



## 2019 Indicators Handbook

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# ABOUT THE INDICATORS HANDBOOK

This document is part of the annual disclosure of Banco Santander Brasil, along with the Financial Statements and the Annual Report. Our goal is to demonstrate how, through responsible internal management and the creation of financial solutions to stimulate economic activity, we help people and businesses prosper. The following guidelines were adopted in the preparation of the Indicators Handbook:

- Materiality Assessment (learn more on page 7);
- Global Reporting Initiative ("GRI") Standards ("Core" reporting option);
- Sustainability Accounting Standards Board ("SASB");
- International Integrated Reporting Council ("IIRC"), with the indication of the capitals<sup>1</sup> that comprise the business throughout this document, namely:



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<sup>1</sup> We understand that Human, Social, Intellectual and Relationship capitals are intangible assets of Banco Santander Brasil.

# EXECUTIVE SUMMARY

## A BANK FOR OUR TIME

For us at Santander, being the bank that supports Brazilian society in its transformation for the future is more than a commitment, it is the strategy that guides our business. This is present in our results and in the changes that we enable, every single day, in the lives of our customers and partners. It's in the rural producer who now cultivates more efficiently and with respect for the environment. It's in the entrepreneur who has managed to grow thanks to access to microcredit, and in the young people who are able to attend university thanks to our scholarships. It's also in the thousands of megawatts of renewable energy that has been generated in Brazil in recent years, as well as in the projects that we have helped to structure and finance, and which foster clean energy sources, such as wind and solar.

We conduct our business with the certainty that our role goes way beyond creating jobs, generating economic value and distributing earnings to our shareholders. We work to contribute to a better, more prosperous and fair society. We witness daily how all companies, across a wide range of industries, are experiencing profound transformation. Providing financial services, facilitating business transactions and offering credit remain paramount activities for a financial institution, but sustainability also needs to

be at the core of our decisions, both today and in the long run.

This imperative has gained more prominence in our strategy over the years and became even more important due to the rising risks associated with climate change. The need for an inclusive, low-carbon economy is imminent and has influenced the way we do business.

In 2019, we enabled R\$ 13.7 billion in social and environmental businesses<sup>1</sup>, representing growth of approximately 248% over the previous year<sup>2</sup>. This volume includes the disbursement of R\$ 474.6 million to support sustainable agribusiness and the disbursement of R\$ 4.3 billion for the generation of renewable, wind and solar energy solutions. The weighted share relative to the total portfolio of the respective product lines corresponded to 46.6%<sup>3</sup>.

The commitment we have made to society is also reflected in what we do within our walls. By 2025, we will only use renewable energy in 100% of our stores and administrative buildings – in 2019, we have already achieved almost 25% of this target. In addition to that, by the end of 2020, we will eliminate the consumption of single-use plastic in all our administrative buildings and stores.

<sup>1</sup> The amount includes disbursements for renewable energy sources, sustainable agribusiness, Prospera Santander Microfinance, Project Finance (renewable energy), other social and environmental businesses and participation in Green/Transition Bonds structuring and advisory, including the total value of green bonds issued and enabled in collaboration with other companies.

<sup>2</sup> The Solar CDC offering was launched in the second half of 2018 and remained available through the entire year of 2019. The comparison considered total disbursements made in 2018, combined with the participation in enabling Green Bonds in 2018.

<sup>3</sup> The social and environmental share was calculated considering the weight of social and environmental products in each product line and their respective total portfolios. It includes the following products: renewable energy, sustainable agribusiness, Prospera Santander Microfinance, Project Finance (renewable energy) and other social and environmental businesses.





We also feel that it is our duty, as a bank, to help our customers organize and balance their finances, whether through tailored advice or by providing support in debt renegotiation. In 2019, our financial education actions had 28,000 participants, including non-customers, a 60% growth from the previous year. We launched Santander On, a feature available on the Banco Santander app that offers financial analysis and allows us to assist our customers in managing their finances, enabling better control and tracking of monthly expenditures and other commitments.

Our businesses also contribute to financial inclusion and creation of jobs and income. Through Prospera Santander Microfinance, we made it possible for 388,000 new customers to be served in 2019. Our efforts on this front led us to be recognized as the top-ranked bank among the 10 companies that are most changing the world, according to the 2019 Change The World list, compiled by the U.S. magazine Fortune.

