) Scope: business areas involved;</p> <p>b) Scale of exposure: areas of impact;</p> <p>c) Context and relevance: priorities for sustainable development; and</p> <p>d) Scale and intensity related to the bank's activities</p>	<p><b>How we identify our areas of impact</b> Our Positive Impact Commitments and areas of impact were identified based on the following stages: diagnosis (immersion in major sustainability trends); analysis of existing frameworks; dialogue with specialists; interviews with employees and leaders; and stakeholders 'panels with representatives from civil society, supported by two advisory firms, to consolidate the new strategy.</p> <p><b>A) Scope</b> Our core impact topics include issues related to ethics in business, the inclusive management of employees, the responsible management of our operations and value chain, and how we influence our clients through our business, our care for the financial health of people, the development and support to entrepreneurs, our investment process and financing in positive impact sectors, in addition to the transparent reporting of our information.</p> <p><b>b) Scale</b> In order to generate positive impact, we need goals and governance focused on our business, products and services. The highlights are our loan operations (individuals and companies) and investment operations which enable us to transition to a more sustainable economy. Four groups of targets unveil the goals for these fronts: Financial Citizenship, Inclusion and Entrepreneurship, Financing Positive Impact Sectors and Responsible Investment.</p> <p><b>c) Context and materiality</b> We have incorporated particular challenges facing Brazil into our Positive Impact Commitments: reducing race and gender inequalities; preventing indebtedness; encouraging the development of small businesses; and fostering positive impact sectors, such as infrastructure, sanitation, education, health and renewable energy.</p> <p><b>d) Scale and intensity</b> No scale and intensity study was carried out in this cycle.</p>	<p>ESG Report 2020: Positive Impact Commitments Process – p. 9</p> <p>a) ESG Report 2020: Materiality – p. 9 Transparency of reporting and communications – p. 15 Responsible investment – p. 21 Financing in positive impact sectors – p. 32 Inclusion and entrepreneurship – p. 50 Financial citizenship – p. 57 Ethics in relations and business – p. 64 Responsible management – p. 83 Inclusive management – p. 106 Private social investment – p. 143</p> <p>b) ESG Report 2020: Sustainability governance and strategy – p. 7 Responsible investment – p. 21 Financing in positive impact sectors – p. 32 Inclusion and entrepreneurship – p. 50 Financial citizenship – p. 57</p> <p>c) ESG Report 2020: Materiality – p. 9 Transparency of reporting and communications – p. 15 Responsible investment – p. 21 Financing in positive impact sectors – p. 32 Inclusion and entrepreneurship – p. 50 Financial citizenship – p. 57 Ethics in relations and business – p. 64 Responsible management – p. 83 Inclusive management – p. 106 Private social investment – p. 143</p>

Reporting and self-assessment requirements	Summary of our progress in each item	Links and references
<b>Main conclusions on the impact analysis</b>		
Even though the strategy revision had been carried out prior to our signing the Principles for Responsible Banking, the process proceeded mostly aligned with their practices and guidelines, identifying our areas of impact associated with our business, involving stakeholders in the process and publishing the targets with updated reporting in the following year.		
2.2 Target setting	<p><b>Context</b></p> <p>As part of this process we carried out a diagnosis of global challenges, held dialogue with employees, internal leaders, representatives of civil society and, supported by two external advisory firms, we identified material topics with a potential impact on our business and operations. We also analyzed our historical data on these topics. This vision is expressed by the Positive Impact Commitments – which include targets to guide our business in the coming years. Details of the development of these commitments are included in this report. Each commitment has two officers responsible for their performance and for the achievement of these goals. Two examples of SMART targets and the related contexts and SDG are presented below:</p> <p><b>Target 1 – Inclusion and entrepreneurship</b></p> <p>Over the last 30 years, micro and small enterprises (MSEs) in Brazil have become increasingly relevant to the market. These companies account for 30% of the value added to GDP and over half of formal jobs in Brazil. It is thus our responsibility as a financial institution to support those who are on this journey. By supporting micro and small enterprises, we boost more than just business — we allow people and regions to flourish, and with them the economy of the whole country. An example of a target we set up is as follows:</p> <p>Increasing the volume of credit to women-led small and medium-sized businesses, reaching R\$11 billion in credit by 2024.</p> <div data-bbox="518 1189 611 1281"> </div> <div data-bbox="647 1189 740 1281"> </div> <div data-bbox="777 1189 869 1281"> </div> <p><b>Target 2 – Financing positive impact sectors</b></p> <p>The top issue discussed in the World Economic Forum Annual Meeting in Davos in 2020 was the connection between the economy and the environment — the first time ever that the top five risks in the global risk report for this event affect all environmental issues. Against this backdrop, financial institutions are key to providing for a sustainable change in the economic system. As major sources of loans and investments, they are able to redirect capital towards companies supporting environmental and social initiatives.</p> <p>Allocating R\$15 billion, through products and services, to renewable energy generation and services by 2025.</p> <div data-bbox="518 1630 611 1722"> </div> <div data-bbox="647 1630 740 1722"> </div> <div data-bbox="777 1630 869 1722"> </div>	<p>ESG Report 2020: Positive Impact Commitments Process – p. 9</p> <p>Sustainability governance and strategy – p. 7</p> <p>Financing in positive impact sectors – p. 32</p> <p>Inclusion and entrepreneurship – p. 50</p>

