



**You, without borders.**

SUSTAINABILITY REPORT 2008

For TIM, 2008 was a year of extensive reorganization and changes, a period during which we took fundamental steps to achieve our mission to use technology to simplify communication between people, eliminating frontiers and expanding the room for expression of every individual and the community as a whole.

We operate throughout the country, connecting approximately 36.4 million Brazilians. At the end of 2008 we were the only wireless telephone company to offer a complete range of telecommunications services in every state. More than just a technology-based company, we also aim to be an agent for change and have worked very hard to make progress in this direction.

The telecommunications scenario in Brazil in 2008 was characterized by major changes, and our company participated intensively in this process. The beginning of the year was difficult, but we took various corrective measures leading to a resumption of growth on a healthy and sustainable basis, focusing on the converging of technologies and services.

In April 2008, we rolled out TIM 3G+ third generation mobile broadband, and in September, TIM Fixed, our GSM-based fixed-line system, which enables us to take advantage of opportunities opened up as a result of the recent introduction of free number portability.

In 2008, we also strengthened our commitment to sustainability, based on a series of initiatives on different levels. In April, we became signatories of the Global Compact, a United Nations initiative launched in 2000.

The Compact is comprised of companies in many different countries united by a commitment to respect and promote 10 basic principles in the fields of human rights, labor relations, the environment and the fight against corruption, moving in the direction of a more sustainable and inclusive global economy. By signing the Global Compact, we are emphasising our decision to include its principles in our own strategies, corporate culture and daily operations, as well as in our activities with employees, partners, suppliers, clients and society as a whole.

At the end of the year, we were selected for the São Paulo Stock Exchange's Corporate Sustainability Index (ISE - Bovespa), which served as confirmation of the good choices we have been making that guide our corporate governance practices and decisions related to the environmental, social and financial-economic aspects of our business.

For us, technology is allied with sustainability. We are conscious that we live in an era that requires changes. Both the crisis that has shaken the global economy and the process of global warming, which has been provoking climactic changes that threaten the environmental balance of the planet, have imposed an agenda that now requires us to globally rethink the way in which we live, work, do business and relate to each other.

As a telecommunications company, we have a positive role to play and a commitment to this scenario. By using technology to offer our clients new and better services, we are able to contribute and help to promote changes in habits that encourage the rationalization of day-to-day activities and energy savings and, thereby, help reduce greenhouse gases.

TIM Participações S.A. – TIM is a nationwide telecommunications company headquartered in Rio de Janeiro that provides services through its subsidiaries TIM Celular S.A. and TIM Nordeste S.A.. TIM Participações is controlled by TIM Brasil Serviços e Participações S.A., a subsidiary of the Telecom Italia Group.

TIM initiated its activities in Brazil in 1998 and from 2002 established itself on a nationwide basis, becoming the first mobile telephone company to be present in every Brazilian state.

A pioneering stance, innovation and quality are the strategic elements on which our expansion has been based in this first decade of the company's activities in Brazil. We seek to offer converging services to our clients, using technology as a means to overcome frontiers and stimulate communication between people at any point on the planet.

TIM's pioneering efforts have led to the launching of a wide range of innovative products and services, such as multimedia messages (MMS) and the first virtual music store, *TIM Music Store*, integrating communication between cellphones and the Internet. We were also the first telephone company to offer a Blackberry service in Brazil, the world's most widely used mobile e-mail solution.

In 2008 we strengthened our position in the market with the launching of TIM 3G+, third generation Internet broadband, in addition to other innovative services, such as *TIM Web Broadband*, which we had introduced the previous year, *Vídeo Chamada* and *TIM TV*.

In September last year we launched another pioneering service *TIM Fixo*, a fixed telephone service based on GSM (*Global System for Mobile Communications*), the most competitive and convenient residential fixed-line option. With these two launches, we became the first communications company in the wireless sector with a complete offer of telecommunications services. In December, we launched *iPhone 3G* to conclude our product introductions for the year, offering our clients the most competitive prices in the market.

As a result of this process of continuous renewal, in the first 10 years of operation, we have acquired almost 36.4 million clients (ANATEL statistics) and a 24.2% share of the Brazilian wireless market. Our signal is accessible by 93% of the country's urban population, to whom we offer both wireless and fixed services, data transmission and high speed Internet access. We have international roaming agreements with more than 400 networks in 185 countries.

The company's high level of performance is the result of substantial investment in technology, as well as the extensive synergy with its controlling group Telecom Italia, through the exchange of experiences and the best management and market practices.

We also have a highly specialised workforce, responsible for the continuing excellence in operations on every front – from constant technological advances in the telecommunications sector, to the offering of innovative solutions for different client profiles, with the offering of specific products and services for different segments of the market.

**TIM's Mission is:**

To be close to its clients, offering innovative connectivity possibilities, focusing on their diversified expectations and needs, contributing as an agent of social evolution through sustainable management.

**TIM's vision is :**

To be the first choice of its clients, offering innovative and high quality services, becoming a benchmark in terms of profitability in the Brazilian telecommunications market.

**Values:**

- :: Proactive Approach
- :: Transparency
- :: Speed
- :: Professional excellence
- :: Client focus
- :: Team spirit
- :: Innovation
- :: Entrepreneurial spirit

This is the first year in which the company's Sustainability Report has been produced by TIM based on the guidelines of the *Global Reporting Initiative* (GRI), the international reference for the reporting of economic, social and environmental activities. Our objective is to achieve a gradual and consistent adherence to the third generation of indicators, GRI-G3, perfecting our relationship with stakeholders, as well as our business strategy, based on the concept of sustainability.

Previously, TIM disclosed its activities in the field of sustainability in the body of the text of its conventional annual reports. Reflecting the evolution and importance of this subject as part of the Company's management practices, in 2007 the information was consolidated into an independent section of the Annual Report. This year, the Sustainability Report is being published as a separate document, comprising a set of documents together with the TIM Annual Report. Designed to facilitate reading and the integration of the information between the two documents, there are a number of places in the Sustainability Report that refers, with a clear indication, to data found in the Annual Report.

This report covers the year 2008, and is published annually. The data published here has been collected quarterly from the different areas of the Company, and has not been verified externally.

The process of drawing up this report involved the participation of stakeholders in indicating themes which needed to be dealt with through open telephone interviews, and subsequently through a questionnaire. This process, carried out by BSD Consulting, involved the in-company audience – members of the management and the workforce – and its external public audience –suppliers, clients and distributors.

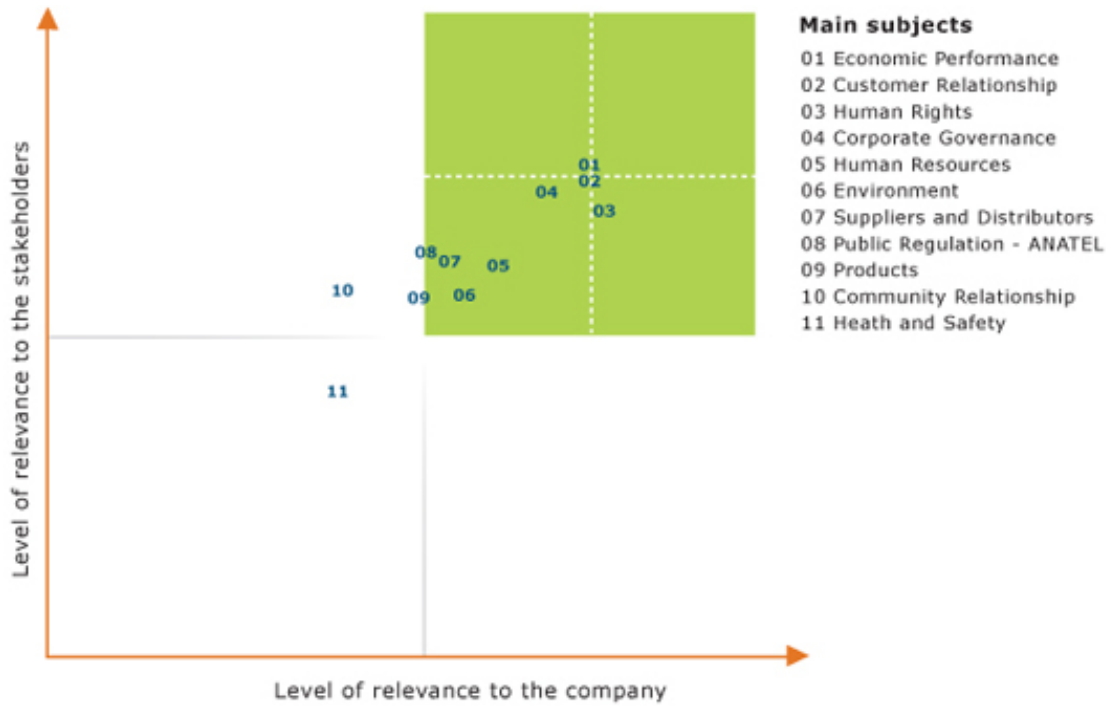
Some 22 open interviews were conducted with directors, managers and members of the Sustainability Committee, representing 19 areas of the company; and 21 interviews with representatives of external groups of stakeholders. Those interviewed were given the opportunity to express diverse views and opinions of TIM, both positive and negative, providing the elements for the identification of important themes and subjects. These themes were compiled into a questionnaire which was then sent to participants to be classified according to importance – Very High, High, Medium and Low – with a view to creating a template based on degree of importance, in other words, an order for the themes assessed, taking into account the Directors' view of priorities on questions relevant to the sustainability of the business, in terms of the perception of the external strategic public audiences consulted on these same themes.

This materiality template is centered around two main themes: the Company's outlook, which is the internal review of the various divisions and the Sustainability Committee; and the perception of stakeholders, which includes in-house audiences not involved with management, clients, suppliers and distributors. For this reason, in the application of the questionnaire for the classification of themes, the in-house audience was split into two groups – representatives of the divisions and the Sustainability Committee, with nine participants, and the other employees, with 14 participants, whose opinions were considered together with those of the other stakeholders. In terms of the external audience, the questionnaire was applied to the same group of 21 stakeholders that participated in the open interviews.

As a result of this process, 11 main themes were identified, which we have called Subject Headings. (*see table below*).

In this report, we have sought to present the positions and treatments given by the Company to each of the themes indicated, in the sections on Economic, Social and Environmental performance. However, we believe that the use of this Materiality Template should go beyond this and can serve as a guide for perfecting our actions and relationships with the different public audiences, from the standpoint of sustainability.

**Materiality Template:**



TIM conducts its business based on sustainability and socio-environmental responsibility. As a subsidiary of the Telecom Italia group, when we established ourselves in Brazil we had already adopted this culture, which began in 1997, when the controlling company adopted sustainability as a management strategy. Having internationally recognized operations, Telecom Italia is part of the world's most important sustainability indices, such as the *Dow Jones Sustainability Index* (DJSI) and the *Financial Times Stock Exchange for Good* (FTSE4Good).

At TIM, we have sought to take the same path. In 2008, we were selected for the São Paulo Stock Exchange Corporate Sustainability Index (ISE-Bovespa) and became signatories of the United Nations Global Compact, assuming the commitment to respect and promote ten basic principles in the areas of human rights, labor relations, the environment and the fight against corruption, both internally, as well as with our external public audiences – suppliers and partners, clients and society as a whole.

We invest in the quality of life of our employees through programs which stimulate them to cultivate healthy lifestyles, such as the practice of physical exercise, a balanced diet, voice conservation, periodic vaccination campaigns, anti-smoking campaigns, medical control of occupational health, relaxation areas, as well as the practice of yoga and shiatsu.

We have conducted customer surveys to assess the degree of satisfaction with services and have detected various areas that must be improved. These results function as guidelines for our investment in the perfecting of our main client service channel, the Client Relationship Center (CRC), as well as offering new services that satisfy our clients' requirements.

To improve our client service structure, we train our teams, carrying out a review of the processes and systems used, bringing the CRC into line with the new Anatel rules (Decree Law 6,523) and the principles of the Consumer Defence Code. Some online services which we introduced during 2008 also have contributed to meeting some basic client demands, while also increasing the level of interactivity in the relationship.

As signatories of the Global Compact, in our contracts we have included clauses related to aspects covering ethics, respect for human rights and labor rights, environmental protection and the fight against corruption. We have also adopted the practice of verifying that our suppliers conform to labor legislation and that they respect the labor agreements signed with their employees.



Aware of the importance of companies in promoting culture and improvement in the quality of life in communities, we provided support for various social and cultural projects, with a total investment this year of R\$ 46.5 million, 18% more than in 2007. The major beneficiaries of these investments were in the areas of education and culture.