Reporting and self-assessment requirements	Summary of our progress in each item	Links and references
<b>Main conclusions on the target setting</b>		
<p>We made significant headway in the dialogue process with stakeholders and in the immersion in our historical data to set the impact targets. The progress of these targets was published in a detailed report on priority topics. We believe that the target setting strategy is a more tangible practice for the areas than the strategy adopted before. The pandemic impacted some action plans in this first year of adoption. Therefore, some targets required adjustments for the next cycle. To move forward and enhance our compliance with this principle, a recurring assessment of our portfolio impacts is required, which include our exposure to technologies, business models and sustainability impact sectors, and which is able to address the target adjustments also for the coming cycles. Today, our commitments are not associated with the compensation and incentive programs.</p>		
2.3 3 Plans for target implementation and monitoring	<p><b>Actions to monitor the progress of the targets</b></p> <p>The commitments launched at the end of 2019 are broken down into a total of 40 targets disclosed. The targets are monitored based on indicators and reported quarterly to the executives responsible for the commitments, as well as to the Board of Directors. This agenda completed one year anniversary in September 2020, and therefore the progress and the results are only partial. However, we have ensured accountability to the market through a specific and detailed report, which includes the main information from this report.</p> <p>By means of a consolidated governance structure integrated into our business, we incorporate sustainability into our strategy, which enables incorporating environmental, social and economic issues and trends into our operations.</p> <p>Aimed at providing consistency and rhythm, we adopted the PMO process (an organizational structure for monitoring targets) in 2020, intended to ensure the organization of the agenda and the interface between sustainability leaders and sponsors of each commitment. Among the main functions of this structure, we highlight: the placement of the target vision and commitment indicators at the center of the agenda, for purposes of external and internal reporting, identifying areas which require attention and best practices to help support the agendas.</p>	<p>ESG Report 2020: Sustainability governance and strategy – p. 7 Transparency of reporting and communications – p. 15 Responsible investment – p. 21 Financing in positive impact sectors – p. 32 Inclusion and entrepreneurship – p. 50 Financial citizenship – p. 57 Ethics in relations and business – p. 64 Responsible management – p. 83 Inclusive management – p. 106 Private social investment – p. 143</p> <p>Integrated Annual Report 2020: Governance – p. 38</p>
<b>Main conclusions on target monitoring</b>		
<p><b>A structured governance was crucial for the performance of the targets in 2020. Itaú Unibanco's ESG governance approach has been adequate over time with the proper handling of sustainability issues. In 2020, the main highlights were the review of duties of the Sustainability Committee, which is now called Sustainability and Positive Impact Committee, in addition to the PMO adopted to support the monitoring of action plans and focal points of the different areas involved in the process.</b></p>		
2.1 Progress on implementing targets	<p>The evolution of the 40 targets disclosed in the end of September 2019 can be followed up in this report and in the Report on One Year of Positive Impact Commitments <a href="#">launched in December 2020</a>.</p> <p>The pandemic has impacted some of the targets and actions planned for this cycle. To learn more about each target, please see the reference links.</p> <p>We highlight two examples of progress during this last cycle:</p> <p><b>Responsible management</b></p> <p>Today we operate using 100% clean renewable electricity, including all administrative buildings, branches and data centers. This target was met in 2020, with REC Brazil certificates evidencing our energy consumption from renewable source.</p> <p><b>Reporting and communication transparency</b></p> <p>In 2020, to provide more transparent reporting of the bank's sustainability initiatives and actions, Itaú has adopted the Sustainability Accounting Standards Board (SASB) indicators, with voluntary reporting based on key parameters for the assessment of ESG (environmental, social and governance) at companies.</p>	<p>ESG Report 2020: Sustainability governance and strategy – p. 7 Transparency of reporting and communications – p. 15 Responsible investment – p. 21 Financing in positive impact sectors – p. 32 Inclusion and entrepreneurship – p. 50 Financial citizenship – p. 57 Ethics in relations and business – p. 64 Responsible management – p. 83 Inclusive management – p. 106 Private social investment – p. 143</p> <p><b>Paper Positive Impact Commitment</b></p>

Reporting and self-assessment requirements	Summary of our progress in each item	Links and references
<b>Main conclusions on the progress on implementing targets</b>		
<p>The progress of the targets was monitored based on a PMO responsible for monitoring the progress of the focal point of many offices. Among other actions, this monitoring supported the teams in identifying COVID-19 impacts on the proposed targets. For example, the lack of employees at the administrative centers enabled us to exceed the targets set for responsible management. By monitoring the progress in our governance processes we were able to focus our efforts on priority action plans for the moment related to our banking responsibility. Our response was rapid with the set up of the Todos pela Saúde (All for Health) program, which has donated R\$1 billion to the pandemic relief efforts, and our target review process resulted in the integration of the new Private Social Investment Commitment. Periodic monitoring and review of targets are crucial to progress on this agenda.</p>		
<b>Principle 3 – Clients and customers: we will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.</b>		
3.1 Overview of our practices	<p>We adopt policies to formalize and consolidate existing structures to protect the interests of our employees, management members and stockholders, as well as to promote our culture and values. Our policies are available on our Investor Relations website. Among them, we highlight the Sustainability and Environmental and Social Responsibility Policy (PRSA), which sets out the guidelines, strategies and fundamental principles for our E&amp;S management, including institutional issues, and addresses the specific procedures and key risks to the Institution's operations.</p> <p>We integrate ESG issues into our investment valuations, including these variables in traditional valuation models, with an analysis of the impact on cash flow and cost of capital. In addition to integrating ESG variables into our loan operations (in accordance with the Environmental and Social Risk Policy), additional evaluations are carried out, based on the requirements of the sector of activity and segment.</p>	<p><b>Investors Relation website: Policies</b></p> <p>ESG Report 2020: Responsible investment – p. 21 Financing in positive impact sectors – p. 32</p>
3.2 Actions planned and/or thought about to encourage sustainable economic activities	<p>In 2020, we set up a working group aimed at integrating ESG issues into the portfolio, as well as two ESG committees – one with executives from the wholesale banking area, and one focused on retail banking. Using these committees, we sped up the approval process for financial products and services encouraging our clients make decisions that took into account the environmental and social impact.</p>	<p>ESG Report 2020: Sustainability governance and strategy – p. 7</p>
<b>Principle 4 – Stakeholders: we will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals</b>		
4.1 Stakeholders involved	<p>The development process for impact targets factors in dialogue with different stakeholders. Internal and external evaluations were carried out to capture how our performance is perceived by our employees, senior management and other relevant stakeholders. The consultation included the following components: three theme panels with internal and external stakeholders; 14 interviews with sustainability and financial market specialists, opinion makers and companies engaged with the topic; 23 interviews with top and mid-level leaders with a key role in the current sustainability strategy.</p>	<p>ESG Report 2020: Positive Impact Commitments Process – p. 9</p>
<b>Principle 5 – Governance and culture: we will implement our commitment to these principles through effective governance and a culture of responsible banking.</b>		
5.1 Governance structure to manage impacts and support effective implementation of the principles	<p>We understand that the Principles for Responsible Banking are drivers of the review process for the Positive Impact Commitments. The principles must be addressed through the same governance structures indicated above.</p>	<p>ESG Report 2020: Sustainability governance and strategy – p. 7</p> <p>Integrated Annual Report 2020: Governance – p. 38</p>


Reporting and self-assessment requirements	Summary of our progress in each item	Links and references
5.2 Initiatives to foster a culture of responsible banking	All employees have been trained on our sustainability strategy under the Integrity Program. Internal campaigns were carried out, focused on the Positive Impact Commitments, and the results were disclosed to all employees. Also in 2020, we launched a new internal hub intended to engage employees in these topics.	ESG Report 2020: Integrity and Ethics Program – p. 65
5.3 Governance structure to implement the Principles	We understand that the Principles for Responsible Banking are drivers of the review process for the Positive Impact Commitments, which already have priority targets. The Principles must be addressed through the same governance structures indicated above. We currently monitor pending issues related to the Principles, and design action plans based on the Sustainability and Compliance structure.	ESG Report 2020: Sustainability governance and strategy – p. 7

#### Main conclusions on the governance structure of the principles

The main results from the strategy of implementing the commitments in the first cycle were:

- Cross-cutting performance: with offices in charge of several areas promoting an ongoing exchange of experiences and team engagement;
- Dialogue with different stakeholders: understanding internal challenges and external demands to progress along with the agenda; and
- Transparency to society: with targets made public – everyone can follow the progress of the strategy.

**Principle 6 – Transparency and accountability: we will periodically review our individual and collective implementation of these principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.**

6.1 Progress on Implementing the Principles for Responsible Banking	We have incorporated the Principles for Responsible Banking into our Positive Impact Commitments. To enable this, the commitments were also aligned with major frameworks, such as the SDG, the Paris Climate Agreement and the TCFD, different stakeholders were engaged to identify our areas of impact, and our targets were made public to enable society to monitor them. Our progress towards these targets is available in our Report on One Year of Positive Impact Commitments.	<b>Paper Positive Impact Commitments</b>  ESG Report 2020: Positive Impact Commitments Process – p. 9 Project implementation aligned with TCFD – p. 19 Priority SDG – p. 164 Transparency of reporting and communications – p. 15 Responsible investment – p. 21 Financing in positive impact sectors – p. 32 Inclusion and entrepreneurship – p. 50 Financial citizenship – p. 57 Ethics in relations and business – p. 64 Responsible management – p. 83 Inclusive management – p. 106 Private social investment – p. 143
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#### Main conclusions on the implementation of the Principles for Responsible Banking.

For the first cycle, we carried out a diagnosis of what we understand has been already incorporated into our E&S practices and of the priority action plans for the next three years. We are satisfied with the progress of this first cycle, with the more effective positive impact strategy with the target setting, and with the well structured governance to implement the commitments assumed.