The main project supported by the company was *TIM Música nas Escolas* (Music in Schools), created in 2003, which has already benefited more than 20,000 pupils in the public school network, in 13 major Brazilian cities.

At TIM, we evaluate possible impacts from our radio base station installations, for any possible impacts on the surrounding communities, monitoring electromagnetic emissions and noise levels, always in compliance with existing legislation. We have sought to reduce the impact of our operations on the environment in this way. Internally, we have carried out campaigns to encourage selective waste disposal and awareness with regard to economizing on water and energy, while seeking to reduce paper consumption and the substitution of normal paper with the recycled product.

In 2008 we began to monitor our greenhouse gas emissions retroactively to 2007, using the Greenhouse Gas Protocol (GHG Protocol) method. We wish to ascertain the profile of these emissions in order to prepare a plan to reduce them. However, we constantly renew our vehicle fleet, replacing equipment with units that are more modern and economic from an energy consumption perspective.

TIM's clients benefited from a number intelligent solutions while, at the same time they contributed to environmental conservation. This is the case of *TIM PDV*, which enables clients to recharge their cellphones by carrying out transactions online, without the use of cards, contributing to a reduction in plastic and paper consumption, and CO2 emissions, which are inherent in their production and transport.

Also with a view to reducing the environmental impact of our activities, we launched a program entitled *Papa-Pilhas* in partnership with Banco Real through which batteries, old handsets and accessories are collected and sent for recycling or proper disposal.

**Our Sustainability Targets for 2009**

Area	Indicator	Measuring unit
HR	Employee Satisfaction Survey Grade	Employee Satisfaction Survey Grade (Survey")
HR	Turnover reduction	% (per month)
HR	Abstence Rate Reduction	%
HR	Training (Totao no. of hours: in class + on line + on the job)	Number of hours
HR	Training - Coverage (nº of people taking part at least once in trainning over the total population)	%
HR	Training - Sustainability (nº of managers taking part at least once in training on sustainability issues)	%
Environment/paper	Reduction in total paper purchased (office use only)	%
Environment/paper	Ratio between recycled waste and total waste generated by the ofices	%
Environment/battery collected	Batteries, acessories and mobiles collected and sent for recycling	ton
Suppliers	Sustainability Index Evaluation of the main Supliers	%

## Strategy

TIM's strategy is centered on the convergence of services and mobile network products to ensure that our clients can use technology to their benefit, to conquer new frontiers and communicate with the world. Our actions in 2008 were based on two key elements:

**Offering of complete telecommunications solutions** – The company seeks to offer the best solutions to its clients, offering them converging products and services, involving mobile phone services, fixed-line and wireless broadband, as well as partnerships with other companies for the providing of supplemental services.

**Achieving growth with cost discipline** – Various initiatives have been directed at maintaining Average Revenue per User (ARPU) and expansion in revenue through the addition of services with a higher added value. Cost discipline involves a rigorous assessment of new customers acquired, credit analysis and operational expenditure.

## Products and Services

TIM seeks to meet the demands of its different publics, with specific products and services suitable for each segment. The solutions offered can be grouped into two main segments — consumer solutions and corporate solutions, the details of which are given in our Annual Report.

## Corporate Governance

TIM conducts all its business in an ethical and transparent manner, in accordance with the best corporate governance practices. The company is managed by a Board of Directors, an Executive Board, an Audit Board that also acts as the Audit Committee, as well as committees that act in support of the Board of Directors, which are the Committee for Internal Control and Corporate Governance and the Compensation Committee.

Currently (2009), the Board of Directors consists of nine members elected to two-year mandates. The Executive Board is the Company's executive and administration body. It is composed of five members, elected to two-year terms of office. The support committees for the Board of Directors – Committee for Internal Control and Corporate Governance, and the Compensation Committee – were created in compliance with the conditions detailed in the Minutes of the Meeting of the Company's Board of Directors held September 30, 2008. The chairman of the Board of Directors does not have an executive management function in the Company.

The Audit Committee, whose attributions are performed concomitantly with those of the Audit Board, set up and running since 2004, consists of independent professionals recognized by the market, that have no other connection with the Company. Of the five members of the Audit Board, one must be elected by the holders of preferred shares, one may be elected by the minority shareholders as long as they have formed a quorum as required by law, and the others are elected by the controlling shareholder.

It is the job of the Audit Board to monitor the actions of the Executive Board and ensure that they conform with legal and statutory duties; provide opinions with regard to annual reports, business plans and management budgets, and review and express their opinion on the Company's financial statements. All the members act independently of the Company in their role on the Board of Auditors.

The Audit Board/Audit Committee may receive complaints from any person, anonymous or otherwise, related to internal accounting controls or audit matters. Persons who in good faith make denunciations will not suffer loss or adverse consequences, as upheld in Article 7º of the Code of Ethics of the Telecom Italia Group/TIM. These complaints and the result of their investigations must be reported by the Audit Board/Audit Committee in their annual report to the Annual General Shareholders Meeting. The names of the persons who sent in denunciations or reports will be kept secret, except in cases where the law requires otherwise.

Denunciations/complaints and reports may be sent via mail or e-mail to [comitedeauditoria@timbrasil.com.br](mailto:comitedeauditoria@timbrasil.com.br)

Mailing Address:

Audit Board/Audit Committee

Av. das Américas, 3434, Bloco 1, 7º andar - Barra da Tijuca

22640-102 - Rio de Janeiro - RJ - Brasil

The compensation of the members of the Board of Directors and the Executive Board is set out in the Minutes of the Annual General Meeting and Special Shareholders Meeting held on April 2, 2009, available on website [www.timpartri.com.br](http://www.timpartri.com.br).

A process is currently underway in TIM that seeks to strengthen and consolidate the subject of sustainability as part of its management, similar to what has been accomplished by Telecom Italia. This is reflected in the Company's corporate governance, through a number of actions designed to expand its capacity to deal with the management of economic, environmental and social performances; as well as also to better adjust it to the profile required of companies that are listed on the São Paulo Stock Exchange's Business Sustainability Index (ISE-Bovespa), as is the case of TIM.

### **Sarbanes-Oxley Act**

In 2008, TIM received certification for compliance to the terms required by Section 404 of the Sarbanes-Oxley Act of 2007, a demonstration of the company's commitment to the highest standards of Corporate Governance.

### **Disclosure Policy**

TIM publishes "Material Facts" referring to its activities, in accordance with the terms set by the Brazilian Securities Exchange Commission (CVM). The company maintains a code of conduct which establishes clear rules to be followed by all employees, with access to privileged information, as well as imposing restrictions on the trading of the company's shares in given periods.

### **Shareholding Structure**

TIM Participações S.A. closed 2008 with a total paid-up capital of R\$ 7,613,610,143.12, represented by 798,350,977 common shares and 1,545,475,560 preferred shares, being 2,343,826,537 shares in all. TIM Brasil holds control of TIM Participações S.A., with 69.85% of the shares.

### **Shareholders Rights**

Each common share entitles its holder the right to one vote at shareholders meetings. Holders of preferred shares have no voting rights, but may participate at or attend shareholders meetings. One of the members of the Audit Board and his substitute, are elected by a voting majority of the Company's preferred shareholders. Each shareholder of the Company has the right of preference in subscribing to shares in any capital increase, in proportion to existing shareholdings.

### **Dividend Policy**

TIM Participações' Bylaws provide for the distribution of 25% of net adjusted earnings to shareholders, either in the form of dividends or interest-on-equity. The Company also is obliged to pay a preferential, non-cumulative, dividend on its preferred shares, at the rate of 6% of the total paid-up capital divided by the number of common and preferred shares, or 3% of shareholders' equity in accordance with the financial statements most recently approved by the shareholders, whichever is the greater. The Company is obliged to maintain a legal reserve to which must be allocated 5% of net earnings in each financial year, until the value of this reserve reaches the equivalent of 20% of the company's paid-up capital. The annual distribution of dividends is put before the vote at the company's ASM.

## Capital Markets

The common shares of TIM Participações S.A. are traded on the São Paulo stock exchange (Bovespa) under ticker symbol TCSL3, while the preferred shares trade under the ticker symbol TCSL4. The company also has American Depositary Receipts (ADRs) listed on U.S. markets, which are traded under the ticker symbol TSU on the New York Stock Exchange (NYSE).

During 2008, 1,088.7 million of TIM's shares were traded, with an average daily volume of 4,372,000 shares, totaling R\$ 5,442.5 million for the year. At the close of the year, its common shares traded at R\$ 4.91 and its preferred shares were quoted at R\$ 2.95 on the Bovespa, declines of 42% and 51%, respectively, for the year. The company's ADRs ended the year at US\$ 12.49 on the NYSE, off 64% on the year.

## Code of Ethics

At TIM, both internal and external activities are conducted in accordance with the Company's Code of Ethics, which is the underpinning of its organizational model and the Company's internal control system. The Code of Ethics is based on the same principles as those of the Telecom Italia Group.

Our Code of Ethics guides and disciplines the actions of our employees, at all hierarchical levels, in accordance with the principles of transparency, honesty and loyalty. Available on the company intranet to all employees and constantly disseminated through various different activities, the Code of Ethics requires compliance with the laws of the country, as well as with ethical principles. It defines that the Company's main objectives are to generate value for shareholders through the efficient use of resources, the perfection of excellence in its products and services, innovation and attention to the client. It requires employees not behave in an illegal or improper manner, ensuring full transparency of the Company's activities to the market, investors and the community in general, while protecting strategic information.

Here are some of the duties of the Company and its employees that are set out in the Code of Ethics:

- :: Transparency of the Businesses
- :: Promotion of loyalty in the face of competition
- :: Seeking excellence and competitiveness in the market
- :: Serving the well-being and growth of the communities in which it operates.
- :: Valuing its human resources.
- :: Targeting sustainable development as a goal.

In addition to the Code of Ethics, TIM's employees have a Code of Business Conduct, an instrument that establishes criteria for forming relationships with suppliers, clients, consumers and the community, aiming to foresee situations or potential behavior that could be prejudicial to the interests of the Company, with the aim of establishing a fair and equitable relationship with a market and the business environment.

### **Stakeholder engagement**

For the drawing up of this Sustainability Report, we carried out a process of mapping the various audiences with which we relate: employees, clients, suppliers and distributors, whom we consulted through interviews in order to assess themes of interest and get to know the Company's point of view. The questions raised, many of which are already dealt with in this report, will be the object of analysis and used for the planning of our actions and initiatives in our relationships. In addition, during the year, we have been relating to these stakeholders through various means.

### **Employees**

From time to time we conduct surveys among our employees to establish the level of their overall satisfaction. The results are used as guidelines for various internal actions. We have developed a number of initiatives to recruit and retain talent, the essence of which is continual training and qualification, motivation as well as promoting the quality of life for our employees and respect for their rights.

### **Clients**

Our main relationship channel with our users is the Client Relationship Center (CRC) that receives requests, queries and complaints, as well as registering new prepaid subscribers. At the end of 2008, we launched a special service for clients with impaired hearing, in accordance with Decree Law N° 6,523 as well as Anatel Resolution N° 477. We also have an ombudsman department that serves clients on an appeal level.

In order to verify the degree of client satisfaction with our services, we carry out two research programs – one of them on a monthly basis to evaluate satisfaction with regard to the CRC; the other, half yearly, to evaluate the general level of client satisfaction with regard to the company. Through these surveys we have detected a number of opportunities for improvement, which has led us to invest in perfecting the systems used by the CRC, in the training of the client service teams and the diversification of online services.



## **Suppliers and Distributors**

Our criteria for the selection of suppliers, in addition to requirements of delivery dates, cost and quality, also follow the directions of our Code of Ethics and Code of Business Conduct. In our contracts we include clauses related to ethical aspects, respect for human rights and labor rights, environmental protection and fighting corruption, as well as compliance with labor legislation. We seek to give priority to Brazilian suppliers, who account for 70% of the value of our purchases. With distributors we seek to develop partnership relationships, stimulating their development.

## **Government and Society**

We do not have any direct participation in the defining of public policies, but as a telecommunications company, we act together with other operators in the quest for improvement in the services provided. We participate in the Group for the Implementation of Number Portability, coordinated by the National Telecommunications Agency (Anatel), and various processes involving other operators and the Agency, such as defining the areas of operation for third generation wireless networks, the evaluation of the costs of the operational platform for the prepaid system and negotiation on the rates of access to this service.