## summary of SASB indicators – Commercial Banks, Asset Management & Custody Activities, Investment Banking & Brokerage

Theme	Code	Accounting metric	Page	Commented grip	External assurance
Data security	FN-CB-230a.1	Number of data breaches, percentage involving personally identifiable information (PII), number of account holders affected. <b>Note a FN-CB-230a.1</b> – The entity shall describe the corrective actions taken in response to data breaches.		<b>Not reported</b> – The information requested is considered strategic by the company and is therefore not disclosed.	No
	FN-CB-230a.2	Description of approach to identifying and addressing data security risks.	ESG-R 71 IAR 135	<b>Partial</b> – The requested regulations are not applicable in Brazil.	Yes
Financial inclusion & capacity building	FN-CB-240a.1	Number and amount of loans outstanding qualified to programs designed to promote small business and community development. <b>Note a FN-CB-240a.1</b> – The entity shall provide a description of its short-term and long-term strategy or plan to expand its portfolio of loans qualified to programs designed to promote small business and community development.	ESG-R 50 IAR 90	<b>Partial</b> – The requested regulations are not applicable in Brazil.	Yes
	FN-CB-240a.2	Number and amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development.	ESG-R 50 IAR 90	<b>Partial</b> – The requested regulations are not applicable in Brazil.	Yes
	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers.		<b>Not reported</b> – In Brazil, we have no control over information that can determine which customers were previously unbanked or underbanked.	No
	FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers. <b>Note a FN-CB-240a.4</b> – The entity shall describe its initiatives, programs, and/or financial services that are focused on enhancing the financial literacy of unbanked, underbanked, or underserved customers.	ESG-R 50 ESG-R 51 ESG-R 57 IAR 90 IAR 91 IAR 113	<b>Partial</b> – In Brazil, we have no control over information that can determine which customers were unbanked, underbanked or underserved.	Yes
	FN-CB-410a.1	Commercial and industrial credit exposure, by industry.	ESG-R 35 ESG-R 36	<b>Partial</b> – The requested regulations are not applicable in Brazil.	Yes
Incorporation of environmental, social, and governance factors in credit analysis	FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis.	ESG-R 23 ESG-R 32 ESG-R 37 IAR 89 IAR 104 IAR 131 IAR 132	<b>Partial</b> – Some information required by the indicator is not available.	Yes

Theme	Code	Accounting metric	Page	Commented grip	External assurance
Business ethics	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations. <b>Note a FN-CB-510a.1</b> – The entity shall briefly describe the nature (e.g., judgment or order issued after trial, settlement, guilty plea, deferred prosecution agreement, or non-prosecution agreement) and context (e.g., fraud, anti-trust, or market manipulation) of all monetary losses as a result of legal proceedings.	IAR 137	<b>Partial</b> – The requested regulations are not applicable in Brazil.	Yes
	FN-CB-510a.2   FN-AC-510a.2   FN-IB-510a.2	Description of whistleblower policies and procedures.	ESG-R 66 ESG-R 67 ESG-R 74 ESG-R 77 ESG-R 78 ESG-R 158 ESG-R 159 IAR 118 IAR 134	<b>Complete.</b>	Yes
Systemic risk management	FN-CB-550a.1   FN-IB-550a.1	Global Systemically Important Bank (G-SIB) score, by category. <b>Note a FN-CB-550a.1</b> – The entity shall describe whether it obtains the score from the relevant supervisory authority after reporting the indicators used in calculation of the G-SIB or calculates the score internally using the Bank of International Settlements' (BIS) methodology. And whether its relevant regulatory authority requires the entity to report the data required for the G-SIB calculation or if the entity chooses to report the data voluntarily.	IAR 127	<b>Complete.</b>	Yes
	FN-CB-550a.2   FN-IB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities.	Complete financial statements in IFRS 142	<b>Partial</b> – The information is not available by the Company.	Yes
Employee diversity & inclusion	FN-AC-330a.1.   FN-IB-30a.1.	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees.	ESG-R 114 ESG-R 116 ESG-R 118 ESG-R 119 IAR 73 IAR 74 IAR 75	<b>Partial</b> – Some information required by the indicator is not available.	No
Incorporation of environmental, social, and governance factors in investment management & advisory	FN-AC-410a.2.	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies.	ESG-R 22 ESG-R 23 IAR 104	<b>Partial</b> – Some information required by the indicator is not available.	No
Activity metric	FN-CB-000.A	Number and value of checking and savings accounts by segment: (a) personal and (b) small business.	IAR 161 IAR 62	<b>Partial</b> – Some information required by the indicator is not available.	Yes
	FN-CB-000.B	Number and value of loans by segment: (a) personal, (b) small business, and (c) corporate. <b>Note a FN-CB-000.B</b> – Mortgage loans as well as revolving credit loans shall be excluded from the scope of disclosure.	IAR 159	<b>Partial</b> – Some information requested is considered strategic, therefore it is not disclosed.	Yes



## GRI content index for “in accordance” – Standards option core

GRI 102-54 | GRI 102-55

GRI 101 Foundation			
GRI 102 General disclosures – Standards			
Indicators: Organization profile		Page number (or link)	External assurance
102-1	Name of the organization	ESG-R 2	No
102-2	Activities, brands, products, and services	IAR 31	No
102-3	Location of headquarters	Our headquarters are located in Alfredo Egydio de Souza Aranha Square, 100 – 04344-902, São Paulo, SP – Brasil.	No
102-4	Location of operations	IAR 23	No
102-5	Ownership and legal form	We are a publicly traded corporation.	No
102-6	Markets served	IAR 23	No
102-7	Scale of the organization	ESG-R 111, IAR 23, IAR 72	No
102-8	Information on employees and other workers	ESG-R 111, ESG-R 114, ESG-R 123, ESG-R 162, IAR 72	Yes
102-9	Supply chain	ESG-R 103, ESG-R 104, ESG-R 105	No
102-10	Significant changes to the organization and its supply chain	IAR 115	No
102-11	Precautionary principle or approach	ESG-R 45	Yes
102-12	External initiatives	ESG-R 161	No
102-13	Membership of associations	ESG-R 160, ESG-R 161	No
Indicators: Strategy			
102-14	Statement from senior decision-maker	ESG-R 3	No
102-15	Key impacts, risks, and opportunities	ESG-R 23, ESG-R 45, IAR 104, IAR 109	No
Indicators: Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	ESG-R 65 IAR 115	No
102-17	Mechanisms for advice and concerns about ethics	ESG-R 66, ESG-R 73, ESG-R 74, ESG-R 158, ESG-R 159, IAR 115, IAR 118	Yes
Indicators: Governance structure			
102-18	Governance structure	ESG-R 7, ESG-R 8, IAR 100	No
102-20	Executive-level responsibility for economic, environmental, and social topics	ESG-R 7, ESG-R 8, IAR 100	No
102-25	Conflicts of interest	ESG-R 78	No
102-35	Remuneration policies	ESG-R 132	No
102-36	Process for determining remuneration	ESG-R 12, ESG-R 131, ESG-R 132, IAR 102, IAR 82	No
Indicators: Stakeholders management			
102-40	List of stakeholder groups	ESG-R 11	No
102-41	Collective bargaining agreements	ESG-R 133	No
102-42	Identifying and selecting stakeholders	ESG-R 9, IAR 85	No
102-43	Approach to stakeholder engagement	ESG-R 9, ESG-R 20, IAR 85 The organization has several communication channels with its stakeholders, with different frequencies, as mentioned in the previous reports. This year, it was decided to highlight the process of building the nine Positive Impact Commitments.	No
102-44	Key topics and concerns IA ised	ESG-R 9, IAR 85	No