We have entered into an agreement of cooperation with the Congressional Commission of Inquiry on Pedofilia, the Federal Public Prosecutors office,

the Federal police and other authorities involved seeking to speed up the supply of information and data regarding crimes against children and teenagers via the Internet.

We collaborate and maintain partnerships with public bodies in different spheres, in the carrying out of projects with cultural, education and social purposes.

We do not make financial contributions or cash donations to political parties, politicians and related institutions, a practice expressly prohibited in our Code of Ethics, and we take an active stance in the fight against corruption.

## **Voluntary Commitments**

We are signatories of the Global Compact, a United Nations initiative created in 2000, which brings together representatives from the private sector throughout the world who commit themselves to promoting ten basic principles in the area of human rights, labor relations, the environment and the fight against corruption. At TIM as at the Telecom Italia Group, these principles are incorporated into the strategy and culture of the company and in its daily operations, as well as in our activities with employees, partnerships, suppliers, clients and society as a whole.

## **Awards and Recognitions**

The list of TIM's awards and recognitions appears in the Annual Report.

To see more, [click here](#).

***In this section, we present an overview of the Company's economic-financial performance, designed for anyone interested in learning more about TIM's activities in the market. Our economic-financial results are reported in greater detail in our Annual Report.***

We operate in a highly competitive market that is undergoing a phase of expansion. In 2008, Brazil's wireless phone system had risen to 150.6 million lines, reaching 78% of the population, which represents an annual increase of 24.5%. At the end of the year, we had 36.4 million clients, the result of annual growth of 16.5%. Our share of the market at year's end amounted to 24.2%, down 1.6% on the previous year. Our market share in terms of service revenue, the Company's main focus, was estimated at 27.3% at the close of 2008.

In the prepaid segment, at the end of 2008 we had 29.8 million users, up 21.8% on the previous year. Performance in the postpaid segment (representing those clients who receive a monthly bill) was below expectations, with 6.6 million users, 3% less than we had at the end of the previous year. This result was due to our strict policy of dealing with client payment defaults and cutting back on subsidies provided by the Company, a more competitive environment and a reduction in subscriber acquisitions in this segment. As a result, the postpaid segment ended up representing 18.1% of the total subscriber base, compared to 21.7% the previous year.

Our GSM coverage reached 93% of the urban population in Brazil, serving approximately 2,800 towns and cities. All cities with GSM service also have access to GPRS technology, while 75% of these have the additional benefit of EDGE technology. Our 3G broadband services, launched in the second quarter of 2008, are already present in Brazil's main cities.

### **Net earnings**

In 2008, net earnings totalled R\$ 180.2 million, representing an increase of 164% on the net earnings of R\$ 68.3 million reported in 2007.

## Statement of Value Added

## Value Generation

	2007 adjusted (R\$ '000)	2008 (R\$ '000)
(A) Gross Revenue	15,307,483	16,323,433
Total revenue obtained through the company's operational activities (financial revenues not included)		
(B) Goods and services acquired from third parties	(7,535,605)	(7,956,518)
Refers to all the expenditure on the purchase of goods and services needed for the company's operational activities (raw materials consumed + cost of merchandise and services sold + materials, energy, outsourced services + loss/recovery of asset value)		
Cost of services provided and merchandise sold	(5,159,299)	(5,475,372)
Materials, energy, outsourced services and others	(2,376,306)	(2,481,146)
(C) Gross value added (A - B)	7,771,878	8,366,915
(D) Retentions (depreciation and amortisation)	(2,323,674)	(2,408,545)
Loss in value of assets due to use, the action of weather, technological obsolescence all reduction in market price (machinery, equipment and buildings)		
(E) Net value added (C - D)	5,448,204	5,958,370
(F) Transfers		
Equity income result		
Results from shareholdings	321,597	1,164,662
Financial revenue		
Revenue obtained through the company's non-operational activities		
(G) Value added to be distributed (E + F)	5,769,801	7,123,032

## Distribution of Value Added

	<i>2007 adjusted (R\$'000)</i>	
Personnel and contributions	530,513	
Salaries	377,878	
Total value of gross salaries paid by the company, including 13th salary and holidays		
Welfare contributions	27,472	
Social and labour contributions paid by the employee (FGTS, compensation etc.)		
Private pension plan	9,504	
Tranche paid by the company to private pension plan scheme .		
Benefits	89,638	
All the benefits offered to employees (medical assistance, food, creche etc.)		
Profit-sharing	26,021	
Value paid to employees by the company in the form of profit-sharing.		
Government	4,429,492	
Taxes and contributions, less subsidies (exemptions)	4,429,492	
Taxes paid to the Federal, state and municipal governments (ICMS, IPI, ISS, INSS –tranche paid by the company, land and property tax, income tax, tax on financial transactions and others). Taxes are considered as remuneration in their support for government institutions to the social, political and economic structure which provides the company the conditions to operate in its environment.		
Financiers	741,496	

Interest and rent	741,496
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includes financial expenses and expenses on interest related to loans and financing, in addition to rent, leasing and others.

Shareholders	72,290
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Interest-on-equity and dividends	72,290
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Total dividends distributed to shareholders .

Retained	(3,990)
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Profit/loss for the year	(3,990)
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Profit or loss occurring in the period retained, including that destined to reserves, and without a defined destination .

	5,769,801
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#### Total financial benefits received by the government:

CATEGORIES	2007 (R\$'000)
Tax discounts	

To see more, [click here](#).

***This section presents a review of the impact of our activities on the environment and the actions we have taken to mitigate or eliminate these, both in our internal activities, as well as our operations. We also show the impact of our operations with regard to environmental issues, such as the possible contributions of our organization in this scenario.***

Environmental issues are always considered as part of TIM's internal decision making process. In 2008, we sought to adopt technology and the purchase of materials with a view to reducing the environmental impact of our activities; we have stepped up program for the collection of old batteries, cellphones and accessories; we have carried out in-company campaigns to promote awareness and actions to reduce water and energy consumption; we have encouraged selective waste disposal and the increased use of recycled paper. For our clients, we launched TIM PDV, which permits recharging online, reducing the impact caused by the manufacture and transport of plastic chargecards.

In 2008, we invested approximately R\$ 364,000 in initiatives designed to improve environmental management in processes, and the carrying out of other activities related to environmental conservation and education.

## **Materials**

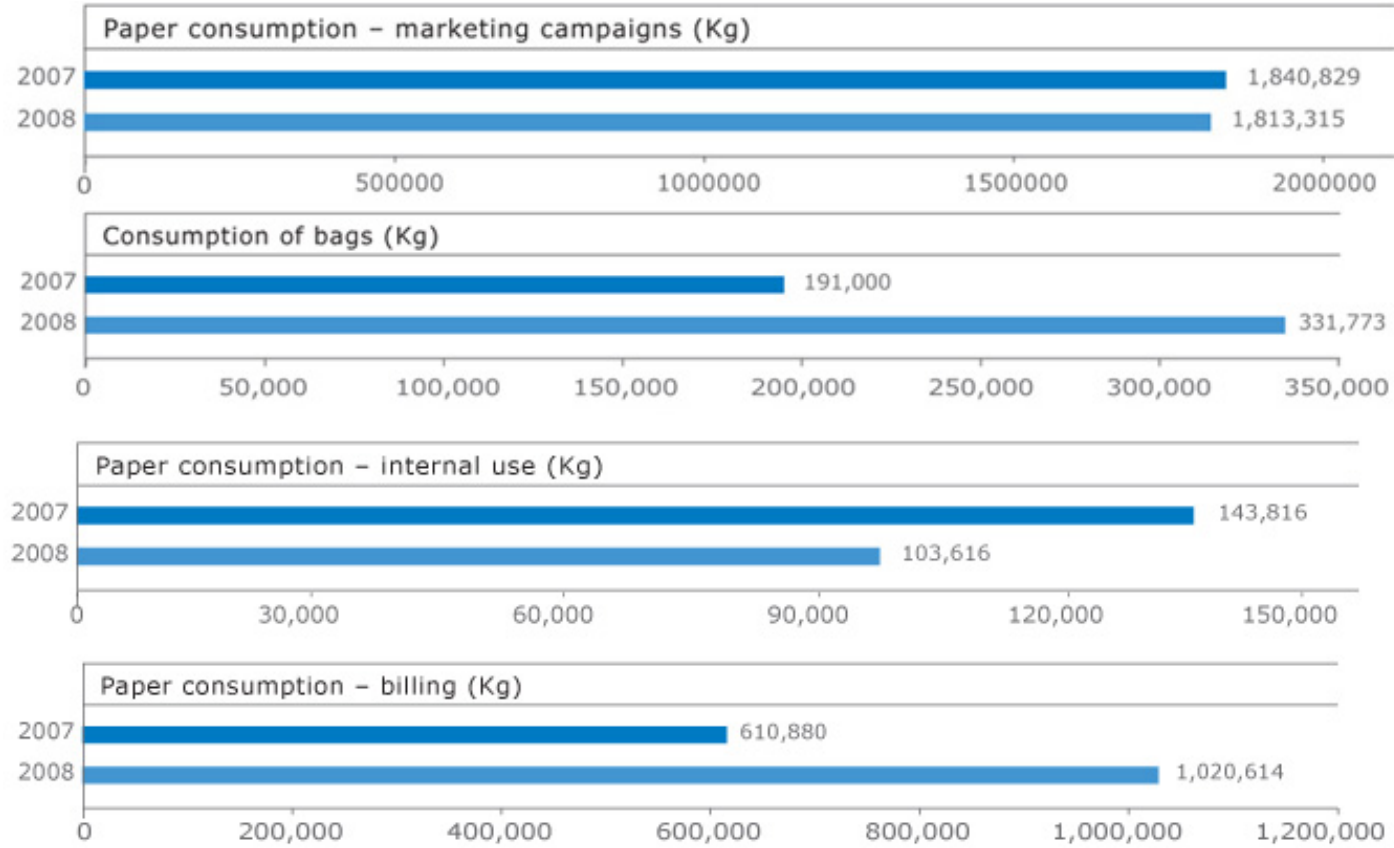
To increase efficiency, reduce losses and eliminate waste – these are the guidelines which we seek to follow in order to reduce the cost and the environmental impact of the materials we use in our activities. In order to evaluate our efficiency, we have mapped out the use of some materials in our operations as a way of focusing future efforts on the reduction in consumption of these items.

For the moment, we have already mapped and established control processes for paper and plastic bags, which are significant consumer items at all the Company's units.

Paper consumption was observed in the Company's four main fields of activity that make use of this material: billing, paper bags, use in offices and in the form of brochures and posters at points of sale. It should be noted that in 2008, 99% of the paper purchased by the company was recycled.

We recorded an increase in paper consumption in the area of billing, as well as in the consumption of bags, compared to 2007, as a consequence of the operational peculiarities of the Company during the year, such as the need to send out an increased amount of correspondence to clients and higher demand from stores and sales outlets for bags.

For the other two items, the volume used in 2008 was significantly lower than in the previous year. This was the case of paper consumption for internal use, which fell by 27%. We have been buying recycled paper for use in the company's offices since 2007, which reduces our purchases of non-recycled paper.



Area Occupied

The use of land space, in other words the total square meter area occupied by the company in all its installations, was practically unaltered from the previous year.

Use of Land Space (m²):		
	2007	2008
Total	1,065,332	1,058,106

Energy

We have been implementing measures to save energy since 2007. In the first half of 2008, our units located in the states of Sergipe, Bahia, Minas Gerais, Amazonas, Roraima, Pará, Amapá and Maranhão introduced an important adjustment in the electricity power demand contacted from the concessionaire, by disconnecting old Data-Processing Centers made up of obsolete network equipment. In the second half of the year, the Company's headquarters also revised and altered the class of electric power contracted for the sales area, which also reflects the reduction in power consumption in these areas.

In the period, the electricity saved by TIM's units located in the states of Amazonas, Roraima, Pará, Amapá and Maranhão, as a consequence of the initiatives implemented, amounted to 52,097 kWh. The other units do not measure savings specifically as result of initiatives implemented.