## GRI 102 General disclosures – Standards

### Indicators: Reporting practice

102-45	Entities included in the consolidated financial statements	IAR 19	Yes
102-46	Defining report content and topic boundaries	ESG-R 11	Yes
102-47	List of material topics	ESG-R 9, ESG-R 10, IAR 86	Yes
102-48	Restatements of information	The reformulated information and differences between calculation bases are detailed in the footnotes throughout the report.	Yes
102-49	Changes in reporting	No significant changes.	Yes
102-50	Reporting period	January 1 <sup>st</sup> , 2020 to 31 <sup>st</sup> December, 2020.	Yes
102-51	Date of most recent report	2019.	Yes
102-52	Reporting cycle	Annual.	Yes
102-53	Contact point for questions regarding the report	<a href="mailto:relacoes.investidores@itau-unibanco.com.br">relacoes.investidores@itau-unibanco.com.br</a>	No
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.	Yes
102-55	GRI content index	GRI Content Index.	No
102-56	External assurance	ESG-R 182	Yes

## GRI 103 Management approach – Material topics

Indicators	Page number (or link)	Omission(s)	External assurance
<b>Material topic – Transparency in reports and communication</b>			
103-1	Transparency in reports and communication: Explanation of the material topic and its boundary	ESG-R 15	Yes
103-2	Transparency in reports and communication: The management approach and its components	ESG-R 15	Yes
103-3	Transparency in reports and communication: Evaluation of the management approach	ESG-R 15	Yes
<b>Material topic – Responsible investment</b>			
103-1	Responsible investment: Explanation of the material topic and its boundary	ESG-R 21	Yes
103-2	Responsible investment: The management approach and its components	ESG-R 21	Yes
103-3	Responsible investment: Evaluation of the management approach	ESG-R 21	Yes
<b>Material topic – Financing in positive impact sectors</b>			
103-1	Financing in positive impact sectors: Explanation of the material topic and its boundary	ESG-R 32	Yes
103-2	Financing in positive impact sectors: The management approach and its components	ESG-R 32	Yes
103-3	Financing in positive impact sectors: Evaluation of the management approach	ESG-R 32	Yes
<b>Material topic – Inclusion and entrepreneurship</b>			
103-1	Inclusion and entrepreneurship: Explanation of the material topic and its boundary	ESG-R 50	Yes
103-2	Inclusion and entrepreneurship: The management approach and its components	ESG-R 50	Yes
103-3	Inclusion and entrepreneurship: Evaluation of the management approach	ESG-R 50	Yes
<b>Material topic – Financial citizenship</b>			
103-1	Financial citizenship: Explanation of the material topic and its boundary	ESG-R 57	Yes
103-2	Financial citizenship: The management approach and its components	ESG-R 57	Yes
103-3	Financial citizenship: Evaluation of the management approach	ESG-R 57	Yes
<b>Material topic – Ethics in relations and business</b>			
103-1	Ethics in relations and business: Explanation of the material topic and its boundary	ESG-R 64	Yes
103-2	Ethics in relations and business: The management approach and its components	ESG-R 64	Yes
103-3	Ethics in relations and business: Evaluation of the management approach	ESG-R 64	Yes
<b>Material topic – Responsible management</b>			
103-1	Responsible management: Explanation of the material topic and its boundary	ESG-R 83	Yes
103-2	Responsible management: The management approach and its components	ESG-R 83	Yes
103-3	Responsible management: Evaluation of the management approach	ESG-R 83	Yes