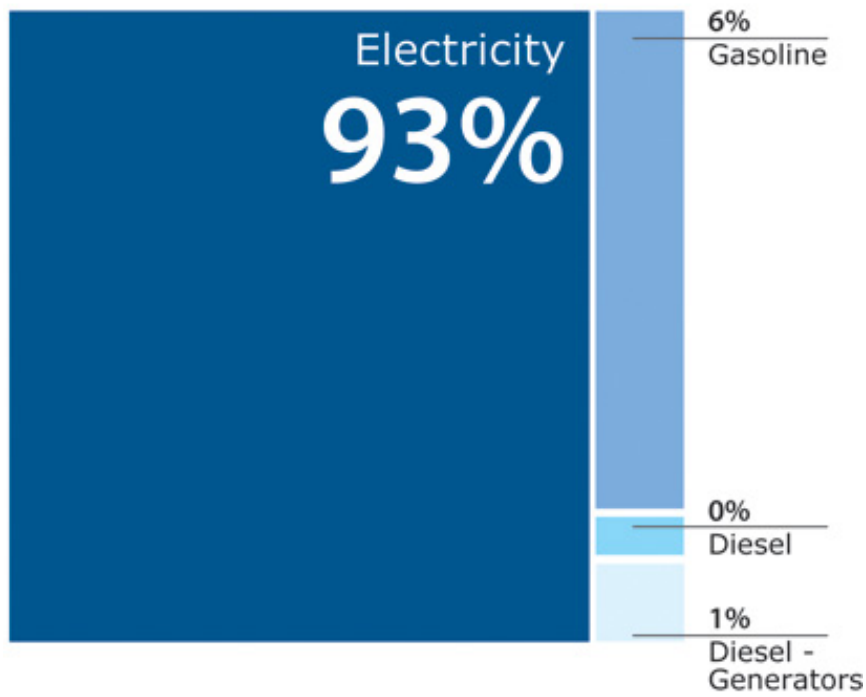
Energy conservation at TIM refers for the most part (93%) to electricity, which in 2008 saw an increase of 4% compared to the previous year.

The most significant difference between energy demand by the Company in the last two years was the consumption in diesel by the company's vehicle fleet, which was 39% down compared to 2007. This reduction is due to the downsizing of the vehicle fleet by 35% in the same period.

The company reduced its entire vehicle fleet by 6% between 2007 and 2008. Of the current vehicle fleet currently only 18 vehicles are diesel powered.



Energy Matrix (2008)



Total energy consumed		
	2007	2008
Gasoline	58,647 GJ	60,879 GJ
Diesel - Vehicles	2,230 GJ	1,354 GJ
Diesel - Generators	n.a.	11,585 GJ
Electricity	961,980 GJ	1,001,406 GJ
Total energy consumed	1,022,857 GJ	1,075,224 GJ

*n.a. –not available*

Vehicle fleet		
	2007	2008
Total vehicles	1,150	1,076

## Water

The water used by the Company comes almost entirely from water supply networks. In 2008, 1,349 m<sup>3</sup> of rainwater was captured by the Company, in an initiative to improve the use of this resource.

Use of water (m <sup>3</sup> )		
	2007	2008
Captured (rainwater)	-	1,349*
Water supply networks	157,347	176,435

\* Volume captured at the unit in Rio de Janeiro. At the unit in São Paulo it was not possible to measure the volume captured.

In 2007, the unit in São Paulo implemented a project for the reuse of rainwater. Three reservoirs of 15,000 litres each were installed, to store water collected from the roof and the subsoil.

Since their installation, however the unit at São Paulo has encountered problems in the quality of water captured, which even after treatment remains unfit for use. Currently the unit is searching for new alternative solutions to this problem.

This water reuse model was replicated in the unit at Rio de Janeiro with success. At this unit, the implementation of this project resulted in the reuse of 1,349 m<sup>3</sup> of water in 2008, used for various purposes, such as irrigation of the garden and general cleaning.

To improve its performance in regard to water consumption, the company has continued to implement measures, such as the installation of taps with timer systems, toilet bowls with automatic discharge and other water-saving devices fitted to its plumbing systems.

### **Liquid effluents**

All water discarded by TIM is carried out through the public sanitation networks, with the final destination determined by the companies responsible for this service. However, we do not discard any residue with a high environmental impact, and neither are anybodies of water significantly affected by the capture or discarding of the water used by the Company.

### **Solid Wastes**

We operate with two types of solid wastes: those generated in the day-to-day activities of the company and those related to old cellphones, batteries and accessories.

In both cases, we have developed specific collection programs and appropriate waste disposal destinations.

At our installations, during 2008 we conducted awareness campaigns among employees to encourage the selective disposal of wastes, with the distribution of individual garbage bins to facilitate separation and subsequent recycling. Dangerous residues, such as lamps and batteries are separated and sent to suitable destinations, with the appropriate documentation required.

We maintain two programs for the collection of batteries, discarded cellphones and other accessories, ensuring their appropriate disposal. In so doing, we satisfy the specific legislation (Conama Resolution Nº 401 and Law Nº 4,836 in the state of Rio de Janeiro) which requires this procedure by establishments which sell this equipment.

### **The Recarregue o Planeta Program (Recharging the Planet Program)**

With this program, we provide special bins for the collection of old batteries, cellphones and other accessories in TIM's stores and the buildings of our units throughout Brazil.

The Papa-Pilhas Program (Battery Recycling Program)

Carried out in partnership with Banco Real, this program will gradually complement the *Recarregue o Planeta Program*, maintaining the same objective: to collect used batteries, cellphones and accessories, for appropriate disposal.

In 2008, these programs collected 10.1 tons of wastes. The batteries, cellphone handsets and accessories collected are transported by the companies GMC Logística and ADS Micrologística. Part of these residues (3.74 tons) were exported to Belgium and the United States, to be broken down and transformed into raw materials for other production processes, or used to generate energy from the decomposition process.

We recorded a reduction of 36% in the generation of dangerous wastes. However, as the useful life of batteries in the network area is variable, there are periods when the volume discarded is significant and others where it is relatively small.

Implementation of selective waste collection and promoting awareness by employees led to an increase in the collection of non-dangerous residues in 2008.

Residue generation (kg/year)		
	2007	2008
Dangerous residues	352,463	130,843
Non-dangerous residues	622,004	689,203
Total residues generated	974,467	820,046

Total residue recycled (kg/year)		
	2007	2008
Dangerous residues recycled	4,049	2,445
Non-dangerous residues recycled	23,907	56,240

Emissions

Carbon dioxide emissions (CO2) are one of the main causes of the greenhouse effect and, as a consequence, global warming. In 2007 we began an assessment to measure the CO2 emissions in operations, based on Greenhouse Gas Protocol (GHG Protocol) methodology. The objective of this initiative is to ascertain the level of emissions by the organization and promote transparency in order to prepare a plan of action to reduce them. We have broken down and monitored the Company's different activities into spheres defined under the GHG Protocol, including the burning of fuel of the Company's own vehicle fleet,

the burning of diesel fuel by electricity generators, the consumption of electricity purchased, as well as emissions due to flights taken by employees travelling on business.

Total emissions (in tons of CO2 equivalent)		
	2007	2008
<b>Sphere 1</b>		
Vehicles <sup>1</sup>		
Gasoline	3,942.79	4,092.89
Diesel	163.94	99.55
<b>Total (Area 1)</b>	<b>4,106.73</b>	<b>4,192.44</b>
<b>Sphere 2</b>		
Electricity <sup>3</sup>	<b>7,830</b>	<b>13,463</b>
<b>Sphere 3</b>		
<b>Air travel</b>	<b>n.a.</b>	<b>2,474</b>

<sup>1</sup> Considered in the calculation of the emission factors under the GHG Protocol are: *CO2 emissions from transport or mobile sources to service sector.*

<sup>3</sup> Considered in the calculation of the emission factors made available by the Ministry of Science and Technology (Emission Factors: 2007 – 0.0293; 2008 – 0.0484)..

*n.a. – not available.*

Among the measures already taken to reduce our emissions is the renewal of our vehicle fleet; the choice of refrigeration systems with a lower environmental impact; in addition to internal programs for the reduction of energy consumption.

Another initiative carried out by the Company is the compensation of greenhouse gas emissions at two events carried out in 2007 and 2008, *TIM Festival* and *Prêmio TIM de Música*, following the directives of the Carbon Free Program. Greenhouse gas emissions were compensated for by the planting of native species of Atlantic Forest seedlings in areas where there has been degradation in vegetation, in an initiative in partnership with the NGO Iniciativa Verde (Green Initiative). *TIM Festival* 2008 was responsible for the emission of 628 tons of CO2, compensated for by the planting of 3,967 seedlings in the region of Porto Feliz (SP); while the 29 tons of CO2 related to *Prêmio TIM de Música* were compensated for by the planting of 194 trees in the area of Jaú (SP).

## Climate Change

In a preliminary assessment of TIM's activities in 2008, the Company identified the possible risks that the climactic changes provoked by global warming could have on the company's businesses:

:: Increase in electricity consumption to maintain network equipment at a suitable temperature;

- :: Increase in the cost of energy, and possible rationing;
- :: Increase in the price of products, accompanying the rise in the price of energy;
- :: Shortage of renewable energy sources;
- :: Influence from the humidity and salinity on the useful life of equipment;
- :: Negative impact on the mobile phone signal as a result of higher rainfall;
- :: Negative financial impact due to the increase in the price of insurance.
- :: Impact on the health and well-being of employees.

However, being a telecommunications service company, we can contribute to transforming this reality, encouraging changes in habits which favor the saving of energy and help to reduce the emission of greenhouse gases into the atmosphere.

In offering new and better services to our clients, we are encouraging more economic and clean options, with the adoption of home-office policies and the substitution of meetings by videoconferences, thus contributing to the reduction in the amount of travel necessary, reducing the impact of these activities on the environment.

A scenario such as this also has two other, opposing, effects, on demand for services. On one hand, service traffic tends to rise, due to the need for people and companies to be permanently up-to-date on the practical day-to-day consequences of these changes; while on the other hand, a widespread economic

crisis, under the impact of severe global warming, would result in a lower capacity for the market to consume all the services offered.

### **Biodiversity**

Despite not having an environmental management system, we seek to meet and comply with the legal standards and requirements of the various environmental agencies and the municipal authorities in the installation of the equipment for our wireless network.

According to studies and analyses available up to the present time, the installation of radio base stations has little impact on biodiversity, according to reports by environmental bodies consulted on the risks associated with the activation of the Company's operational systems. These impacts, although small, are controlled by constant monitoring, with the issuing of radiometric reports from time to time, required by Anatel and other public authorities.

An example of our actions was the installation of a station in Pico do Jabre, a conservation unit in the state of Paraíba (State Decree Nº 14,834). This State Park is a permanent preservation area, with an area of approximately 500 hectares, with damp jungle vegetation mixed with elements of *caatinga*, including various local plant species threatened with extinction, according to Ibama, such as *cedro*, *angico* and *umburana*. To carry out the installation of the tower, an area of 12m x 12m needed to be cleared.

To obtain this authorization, on September 10, 2008, we signed a Term of a Commitment to Conduct Adjustment (TAC) with the Public Ministry in the state of Paraíba, the environmental administration superintendency (Sudema), the environmental body of the state, under which we committed ourselves to carrying out a number of obligations within a period of 180 days – which were duly carried out. Under the agreement, by way of compensation, we donated 1,000 native species seedlings to be planted in the municipality of Maturéia (PB); we guaranteed a wireless signal to the local population to be able to use the mobile telephone system; we contributed to improved signage in the Park, installing signposts to guide the way up to the top of the peak, with information on altitude, and reminding users that they are in a permanent preservation area. We also undertook a commitment to respect vegetation along the banks of watercourses and around lakes, reservoirs and springs.

## **Transport**

Our Company does not do surveys about or specific training on the socio-environmental impacts resulting from the transport of its inputs, products and employees. However, we have developed a number of initiatives that have significant indirect results in minimizing the impacts.

With the introduction of the TIM PDV service, for example, that besides making recharges available on-line, we have made it possible to reduce the transportation needed for the delivery of recharge cards, with a consequent reduction in carbon emissions caused by the burning of fuel.

### **TIM PDV - Ease-of-use and reduction in impacts**

At the end of 2008, some 27,000 sales outlets offered the possibility of recharging prepaid plans using TIM PDV, which as well as being a rapid and efficient way of recharging cellphones, avoids impacts related to the manufacture of traditional recharge cards, with the use of plastic and paper, as well as the fuel consumed in transporting them.

At year's end, about 30% of recharges at TIM were made with physical cards, which represents a production of more than 100 million units per year. Since the introduction of TIM PDV, in August, up to the end of 2008, we produced 1.9 million less cards as a result of this new solution.

Spillages (\*)

In the period covered by this report there have been no significant spillages.

(\*) Spillage: the accidental discharge of a dangerous substance that could affect human health, the land, bodies of water and the water table. Significant spillages are those that are included in the Company’s financial statements (ex.: due to the resulting responsibilities) or registered as leakages via the Company.

Fines and environmental infractions

TIM was cited and fined by regulatory agencies on environmentally related aspects. During 2008, the company paid R\$ 40,330,12 in fines. These infractions were caused by the absence of environmental licensing for the Company's antennas.

Fines and non-monetary sanctions related to environmental aspects		
	2007	2008
Number of fines	19	40
Total value of fines (R\$)	43,155.07	40,330.12
Total number of infractions	123	130
Terms of adjustment to conduct (TAC) related to environmental aspects		
	2007	2008
Total TACs signed in the period	2	4
Total TACs ongoing	1	3
Total TACs ending in the period	0	2



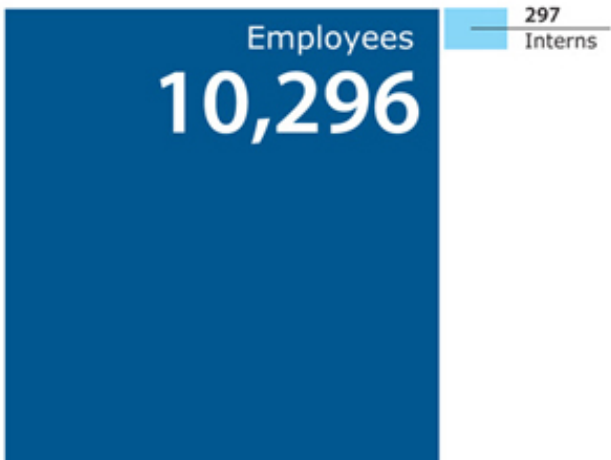
*This section offers an overview of our relationship with all of our publics of interest – employees, clients and suppliers — as well as our initiatives and direct investments in the community through educational and cultural programs. First, it presents an "X-ray" of our team of employees, and our labor relations; it then provides details of our relationship mechanisms with clients, and the investments which we have made in perfecting these communications channels. It shows our actions in the value chain with suppliers and our governmental affairs policiest. Finally, it also provides a panoramic view of our social and cultural investments.*

Internal Audience

We closed 2008 with 10,593 employees, between own employees and interns, and 723 outsourced workers, which represented a slight reduction over 2007. We also have 144 young apprentices, hired under the Apprentice Legislation currently in force.

In terms of our own employees, the headcount actually expanded, with a net increase of 257. The area that grew the most (7%) was the Client Relationship Center (CRC). In other areas, at the headquarters and TIM's facilities located in the various states, there was a reduction of 0.7% compared to 2007. We recorded a drop in the number of outsourced staff, interns and apprentices. The highest reduction (25%) was in outsourced staff, which at the end of 2008 represented 6% of the Company's entire labor force. The company has no formal policy and uses no mapping process in the hiring of employees in the local community in the areas in which it operates.

Distribution of employees



Total staff by type of link with the company

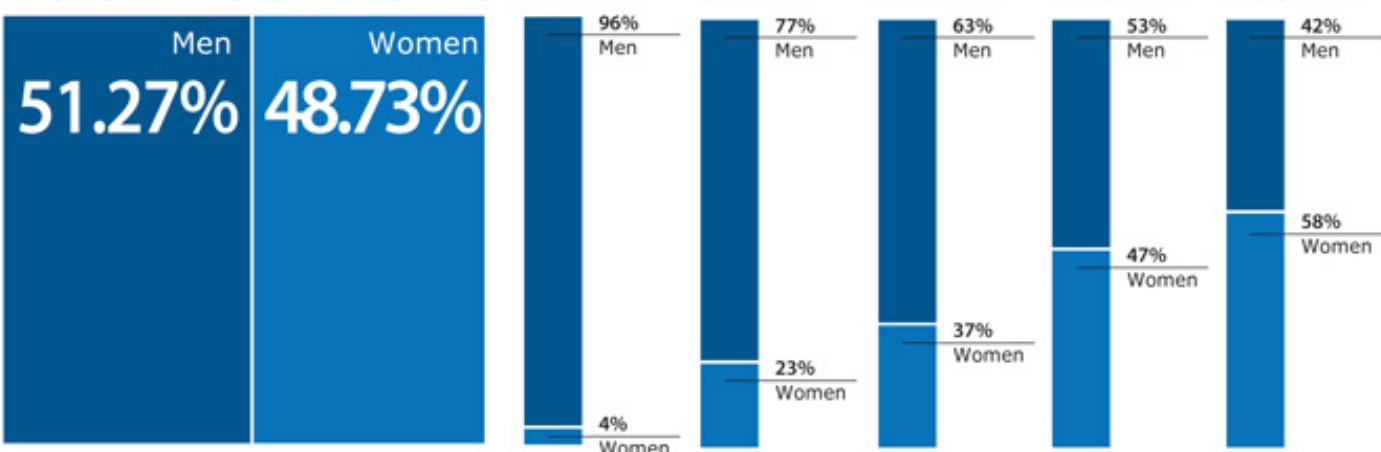
	2007	2008
Employees	10,039	10,296
Outsourced – administrative	972	723
Interns	427	297
Apprentices	150	144

**Employee profile in 2008**

**Gender**

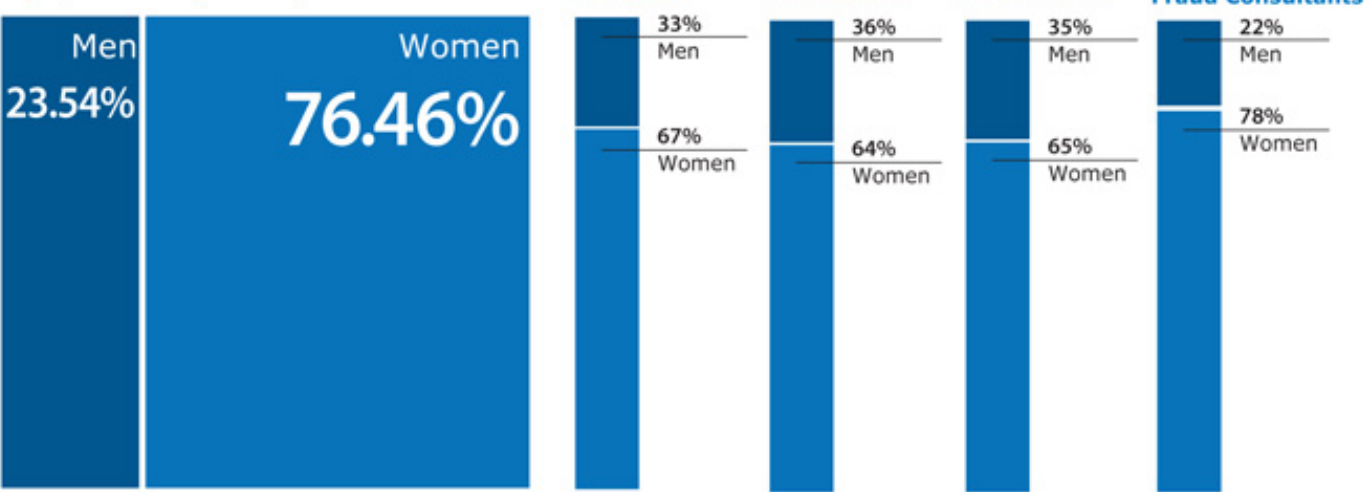
Women are in the majority at TIM as a whole, representing more than 60% of the workforce. This majority, however, is concentrated in the Client Relationship Center. Considering the other areas — the head offices, and TIM's units located in the states — men are in the majority.

Holding and Regional Branches  
Employees - By Gender (2008)



\*Professionals - Assistants - Analysts - Technicians - Engineers - Consultants - Specialists

Employees of CRCs -  
by gender (2008)



\*Professionals - Assistants - Analysts - Technicians - Engineers - Consultants - Specialists

At the CRCs, the predominance of women occurs in all positions and functions. At the Company headquarters and at TIM's units located in the various states, the officers, managers and coordinators are predominantly men.

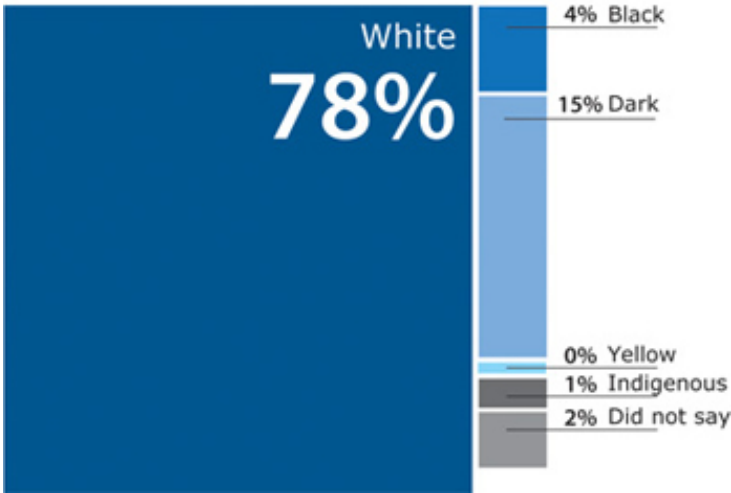
[gráfico do CRC por gênero – atenção pois está mal alinhado]

[Gráfico da sede e nas unidades TIM localizadas nos estados por gênero – mal alinhado]

Color/Race

The assessment of the data follows the same criteria used by the Brazilian Institute for Geography and Statistics (IBGE), taking the self-classification entered by employees on the form they complete when joining the Company. We have a predominance of people who declare themselves to be white (78%) in proportion to the total. At the executive officer level, this percentage is 100%. Those who declare themselves to be negro (black + mulatto) amount to 19%, followed by indigenous (0.2%); no one declared themselves to be yellow.

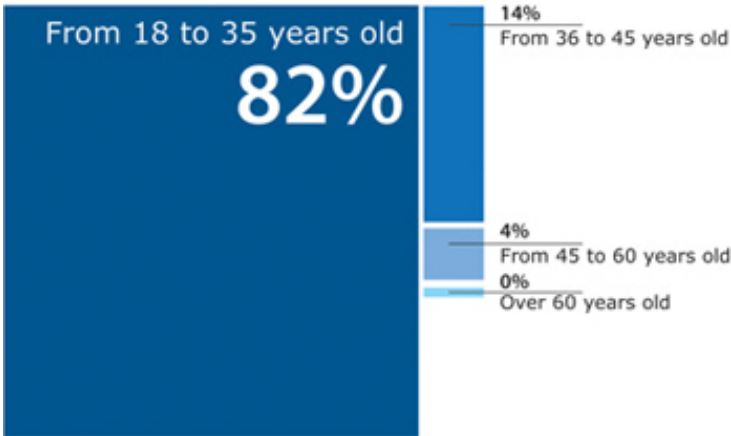
Employees by Color (2008)



Age bracket

Our team is essentially young: more than 80% are between the ages of 18 and 35. Approximately 14% are between the ages of 36 and 45, and less than 4% are over 45. Among the executive officers, all are between the ages of 36 and 60.

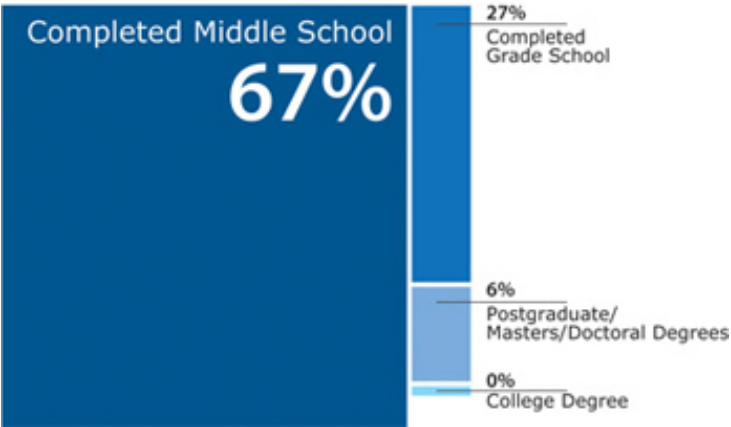
Employees by Age Bracket (2008)



**Educational level**

The majority of the Company's employees (67%) have completed high school. Another significant percentage, approximately 33%, have concluded college education; of these, 17.82% have postgraduate, Masters or PhD qualifications. Only 62 people, less than 1%, have not progressed beyond grade school education.