GRI 103 Management approach – Material topics			
Indicators		Page number (or link)	Omission(s) External assurance
<b>Material topic – Inclusive management</b>			
103-1	Inclusive management: Explanation of the material topic and its boundary	ESG-R 106	Yes
103-2	Inclusive management: The management approach and its components	ESG-R 106	Yes
103-3	Inclusive management: Evaluation of the management approach	ESG-R 106	Yes
<b>Material topic – Private social investment</b>			
103-1	Private social investment	ESG-R 143	Yes
103-2	Private social investment	ESG-R 143	Yes
103-3	Private social investment	ESG-R 143	Yes
<b>Topic-specific disclosure – Economic</b>			
<b>GRI 201 – Economic performance</b>			
201-1	Direct economic value generated and distributed	ESG-R 145	Yes
201-2	Financial implications and other risks and opportunities due to climate change	ESG-R 26 ESG-R 45 IAR 109	No
201-4	Financial assistance received from government	ESG-R 144	Yes
<b>GRI 203 – Indirect economic impacts</b>			
203-2	Significant indirect economic impacts	ESG-R 51 ESG-R 52 IAR 113 IAR 114 IAR 115	Yes
<b>GRI 204 – Procurement practices</b>			
204-1	Proportion of spending on local suppliers	ESG-R 105	No
<b>GRI 205 – Anti-corruption</b>			
205-2	Communication and training about anti-corruption policies and procedures	ESG-R 67 IAR 134	Yes
205-3	Confirmed incidents of corruption and actions taken	ESG-R 67 IAR 134	Yes
<b>GRI 206 – Anti-competitive behavior</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG-R 82 IAR 137	Yes
<b>GRI 207 – Tax (version 2019)</b>			
207-1	Approach to tax	ESG-R 80 ESG-R 81 IAR 117	Yes
207-2	Tax governance, control, and risk management	ESG-R 80 ESG-R 81 IAR 117	Yes
207-3	Stakeholder engagement and management of concerns related to tax	ESG-R 80 ESG-R 81 IAR 117	Yes
207-4	Country-by-country reporting	Complete Financial Statements in IFRS	Yes
<b>Topic-specific disclosure – Environmental</b>			
<b>GRI 301 – Materials</b>			
301-1	Materials used by weight or volume	ESG-R 100	No
<b>GRI 302 – Energy</b>			
302-1	Interactions with water as a shared resource	ESG-R 87 ESG-R 88 IAR 120 IAR 121	Yes
302-4	Reduction of energy consumption	ESG-R 86 IAR 120	Yes
<b>GRI 303 – Water and effluents (version 2018)</b>			
303-1	Interactions with water as a shared resource	ESG-R 95 IAR 124	No
303-3	Water withdrawal	ESG-R 47 ESG-R 95 ESG-R 96 IAR 124	No
303-5	Water withdrawal	ESG-R 95 ESG-R 96 IAR 124	No

Topic-specific disclosure – Environmental			
Indicators		Page number (or link)	Omission(s) External assurance
<b>GRI 305 – Emissions</b>			
305-1	Direct (Scope 1) GHG emissions	ESG-R 91 ESG-R 94 IAR 122	Yes
305-2	Energy indirect (Scope 2) GHG emissions	ESG-R 91 ESG-R 94 IAR 122	Yes
305-3	Other indirect (Scope 3) GHG emissions	ESG-R 91 ESG-R 94 IAR 122	No
305-5	Reduction of GHG emissions	ESG-R 91 ESG-R 94 IAR 122	Yes
<b>GRI 306 – Effluents and waste</b>			
306-3	Waste generated	ESG-R 97 ESG-R 99	Yes
<b>GRI 307 – Environmental compliance</b>			
307-1	Non-compliance with environmental laws and regulations		Yes
<b>GRI 308 – Supplier environmental assessment</b>			
308-1	New suppliers that were screened using environmental criteria	ESG-R 103 ESG-R 104 ESG-R 105 IAR 115 IAR 116	No
308-2	Negative environmental impacts in the supply chain and actions taken	ESG-R 104 ESG-R 105 IAR 116	No
<b>Topic-specific disclosure – Social</b>			
<b>GRI 401 – Employment</b>			
401-1	New employee hires and employee turnover	ESG-R 142 ESG-R 162 ESG-R 163 IAR 79	Yes
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG-R 133 ESG-R 134	No
<b>GRI 403 – Occupational health and safety (version 2018)</b>			
403-2	Hazard identification, risk assessment, and incident investigation	ESG-R 134	No
403-3	Occupational health services	ESG-R 136 ESG-R 137 ESG-R 138 ESG-R 141	No
403-5	Worker training on occupational health and safety	ESG-R 141 ESG-R 142	No
403-6	Promotion of worker health	ESG-R 133 ESG-R 134 ESG-R 138 ESG-R 139 ESG-R 140 ESG-R 141	No
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG-R 138 ESG-R 139 ESG-R 140 ESG-R 141	No
403-9	Work-related injuries	ESG-R 136	No
<b>GRI 404 – Training and education</b>			
404-1	Average hours of training per year per employee	ESG-R 130 IAR 80 IAR 81	No
404-2	Programs for upgrading employee skills and transition assistance programs	ESG-R 123 ESG-R 125 ESG-R 130 IAR 79	No
404-3	Percentage of employees receiving regular performance and career development reviews	ESG-R 130 ESG-R 131 IAR 81 IAR 82	No

Topic-specific disclosure – Social				
Indicators		Page number (or link)	Omission(s)	External assurance
<b>GRI 405 – Diversity and equal opportunity</b>				
405-1	Diversity of governance bodies and employees	ESG-R 111 ESG-R 114 ESG-R 115 ESG-R 123 IAR 71 IAR 77		Yes
405-2	Ratio of basic salary and remuneration of women to men	ESG-R 132 IAR 73		Yes
<b>GRI 406 – Non-discrimination</b>				
406-1	Incidents of discrimination and corrective actions taken	ESG-R 75 ESG-R 77 ESG-R 78 IAR 118		Yes
<b>GRI 407 – Freedom of association and collective bargaining</b>				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG-R 104		No
<b>GRI 408 – Child labor</b>				
408-1	Operations and suppliers at significant risk for incidents of child labor	ESG-R 37 ESG-R 104 IAR 132		No
<b>GRI 409 – Forced or compulsory labor</b>				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG-R 37 IAR 132		No
<b>GRI 412 – Human Rights assessment</b>				
412-1	Operations that have been subject to human rights reviews or impact assessments	ESG-R 104		No
<b>GRI 414 – Supplier social assessment</b>				
414-1	New suppliers that were screened using social criteria	ESG-R 104 ESG-R 105 IAR 116		No
414-2	Negative social impacts in the supply chain and actions taken	ESG-R 103 ESG-R 104 ESG-R 105 IAR 116		No
<b>GRI 415 – Public policy</b>				
415-1	Political contributions	ESG-R 82 IAR 117 IAR 135		Yes
<b>GRI 417 – Marketing and labeling</b>				
417-3	Incidents of non-compliance concerning marketing communications	ESG-R 82 IAR 117 IAR 137		Yes
<b>GRI 418 – Customer privacy</b>				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG-R 69 IAR 135		No
<b>Sector disclosures</b>				
<b>Sector disclosure – Financial services (G4 version): Economic performance</b>				
G4-DMA	Economic performance	ESG-R 28 ESG-R 145 IAR 105		Yes
<b>Sector disclosure – Financial services (G4 version): Product portfolio</b>				
G4-DMA	Product portfolio: Policies with specific environmental and social components applied to business lines (former FS1)	ESG-R 37 ESG-R 38 IAR 132		Yes
G4-DMA	Product portfolio: Procedures for assessing and screening environmental and social risks in business lines (former FS2)	ESG-R 38 IAR 132		Yes
G4-DMA	Product portfolio: Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions (former FS3)	ESG-R 37 ESG-R 38 IAR 132		Yes
<b>Sector disclosure – Financial services (G4 version): Product portfolio</b>				
G4-DMA	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	ESG-R 38 IAR 132		Yes
G4-DMA	Product portfolio: Interactions with clients/ investees/business partners regarding environmental and social risks and opportunities (former FS5)	ESG-R 23 IAR 104		Yes

Sector disclosures				
Indicators		Page number (or link)	Omission(s)	External assurance
G4-FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/sme/large) and by sector	ESG-R 41 ESG-R 42 ESG-R 43		No
G4-FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	ESG-R 51 IAR 113		No
G4-FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	ESG-R 35		Yes
Sector disclosure – Financial services (G4 version): Audit				
G4-DMA	Audit: Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures (former FS9)	ESG-R 37 IAR 132		Yes
Sector disclosure – Financial services (G4 version): Active ownership				
G4-FS10	Percentage and number of companies held in the institution’s portfolio with which the reporting organisation has interacted on environmental or social issues	ESG-R 23		Yes
G4-FS11	Percentage of assets subject to positive and negative environmental or social screening	ESG-R 23 IAR 104		Yes
G4-DMA	Voting policy(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting (former FS12)	ESG-R 27		No
Sector disclosure – Financial services (G4 version): Local communities				
G4-FS13	Access points in low-populated or economically disadvantaged areas by type	ESG-R 51 IAR 113		Yes
G4-FS14	Initiatives to improve access to financial services for disadvantaged people	ESG-R 52 IAR 114 IAR 115		Yes
Sector disclosure – Financial services (G4 version): Product and service labeling				
G4-DMA	Product and service labeling: Policies for the fair design and sale of financial products and services (former FS15)	ESG-R 58 IAR 59		No
G4-DMA	Product and service labeling: Initiatives to enhance financial literacy by type of beneficiary (former FS16)	ESG-R 58 ESG-R 61 IAR 82		Yes

# Independent auditor's limited assurance report on sustainability information included in the ESG Report 2020

GRI 102-56

To the Board of Directors and Stockholders  
Itaú Unibanco Holding S.A.  
São Paulo – SP

## Introduction

Itaú Unibanco Holding S.A. ("Itaú Unibanco" or "Company") engaged us to present our limited assurance report on (i) the compilation of sustainability information included in the "ESG Report 2020" of Itaú Unibanco for the year ended December 31, 2020, in accordance with the Global Reporting Initiative (GRI-STANDARDS) criteria, and (ii) the compliance with the principles established by the standard AA1000 AccountAbility Principles 2018 – "AA1000AP (2018)".

## Management's responsibilities

The Company's management is responsible for (i) the preparation and fair presentation of the sustainability information in the "ESG Report 2020" report in accordance with the Global Reporting Initiative criteria, and (ii) the compliance with the principles established by the standard AA1000AP (2018). Management is also responsible for the internal controls over the preparation of such information (items (i) and (ii)) in accordance with the respective criteria, being free from material misstatement, whether due to fraud or error.

## Independent auditor's responsibilities

Our responsibility is to express a conclusion on (i) the sustainability information included in the "ESG Report 2020" report and on (ii) the compliance with the principles established by the standard AA1000AP (2018) based on our limited assurance engagement carried out in accordance with the Technical Communication CTO 01, "Issuance of an Assurance Report related to Sustainability and Social Responsibility", issued by the Federal Accounting Council (CFC), based on the Brazilian standard NBC TO 3000, "Assurance Engagements Other than Audit and Review", also issued by the CFC, which is equivalent to the international standard ISAE 3000, "Assurance

engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we comply with ethical and independence requirements, and other responsibilities, including in relation to the Brazilian Standard on Quality Control (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including compliance policies and procedures for applicable ethical requirements, professional standards and legal and regulatory requirements.