**Level of Education (2008)**



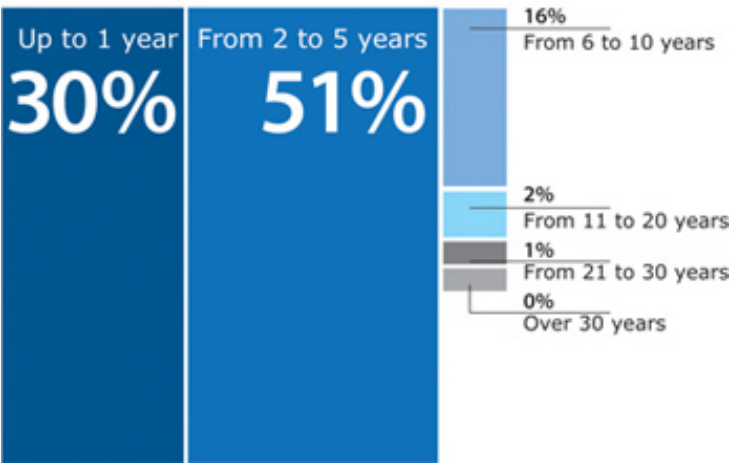
**Disabled People**

We have 59 employees who have some kind of a handicap, a figure which has remained the same for the past two years.

**Length of service with the Company**

We maintain a balance between new employees and those who have been with the company for two years or more - who make up more than half of the team.

**Time Employed**



**Turnover**

In 2008, turnover, the ratio between the total number of those leaving the Company and the average number of employees in the period, was 33%, unchanged in 2007. No significant difference in turnover was recorded between men and women.

**Employee turnover**

	2007	2008
Joining the company	3,315	3,662
Leaving the company*	2,819	3,405
Total number of employees	10,039	10,296
<i>Total turnover</i>	28%	33%

**Employee turnover, by gender (2008)**

	Men	Women
Joining the company	1,269	2,393
Leaving the company*	1,362	2,043
Total number of employees	4,076	6,220
<i>Total turnover</i>	33%	33%

The highest rate of turnover in the group was between the ages of 18 and 35, being 36%, higher than the company's average turnover rate.

**Employee turnover, by age group (2008)**

	18 to 35	36 to 45	45 to 60	Over 60
Joining the company	3,444	206	19	0
Leaving the company*	2,988	334	80	3
Total number of employees	8,474	1,456	357	9
<i>Total turnover</i>	36%	21%	20%	28%

\*Those leaving also include those who have retired and those who have died.

When it is necessary to lay off an executive, it is the Company's practice to hire specialist consultants to help place these executives in the labor market.

Compensation and Benefits

Our Company offers a combination of benefits that are common to all employees, which include medical and dental care, life insurance, private pension scheme, meal/food vouchers, as well as employee profit-sharing. The executive officers and managers also have the right to a plan that provides international medical care.

The private pension plan offered to employees is of the supplementary defined contribution model, with the possibility of retrospective payment, according to length of service with the Company.

In 2008, the Company paid out approximately R\$ 117 million in benefits, 5% more than the previous year. The amount paid out under the employee profit-sharing scheme rose 25% during the year. Investment in training and professional development was down by 26%. Despite this reduction, there was an increase in the number of training hours. The decline in training costs occurred because of improvements that were made: greater use of the e-learning tool, utilization of in-company infrastructure for training courses, with lower training and logistical costs, in-house classes and training sessions run by internal multipliers.

Internal Social Indicators (R\$/'000)		
	2007	2008
Food supplement	37,130	42,683
Private pension	8,587	6,803
Health	30,365	32,076
Occupational health and safety	2,854	3,269
Education	689	594
Culture	0	0
Training and professional development	24,339*	17,942
Day-care centers or financial assistance	1,253	1,616
Employee profit-sharing	26,022	32,702
Transportation expenditures	9,944	11,028

\*Adjusted

Amount spent on social charges		
	2007	2008
	(R\$'000)	(R\$'000)
Total compulsory social charges	121,983	128,584

The lowest salary brackets at TIM exceed the national minimum wage established by law. The lowest salaries paid by the company are at TIM's units in the states of Alagoas, Pernambuco, Paraíba, Ceará, Piauí and Rio Grande do Norte – our salary floor is R\$ 464 – a figure which at the end of 2008 exceeded the national minimum wage level by 10%. This salary refers to the posts of relationship consultants in the Client Relationship Centers, an activity whose working day is defined by law at a maximum of 6 hours.

Lowest salaries paid by the company		
TIM's units in the various states:	Lowest salary paid/minimum national salary	Employees who receive the lowest salary
São Paulo	1.26	13%
Rio de Janeiro and Espírito Santo	1.30	21%
Paraná, Santa Catarina and Rio Grande do Sul	1.14	0.20%
Federal District, Goiás, Tocantins, Rondônia, Acre, Mato Grosso and Mato Grosso do Sul	1.41	0.20%
Minas Gerais, Bahia and Sergipe	1.19	0.20%
Alagoas, Pernambuco, Paraíba, Ceará, Piauí and Rio Grande do Norte	1.12	16%
Amazonas, Maranhão, Pará, Amapá and Roraima	1.48	23%



Labor relations

At TIM, we respect the right of freedom of association of employees and fulfil the agreements signed in collective wage negotiations with the entities representing employees.

The number of employees who belong to unions grew by 10% in 2008, and the agreements established in collective wage negotiations were extended to cover all employees. We signed collective bargaining agreements, including aspects related to time sheets and employee profit-sharing, with 27 unions that represent our employees.

Our relationship with the unions has also led to important initiatives in improving occupational health and safety conditions. Commitments were signed to eliminate factors which cause risk to employee health, and a cooperation agreement with SINTTEL to seek solutions to possible workplace medical and safety issues.

Our Company notifies employees of any changes in operations that have an impact on their work. However, there is no time limit set in terms of advance notice required for this notification.

	2007	2008
Employees covered by collective bargaining agreements	9,600	10,296

We do not have a specific channel to deal with cases of discrimination or sexual harassment, but to prevent such occurrences, we widely disseminate our Code of Ethics, which is designed to guarantee equal opportunities for all employees.

Occupational Health and Safety

Attention to employees' health and safety is a constant activity at TIM. We act in a preventative manner, maintaining an extensive structure focused on the implementation of improvements and controls, based on the results of the initiatives developed.

There are 16 Internal Commissions for the Prevention of Accidents in the Workplace (Cipas) located in the Company's units with more than 50 employees. The make up of the Cipas include both employees nominated by the Company's management and others elected by their peers, with 50% from each group. Where there is not a minimum number of employees, one employee is made responsible and is trained to perform these activities.

In addition to Cipas, we also have a Specialist Engineering Service for Safety and Medicine in the Workplace (SESMT), consisting of occupational safety engineers, doctors and nursing technicians. SESMT is present throughout the company. We conduct specific training, such as the Fire Brigade Program and the Program for Environmental Risk Prevention, as well as holding various seminars to raise awareness on health and safety. Once a year we hold Accident Prevention Week (SIPAT), simultaneously in all of the Company's units throughout Brazil.

We register all workplace accidents and cases of occupational diseases. In 2008, there was a reduction of 14% in the total number of accidents, as well as a significant drop in accidents involving lost time.

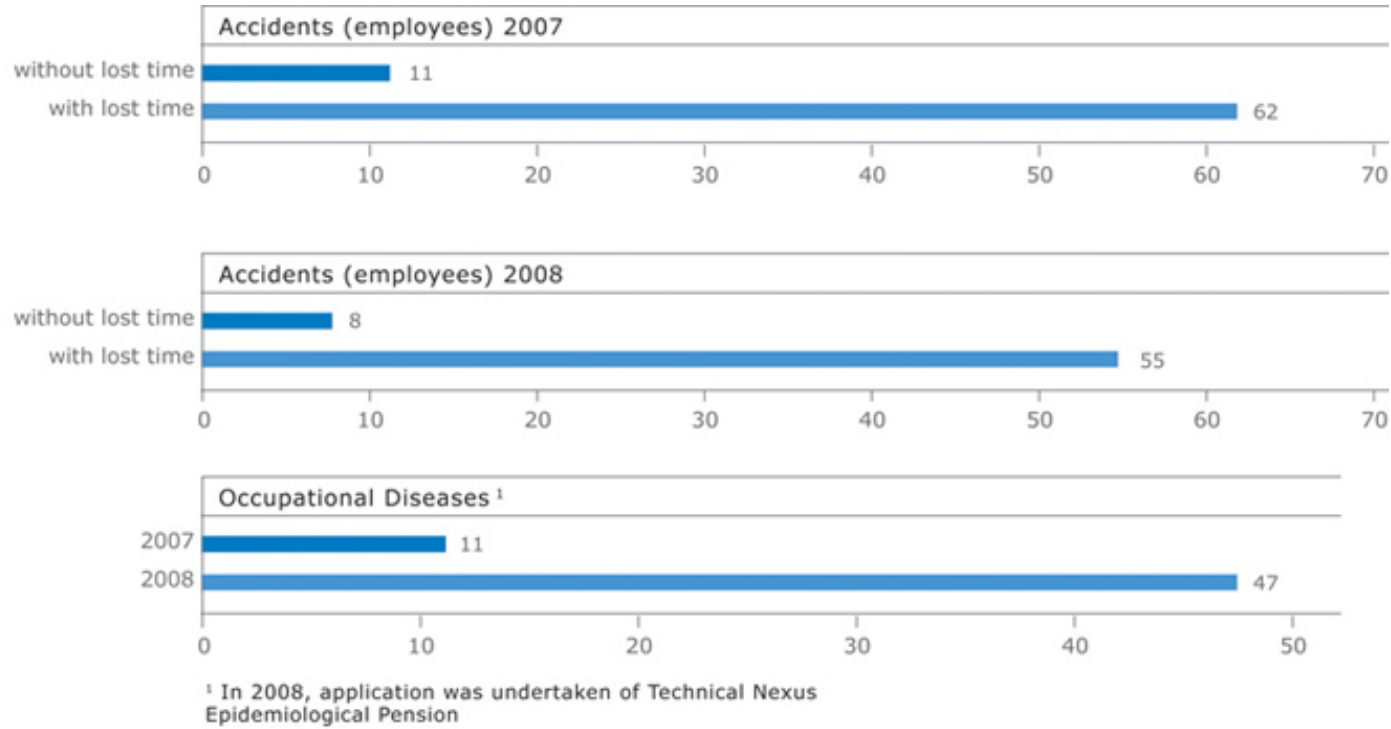
Despite their having been no serious accidents occurring in the period, the degree of severity, which is indicated by the number of days involving lost time as a result of the accident, increased by 37%.

Occupational safety indicators:		
	2007	2008
Employees		
Frequency rate - number of accidents involving lost time per million man hours worked	3.24	2.68
Degree of severity - number of days lost as a result of accidents per million man hours worked	144.30	198.33

With the changes introduced by the Social Security Institute (INSS) in the registration of technically epidemiological diseases, we recorded an increase in the number of cases of occupational diseases.

At TIM, we pay constant attention to the activities where there is the highest risk or rate of occupational diseases, which are those related to the Client Relationship Centers and client service in the Company's stores. To reduce the level of risks, we run programs such as *Gymnastics in the Workplace* and *Blitz On Posture*; with positions in stores and workstations at the CRCs periodically evaluated from an ergonomic perspective.

Our *TIM Quality of Life Program* encourages employees to cultivate healthy habits, which has contributed to improving their quality of life, higher productivity and a reduction in the rate of absenteeism. This program includes various activities, such as voice conservation, periodic vaccination campaigns, encouragement of physical exercise (at gyms, foot races and walks), anti-smoking campaigns, medical control of occupational health, medical checkups for executives, relaxation areas and the practice of yoga and shiatsu. We also try to promote awareness for the prevention of serious diseases – AIDS/DST, tobacco dependency and alcoholism – through internal communication channels, seminars and theatrical demonstrations.



## TIM Quality of Life Program

### *Main activities for the year*

**Gymnastics in the workplace** - Carried out in the working environment, using furniture and day-to-day instruments, including movements which help improve posture, reduce tension and stress, increasing awareness of the body and integrating workgroups.

**Ergonomics** –Physiotherapists inspect the workstations, evaluating all the movements and postures adopted in the exercising of activities, making recommendations for the regulation and correct use of equipment.

**Healthy Diet** – Disseminating the concept of dietary education among employees, with menus drawn up by the employees themselves, focused on a balanced diet or one that will help them lose weight.