These standards also require the work to be planned and performed to obtain limited assurance that the sustainability information included in the "ESG Report 2020", taken as a whole, is free from material misstatement.

Finally, we are also responsible for concluding about whether the principles established by the standard AA1000AP (2018) were complied with, based on a moderate assurance engagement, applying procedures in accordance with AA1000 Assurance Standard ("AA1000 AS", 2018 Addendum), as issued by AccountAbility, for Type 1 reviews.

A limited assurance engagement conducted in accordance with the Brazilian standard NBC TO 3000 and ISAE 3000, and a moderate assurance engagement made in accordance with AA1000 AS, 2018 Addendum, mainly consist of making inquiries of management and other professionals of the Company involved in the preparation of the sustainability information, as well as applying analytical procedures to obtain evidence that enables the issue of a limited/moderate assurance conclusion on the information taken as a whole. A limited assurance/moderate engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead the auditor to believe that the information taken as a whole might present significant misstatements.

The procedures selected are based on our understanding of the aspects related to the compilation and presentation of the sustainability information in the "ESG Report 2020" and to the compliance with the principles established

by the standard AA1000AP (2018), other engagement circumstances and our analysis of the areas in which significant misstatements might exist. The following procedures were adopted:

- Planning the work, taking into consideration the materiality and the volume of quantitative and qualitative information and the operating and internal control systems used to prepare the information in the Company's "ESG Report 2020";
- Understanding the calculation methodology and the procedures adopted for the compilation of indicators through interviews with the managers responsible for the preparation of the information;
- Applying, on a test-basis, analytical procedures to quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the "ESG Report 2020";
- Comparing the financial indicators with the financial statements and/or accounting records;
- Assessing the compliance with the principles of inclusion, significance, response capacity and impacts of standard AA1000AP (2018) in the preparation of sustainability information, in analyzing the "ESG Report 2020" and the Company's internal documentation.

The limited assurance engagement also included tests to assess compliance with the guidelines and criteria of the Global Reporting Initiative (GRI-Standards) applied in the preparation of the sustainability information included in the "ESG Report 2020".

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

## Scope and limitations

The procedures applied in a limited assurance engagement are substantially less detailed than those applied in a reasonable assurance engagement, the objective of which is the issuance of an opinion on the sustainability information in the "ESG Report 2020". Consequently, we were not able to obtain reasonable assurance that we might have become aware of all

significant matters, compared to those matters that might have been identified in an assurance engagement, the objective of which is the issue of an opinion. Had we performed an engagement with the objective of issuing an opinion, we might have identified other matters and possible misstatements in the sustainability information in the "ESG Report 2020". Therefore, we do not express an opinion on this information.

Likewise, the procedures applied in a moderate assurance engagement are substantially less detailed than those applied in an elevated assurance engagement, the objective of which is the obtaining of sufficient information to support the statement, taking into account that the margin of error for the conclusion is significantly reduced. In this regard, we were not able to obtain the same assurance on the information regarding the compliance with the principles established by standard AA1000AP (2018). Had we performed an elevated assurance engagement; we might have identified other matters regarding the reliability of such information.

Non-financial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate and estimate these data. Qualitative interpretations of the relevance, materiality, and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we did not carry out any work on the data reported for prior periods, nor for projections or future goals.

The compilation of the sustainability indicators was performed pursuant to the criteria of the GRI Standards, therefore, do not aim to provide assurance with regard to the compliance with social, economic, environmental, or engineering laws and regulations. However, the aforementioned standards establish the presentation and disclosure of possible cases of non-compliance with such regulations when sanctions or significant fines are applied. Our limited assurance report should be read and understood in this context, which is inherent to the criteria selected (GRI-Standards).

## Conclusion

Based on the procedures described herein, no matter has come to our attention that causes us to believe that (i) the sustainability information included in the "ESG Report 2020" of Itaú Unibanco Holding S.A. has not been compiled, in all material respects, in accordance with the Global Reporting Initiative (GRI - Standards), and (ii) the management of Itaú Unibanco Holding S.A. failed to apply the principles established by the standard AA1000 AccountAbility Principles 2018 in the sustainability information included in that report.

São Paulo, April 12, 2021  
PricewaterhouseCoopers Auditores Independentes  
CRC 2SP000160/O-5

Emerson Laerte da Silva  
Contador CRC 1SP171089/O-3



# INDEPENDENCE STATEMENT

To the Board of Directors and Stockholders  
Itaú Unibanco Holding S.A.

São Paulo, April 12, 2021

In connection with the issue of the Independent Auditor's Limited Assurance Report on the (i) sustainability information included in the "ESG Report 2020" of Itaú Unibanco Holding S.A., and (ii) the compliance with the principles established by the standard AA1000 AccountAbility Principles 2018, we state that PricewaterhouseCoopers Auditores Independentes is independent in relation to Itaú Unibanco Holding S.A. and that there has been no conflicts of interest during the verification of environmental and social data related to sustainability information in accordance with the Code of Ethics for Professional Accountants issued by the International Federation of Accountants (IFAC) and with the local NBC PO 900 Resolution issued by the Brazilian Federal Accounting Council (CFC).

Yours faithfully,

PricewaterhouseCoopers Auditores Independentes  
CRC 2SP000160/O-5

Emerson Laerte da Silva  
Contador CRC 1SP171089/O-3