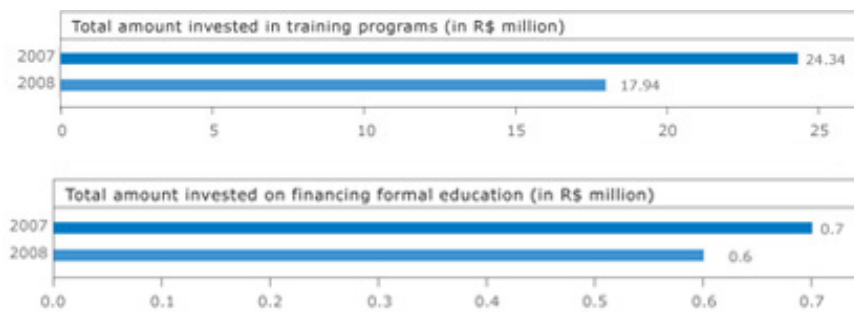
## Training and Development

The annual planning of the training to be offered employees is prepared together with managers of various different areas, and based on the individual development plans of each employee.

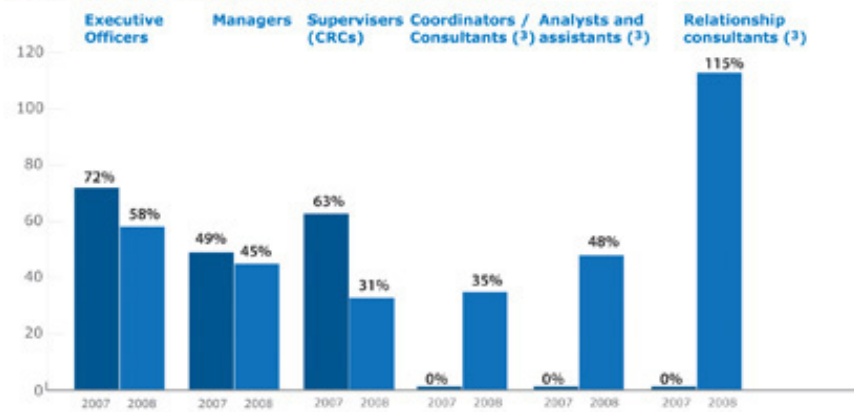
The objective is to ensure full development of the required behavioral and managerial skills to carry out their activities within the company. Initiatives include classroom training, online training , recommended books and films, among other activities.

For managers, programs are offered providing additional training, with advanced management, executive training, MBAs, seminars, and other initiatives. For the different professional activities – assistants, analysts, technicians, engineers, lawyers, consultants and specialists – initiatives are designed for the development of individual skills, MBAs, languages and technical subjects.

To facilitate access to information, we post a training catalogue online, with various schemes which help to add to knowledge and develop skills. This catalogue is part of the company's e-learning program, **@aula. TIM**, which in 2008 was expanded and made available for the entire Company. Online training offers greater flexibility than traditional methods, supports individual development, broadens access to information and improves communication processes.



### Average of training hours per job function<sup>2</sup>



(2) - Takes into account the annual average of employees per category

(3) - In 2007, the Coordinator/Consultant, Analysts and assistants and Relationship consultants categories are considered as part of Supervision

## Performance evaluation

We conduct an annual Performance evaluation of all our employees, based on the activities and objectives defined for the period and the skills essential to the group. Managers are evaluated on the basis of the results of the activities, of targets met and the degree of alignment with the management model. After the evaluation is carried out a feedback meeting is scheduled between the employee evaluated and his or her evaluator, at which time a development plan is drawn up for consideration in the following year.

For employees of the Client Relationship Center, there is a specific performance evaluation program, **Crescer** (*Grow!*), which uses indicators of quality, productivity, individual behavior and previously-agreed collective factors. These employees are encouraged to participate in training programs to constantly perfect their rendering of services to clients. The result of these evaluations are shared between employees and serve to delineate future training and development initiatives. At the end of each year, based on the evaluations carried out, a concept is developed which summarizes the performance of the employees and is aligned with the management process in terms of corporate performance. During 2008, approximately 3,500 relationship consultants were followed through the program.

## External Public

### Clients

Satisfying the needs of our clients – this is the focus that we pursue in working towards achieving a standard of excellence in our services. In 2008 we increased the process of achieving convergence of technology and services, providing mobile and fixed line telephone services, and broadband Internet connections.

In attending our clients directly, our objective is to provide qualified and immediate responses to their demands, acting in accordance with the principles of respect, honesty, collaboration and courtesy.

### Client Base

At the end of 2008 our client base totaled 36.4 million users, an increase of 16% over 2007, representing a 24% market share.

Our client base in the prepaid segment grew by 22% on the year, amounting to 29.8 million users. The postpaid client base was 6.6 million, down 3% over 2007.

## Client Relationship

Our main channel of contact with users is the Client Relationship Center (CRC), which deals with requests, queries, complaints, as well as the registration of new prepaid clients. The CRC has been strategically segmented into specialist cells, to serve prepaid, postpaid and corporate clients. The center may be accessed by telephone, e-mail, letter or facsimile

In 2008 we made a number of adjustments to our client services to satisfy the requirements of Decree Law Nº 6.523, which regulated and standardized Consumer Services (SAC). We revised our systems, the logic of the operations, the electronic menu available for clients and, mainly, we conducted further training of our relationship consultants.

At the end of the year, we launched a special service for clients with hearing impairments, consistent both with Decree Law Nº 6.523 and Anatel Resolution Nº 477. Clients with hearing problems may access the CRC through text messages on number 2580 or through the Company's website, on the link *Speak to TIM*. The service provides a package of 150 messages, included in the monthly fixed fee, at a reduced price. At the Company's stores, selected employees receive specific training to serve clients with hearing impairments.

### **Alterations to tariffs**

*Under the rules in force in the telephone services sector, the tariffs practised by the companies may be adjusted annually in accordance with indicators provided by the government. And when a tariff is altered, its new value must be announced in major circulation newspapers, two days in advance.*

*The tariffs for value-added services (VAS) are not regulated by government agencies, but their alterations must be announced to clients with a minimum advance warning of 30 days, as well as alterations to long-distance tariffs.*

*On June 1, 2008, these and other tariffs were adjusted by an average of 4.9%, varying according to regional specifications.*

*International roaming tariffs also are not regulated, but ANATEL recommends that the companies make an announcement whenever there are significant structural changes.*

*It is TIM's practice to inform its clients whenever there is a tariff alteration, through communication channels that go beyond those required by government regulatory bodies, such as announcements at the Company's sales outlets, via the Internet and through the Company's Client Relationship Center.*

In addition to these services, internally we have also created a channel *Speak to the Client* through which any employee of the company, from any area, may send the issues and queries of existing users directly to the CRC.

## Ombudsman

TIM's National Ombudsman Department, created in 2005, is the body which is tasked with dealing with client complaints and requests, on an appeal level, presenting them to the appropriate area in order to improve the quality of services provided to the client. This initiative has contributed to an the enhancement of processes and systems, avoiding recurring problems and making employees more sensitive to the needs of our clients.

In 2008, 209 actions were taken to make improvements based on calls received from clients by the Ombudsman Department

and, of the total, 190 have already been implemented. An example is the change in the procedure for the granting of loyalty awards to clients with past due bills.

**Client Satisfaction**

Monitoring the level of client satisfaction is carried out on two distinct research fronts, both implemented by outside service providers. One of these measures client satisfaction on a monthly basis at the CRC; while the other, on a half-yearly basis, evaluates the general level of client satisfaction with regard to the Company.



In both cases, the grades received in 2008 were worse than those in 2007. In the survey on general satisfaction levels, the rate showed a drop of 6%, while for the CRC, the satisfaction rate was 10% lower. The three main reasons for dissatisfaction recorded were: the length of time required to get through to the call center, the lack of signal in some locations, and the low level of promotions.

Client satisfaction surveys*		
	2007	2008
General satisfaction level of individual clients	8.6	8.0
Client satisfaction level with service provided by the CRC	8.0	7.2

\* Notes 0 to 10.

These results function as indicators in order for us to invest in improving the management of client requests to the CRC, as well as the implementing of new services which satisfy client requirements, thereby reducing the level of demands.

In order to improve the management of client requests to the CRC, we have integrated the systems used by the consultants while attending clients on the telephone, which reduces the time of retaining the client on the line; it has also been made possible to exchange information between consultants and access data related to the call, thus avoiding the need for the customer to repeat information when the call is transferred to another sector.

The interactive client service system has also undergone improvements: revision of the menus in accordance with client profile, facilitating access and reducing costs; implementation of *Turbo Hot Line*, an exclusive line, with a differentiated services, for clients who go to our stores personally to resolve problems. We also have revamped our Internet site, allowing client attendants to send out e-mails, when requested, or as part of the process of formalizing the requests made as a result of the conversation with the customer. In addition, our CRC consultants and supervisors undergo continuous training in specific communication techniques, seeking to improve the client service process.

Some online services which we implemented in 2008 have also contributed to resolving some of the more basic customer requests, such as checking remaining balances on the prepaid system, access to detailed account summaries, activation of automatic direct debits, activation or cancellation of international roaming, the possibility of altering account expiration dates and the type of account, the providing of a second copy of a bill, and the last four monthly bills, as well as a history of Internet transactions

Client Health and Safety

The Company permanently monitors electromagnetic emissions and noise from its base stations in accordance with the legislation in force and the rulings by Anatel and the appropriate municipal inspection bodies.

We also concern ourselves with ensuring comfort to clients and employees in our stores, which are planned, built and equipped in accordance with ergonomic principles so as to eliminate or minimize the risk of accidents.

In addition to providing communications services, we also sell handsets, accessories and spare parts. However, the supply of appropriate information about the use of this equipment is the responsibility of their manufacturers (*caput* Article 12 of the Consumer Defense Code).

None of TIM's products have been removed from sale due to pressure from groups in society, such as clients, competitors, government bodies or regulatory bodies, among others.

With regard to publicity and advertising of products and services, we follow the guidelines of the National Council for Advertising Self-Regulation (Conar).

Requests and Complaints

In 2008, the CRC answered 152,744,614 calls, 2% more than in 2007. The average wait time (2 minutes and 1 second) was 63% higher than the previous year.

In 2008, 8% more complaints were received than in 2007, both through Procon (72%) and through the courts (59%). The percentage of complaints resolved

by the Company and through the courts remained stable. The number of complaints resolved through Procon was higher than those received, because it included the resolving of cases from earlier years. The amount paid in fines and compensation during the year amounted to R\$ 59.8 million.

Complaints		
	2007	2008
Total complaints received:		
At the company	10,088,319	10,930,536
Through Procon	14,122	24,375
Through the courts	27,808	44,446
Complaints resolved %		
At the company	99.4%	99.5%
Through Procon	69.1%	*
Through the courts	79.9%	79.8%

*\*\*The percentage of complaints resolved through PROCON was more than 100%, as the number of cases closed in 2008 was higher than the number of complaints received, due to the cases pending from previous years.*



TIM has a policy of guaranteeing the privacy of its customer data. These policies defined criteria for information security which are applied to the Company's systems and followed by employees to avoid customer information being accessed or handled inappropriately, or by unauthorized users.

In 2008, we received two complaints from clients with regard to violation of privacy, which we have evaluated as probable.

### Certifications

The Company's quality certifications were renewed in 2006 and have a renewal cycle of three years.

- **ISO 9001:2000** for the management of the network in the states of Minas Gerais, Sergipe and Bahia.
- **ISO 9001:2000** for the management of postpaid billing on the GSM system.
- It has been certified that the **System for the Management of Quality Indicators** is in compliance with Anatel Rulings N° 335/2003 and N° 317/2002.

### Competition

We operate in a highly competitive market and the growing level of competition has been the object of continuous work of various stakeholders who relate to the

companies. The regulatory aspects and the definition of parameters which ensure improvement in the quality of service provided and the relationship between the different players, received special attention during the year.

In 2008 we participated in a number of discussion groups and initiatives together with our competitors, among these being:

- ::A group for the implementation of the new Personal Mobile Service regulations (PMS) approved by Resolution N° 477;
- ::A discussion group on number portability, coordinated by Anatel with the participation of all the telephone companies;
- ::A process of evaluation of prepaid platform access, with the objective of negotiating the definition of a new charging model with Anatel for calls made from mobile handsets to fixed handsets;
- ::A joint analysis for the definition of operational processes for 3G access.

Our Company values ethical relationships with all its stakeholders and its behaviour is guided by the principles set out in its Code of Business Conduct and Code of Ethics, seeking to ensure consistency in relationships, including those with rival companies.

In 2008, two lawsuits were filed against TIM, alleging unfair competition, both of which are still ongoing.

Suppliers

The search for solutions on issues related to sustainability in the value chain of an organization such as ours requires, in addition to the involvement of interested public audiences, the identification of risks and opportunities associated with the supplier of inputs, raw materials and services.

In all our contracts and purchase requests we include a clause that covers aspects related to ethics, respect for human rights, labor rights, environmental protection and fighting corruption. This initiative is in line with the principles proposed in the United Nations Global Compact, which involves companies throughout the world, to which we have been a signatory since April 2008. We also adopted the practice of verifying that our suppliers conform to labor legislation and that they respect the labor agreements signed with their employees.

The definition of clear purchasing criteria is an essential factor in ensuring the quality of the relationship and respect with our suppliers. To guarantee transparency and uniqueness in our operations, throughout the organization we follow a combination of guidelines for the purchase of materials, goods and services, developed in accordance with the Company's Code of Ethics and Code of Business Conduct, as well as the General Internal Control Principles drawn up by the Telecom Italia Group.

Priority requirements for the selection of suppliers, relating to delivery time, cost and quality, are also standardized throughout the company.

Despite the fact that we have not yet implemented formal policies or practices for the support of development and strengthening local suppliers, in the past two years 70% of purchases have been from those whose headquarters are based in Brazil.

Total value of purchases by supplier category (R\$)		
	2007	2008
Local suppliers*	4,338,782	4,199,086
Other suppliers	1,859,478	1,799,608

\*Headquarters in Brazil

Community

Management of Impacts

At TIM, we evaluate the possible impact of our mobile telephone stations, known as radio base stations, on the surrounding communities. For this, we followed the regulations set by Anatel, which in Brazil is the regulatory body that sets the radio frequency bands for the mobile telephone system and is responsible for establishing limits, defining methods of evaluation and procedures referring

to electromagnetic emissions associated with the operation of the radio base stations. The limits adopted in Brazil conform to international standards established by the International Commission for the Protection against Ionising Radiation ratified by the World Health Organization.

Our electromagnetic emissions are monitored in accordance with Anatel Resolution N° 303, which sets limits of exposure to electric, magnetic and electromagnetic fields in radio frequencies between 9 kHz and 300 GHz, and conform to the limits established. The data include bases shared with other operators. In 2008, the emissions of 1,562 base stations were monitored *in- loco*.

Measurement of sound levels is not regulated by standards at a federal level, but rather at a municipal level, in some municipalities where monitoring is necessary for the obtaining of station installation licences. In 2008, we monitored noise emissions at 72 radio base stations.

Measuring of electromagnetic emissions and noise level		
	2007	2008
Number of radio base stations measured for electromagnetic emissions	1,392	1,562
Number of radio base stations measured for noise level	88	72

Investment in social and cultural projects

Since its arrival in Brazil, TIM has invested in social and cultural projects.

In 2008, TIM Participações continued with its social investment, supporting educational projects which use, wherever possible, the universal language of music, providing benefits on a preferential basis to young people and children. With regard to cultural projects the Company also emphasizes music.

In 2008, we earmarked R\$ 46.5 million to social and cultural projects, 18% more than in 2007, including direct investment of funds and the providing of the Company's services. Approximately 90% of this total came from the Company's own funds, while we also made use of the support of government tax incentive programs.

The amount of our own resources invested in this area showed an increase of 31% compared to 2007, while the amount provided through tax incentives dropped by 36%, as a consequence of the nature of the projects supported. In 2008, R\$ 36.8 million was invested in projects to promote culture.

Main projects and initiatives in 2008

TIM Música nas Escolas (Music in the Schools)

Created in 2003, the project has already benefited more than 20,000 pupils in the public education network in 13 Brazilian towns and cities ? Belém, Belo Horizonte, Cuiabá, Florianópolis, Manaus, Natal, Porto Alegre, Recife, Rio de Janeiro, Ribeirão Preto, Salvador, Santo André and São Paulo.



TIM Música nas Escolas is structured on musical language, with the objective of providing new ways of learning and contributing to improve school performance, at the same time as stimulating and disseminating a culture focused on peace.

In 2008, the project involved 350 teachers, 372 musical workshops, 316 music workshops and 236 radio programs, among other activities, and made some outstanding performances.

In Cuiabá, Manaus, Santo André, Natal and Belo Horizonte cultural centers were created that promote activities in schools and their communities. The children that form part of the music workshops participated in Shows Novos Artistas (New Artist Shows) and Workshop Shows held in schools at the end of the year.

To evaluate the results of the program, TIM hired the services of Hmetrics Consultoria, a company specializing in evaluating and monitoring social investments in the private sector. Three research projects were carried out, in 2005, 2006 and 2008, based on methodology specially developed by consultant Flavio Comim, a professor at the Federal University of Rio Grande do Sul and researcher at Cambridge University, in England. Some 6,300 children participated in the most recent research project, from all the municipalities involved, with highly positive results. The increase in the Teaching Quality Index from 2005 to 2008, in the schools that participated, was 45.8%.

The rate of social development in 2008 amounted to 14%, a significant figure when compared to the best indices of schools in the private sector (approximately 12%).

The research showed that the program developed good behavior, self esteem, musical knowledge, interest and curiosity, socialization, a reduction in violence, enhanced happiness, harmony, sense of civic duty and critical thought.

### **Axé Capoeira Project**

We carried out this program in partnership with the NGO Projeto Axé, with the participation of the state of Bahia under the state's Culture Incentive law. In 2008, 446 children and young people benefited from the program. The project runs workshops for capoeira, dance and other modes with a focus on professionalization ? popular regional demonstrations, contact dance, Afro dance and modern dance ? with capoeira as a complementary activity.

### **Programa TIM Art Educação**

This program seeks to stimulate learning in school, the development of self esteem and the social inclusion of young people through music, dance, theatre and capoeira workshops, as well as storytelling and other forms of artistic expression. In 2008, some 9,000 people participated in this program in 27 towns and cities in the states of Minas Gerais, Bahia and Sergipe. The partners responsible for the coordination of this program were the NGO Ciacen in Bahia and Sergipe, and the NGO Humanizarte, in Minas Gerais.

Monitoring research carried out by the Federal University of Viçosa showed that 93% of the participating art-educators observed significant improvement in the behavior of pupils with regard to discipline, self-esteem, interest in and education. This evaluation was confirmed by 96% of the families and municipal authorities involved in the project and consulted as part of the research.





The program also provided a multiplying effect: a number of municipal authorities have created policies that lead to the development of new workshops, expanding the level of activity and the number of people attending.

### **Espaço TIM UFMG do Conhecimento (ETUC) - (TIM UFMG Knowledge Space)**

ETUC is the result of a partnership between TIM, the government of the state Minas Gerais and the Federal University of Minas Gerais (UFMG), represented by the Foundation for Research Development (Fundep), being responsible for the thematic content of the space.

As part of the so-called Praça da Liberdade Cultural Circuit, located in the center of Belo Horizonte, this project - currently underway with inauguration scheduled for 2009 - includes an astronomical observatory and terrace, a planetarium for 80 people, as well as exhibition rooms for scientific, cultural and educational projects, designed to receive 300,000 visitors a year.

### **Ibirapuera Auditorium**

The Ibirapuera auditorium, in the Parque do Ibirapuera in São Paulo, was designed by architect Oscar Niemeyer, 50 years ago. But it was only built in 2003, and donated by TIM to the municipal authority in 2005.

Dedicated to music, especially for the development of new talent, the auditorium, for those who frequent it, has been a place of comfort and quality ever since its inauguration in October 2005.

For shows, the auditorium has 800 seats. In addition to this, a door located at the back of the stage, when opened, permits the performance of free shows in an open-air environment for up to 15,000 people.

In 2008, TIM continued to lend its support to the Auditorium, enabling it to continue to promote music through shows, festivals, concerts, conferences, award ceremonies and other forms of artistic activity.

### **Auditorium Music School**

Inaugurated in 2005, the Auditorium Music School provides its pupils - children and teens from the TIM Música nas Escolas program, with a deeper musical experience, teaching them how to play the musical instruments which make up a Brazilian Orchestra. The lessons take place in rooms that have been acoustically prepared, and are both practical and theoretical.

The school, as well as the auditorium, is run by the Ibirapuera Auditorium Institute.

### **TIM Festival**

Held between 2003 and 2008, this program mobilizes internationally renowned artists, representatives of various areas of music on the world scene. In 2008, the event was held in Rio de Janeiro with an investment of R\$ 16 million, of which R\$ 1.35 million was raised under the Culture Incentive Law. Special editions were also held in São Paulo and Vitória.

### **Prêmio TIM de Música - (TIM Music Awards)**

Dedicated to the best national music and acclaimed Brazilian personalities that make up the country's musical history, from 2003 to 2008 Prêmio TIM de Música has paid homage annually to the great name of Brazilian music and has provided incentives for various acclaimed artists and musicians among them being new talent and acclaimed musicians, distributed over 30 categories.

### **Volunteer work**

Voluntary action is based on initiatives by employees, supported by TIM. In 2008, of particular note where the action is taken to benefit the victims of the floods in Santa Catarina, with the collection of clothes, blankets and food, and the voluntary work focused on education in schools in Recife, among other initiatives.

### **Government and Society**

We do not participate directly in the defining of public policies, but we act together with other operators in the country in the quest to improve the services offered, as well as the setting of policies with respect to the sector.

### **Anti-corruption practices**

TIM takes an active stance in fighting corruption. Anticorruption directives are present in all internal documents related to the conduct of employees and suppliers alike, with specific clauses covering this theme.

Our Code of Ethics is based on the principles of transparency, honesty and loyalty. It is available on the organization's intranet to all employees, and disseminated internally, on a constant basis, through various activities, highlighting specific items, and requiring compliance with the law and ethical principles.

Our employees also have access to an online course on aspects of the Sarbanes-Oxley Act and the stance required for its criteria to be respected. In 2008, 1,233 hours were spent on this type of training, including 1,137 employees from various different levels ? a participation that was 31% higher than in 2007. Interns and apprenticed minors also take part in this training.

In the fight against corruption, we also followed the standards established by the Activities Control Model drawn up by Telecom Italia and which must be observed by all the companies in the group. In addition to specific conventions on anti-corruption practices, the document also provides specifications for conduct to deal with judicial and arbitration procedures, seeking to avoid exposure of the organization to the risk of corruption.

Although TIM does not carry out a formal evaluation of the risks related to corruption, we seek to adopt a clear stance in the combating of illegal practices, which translates into a series of principles and initiatives which serve as parameters for the actions of all our employees.

### **Political Contributions**

TIM does not make financial or cash contributions to political parties, candidates, politicians or related institutions. This practice is

expressly prohibited under our Code of Ethics.

Participantes do Teste de Materialidade

- Stakeholders internos
- Andre Duarte Costa
- Antonia Chierleane Sousa Aquino
- Antonio Paschoal
- Claudio Bastos
- Denis Ferreira
- Erica Andrade
- Evandro Macedo
- Fabio Argolo
- Giorgio Possagno
- Guilherme Metello
- Izabella de Santis
- Jane Teixeira
- José Luiz Liberato
- Leonardo Cotias Barcelos
- Lúcia Moraes
- Luis Filipe Pinto
- Marco Aurélio Vizioli
- Maria da Gloria Rubião
- Renato Cuenca
- Roberta Bensabat
- Rogério Tostes
- Sergio de Lucca
- Sonia Gonzalez

Stakeholders externos

- Eduardo Inojosa – Distribuidor – GMEX
- Gloecir Bianco – Distribuidor – Diproart
- Jean Paul – Distribuidor – Megagiro
- Rodrigo Vasconcelos – Distribuidor – Nacional Logística
- Rogério Monteiro – Distribuidor – RCA
- Ana Cristina – Fornecedor – Mccan Erickson (Publicidade)
- Gustavo Jaramilo – Fornecedor – Nokia do Brasil (Handsets)
- Saulo Bonizzato – Fornecedor – Accenture (TI)
- Sérgio Rozenti – Fornecedor – Ericsson (Rede)
- Silvano Azevedo – Fornecedor – Procarta Informática (Billing)

Aurélio Silva Cliente – Pessoa Jurídica – Rexam

Lidia Rayol Cliente – Pessoa Jurídica

Rita Barbosa Cliente – Pessoa Jurídica – Unisys

Rodrigo Delamare – Cliente – Pessoa Jurídica

Agenor Corrêa – Cliente – Pessoa Física

Cristina Seibert – Cliente – Pessoa Física

Elisabete Mercês – Cliente – Pessoa Física

Gustavo Felipe Ramos Paz – Cliente – Pessoa Física

Gustavo Mansur – Cliente – Pessoa Física

Renata Alzuguir – Cliente – Pessoa Física

Tadeu Landi Figueiredo – Cliente – Pessoa Física