Our contribution to education through initiatives carried out by Santander Universities should also be highlighted. Over the year, the program invested in excess of R\$ 27 million and awarded more than 6,600 study and entrepreneur training scholarships.

We mobilized over R\$ 19 million through the *Amigo de Valor* Program, an increase of 39% compared to 2018. The program supports the

Municipal Councils for Children and Adolescents' Rights, helping children and youth in situations of social vulnerability.

We know that, in order to achieve success in our sustainability agenda, genuine engagement from our employees is vital. Accordingly, we have implemented several guidelines to foster the development of human potential, promoting meritocracy with opportunities for everyone.

On the diversity front, the number of black employees advanced to 24% of our staff, while women accounted for 26% of our leadership positions in 2019. Furthermore, women representation also grew in the Board of Directors and Advisory Committees.

Through our education initiatives, 92% of our employees took at least one non-mandatory action at Santander Academy or in external courses sponsored by the Bank. In addition, we had more than 55,000<sup>4</sup> employee participations in social activities during the year.

Finally, we reaffirm our commitment to disclosing our annual performance in areas that we deem essential for the transparency of our business and demonstrating how our strategies shift whenever necessary, considering the needs and opportunities posed by new scenarios. This is the purpose of the Indicators Handbook. We want everyone to understand how we face our challenges and how we contribute to the present and future of society.

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<sup>4</sup> This figure includes employees who: made donations to the *Amigo de Valor* Program; participated in social actions; and donated in the blood donation campaign.

# SUSTAINABILITY STRATEGY

We have organized our activities to create the best financial platform in the country and to serve as an agent for the transformation and prosperity of society. This involves promoting sustainability based on our business, operations and relationships.

We direct our efforts to improve the country's business environment, allow people to live up to their full potential and strategically promote the use of Brazil's natural capital, which is extremely rich in environmental assets.

This stance is present in the three pillars of our sustainability strategy, which reflect the country that we want to help build, together with our employees, customers, shareholders and society, while also contributing to the UN Sustainable Development Goals ("SDGs"):

## Resilient and Inclusive Economy:



## Development of Human Potential:



## Strategic and Efficient Use of Environmental Resources:



Learn more about each pillar in the chapters of this Handbook. The contribution to the specific goals of each SDG can be found in the GRI Content Index (page 60).

# MATERIALITY ASSESSMENT

Our materiality matrix aims to identify expectations, interests and topics that are considered most important to business sustainability, from the viewpoints of both the Bank and our stakeholders (see below our main tools and dialogue channels with our audiences). In 2018, we developed our own framework for defining materiality, based on (i) GRI Standards, (ii) methods used by the Santander Group and (iii) a mathematical categorization. The results of this matrix were used to elaborate the contents of the 2019 Indicators Handbook.

In addition to supporting the definition of the content and scope covered in this report, materiality is utilized as an input for the preparation of other market reports, incorporated into our action agenda and deployed to prioritize the most relevant SDGs for the business. The material topics are listed in the GRI Content Index.

## Our strategic audiences and main dialogue channels

Stakeholders	Dialogue channel	Frequency
Employees	Open Channel	Ongoing
	Engagement Survey	Yearly
	Coffee with Rial	Monthly
Customers	Customer Service ("SAC")	Ongoing
	Ombudsman's Office	Ongoing
	Social networks	Ongoing
Shareholders and investors	Meetings and gatherings	Ongoing
	Assistance to "ESG" (environmental, social and governance) rating agencies and market indexes	Ongoing
Society	Suppliers page on the Bank's website	Ongoing
	Sustainability portal	Ongoing
	Participation in external working groups	Ongoing



# CORPORATE GOVERNANCE

Corporate Governance is a competitive advantage and a strategic tool for creating value and reliability, supported by four pillars: equity in the preservation of shareholder rights; management transparency and integrated communication with key audiences; accountability, which establishes criteria for disclosing the company's results; and corporate responsibility, related to the social commitment of our Organization.





# STRUCTURE AND PRACTICES



We voluntarily subject our actions to a rigorous set of Corporate Governance rules and practices, which are complementary to the legislation currently in effect – Brazilian Corporate Law (Law No. 6,404/1976).

Learn more about the rules, policies and practices concerning the General Shareholders' Meetings in the [Reference Form](#).

## Composition of the Board of Directors, Advisory Committees and Fiscal Board<sup>1</sup>

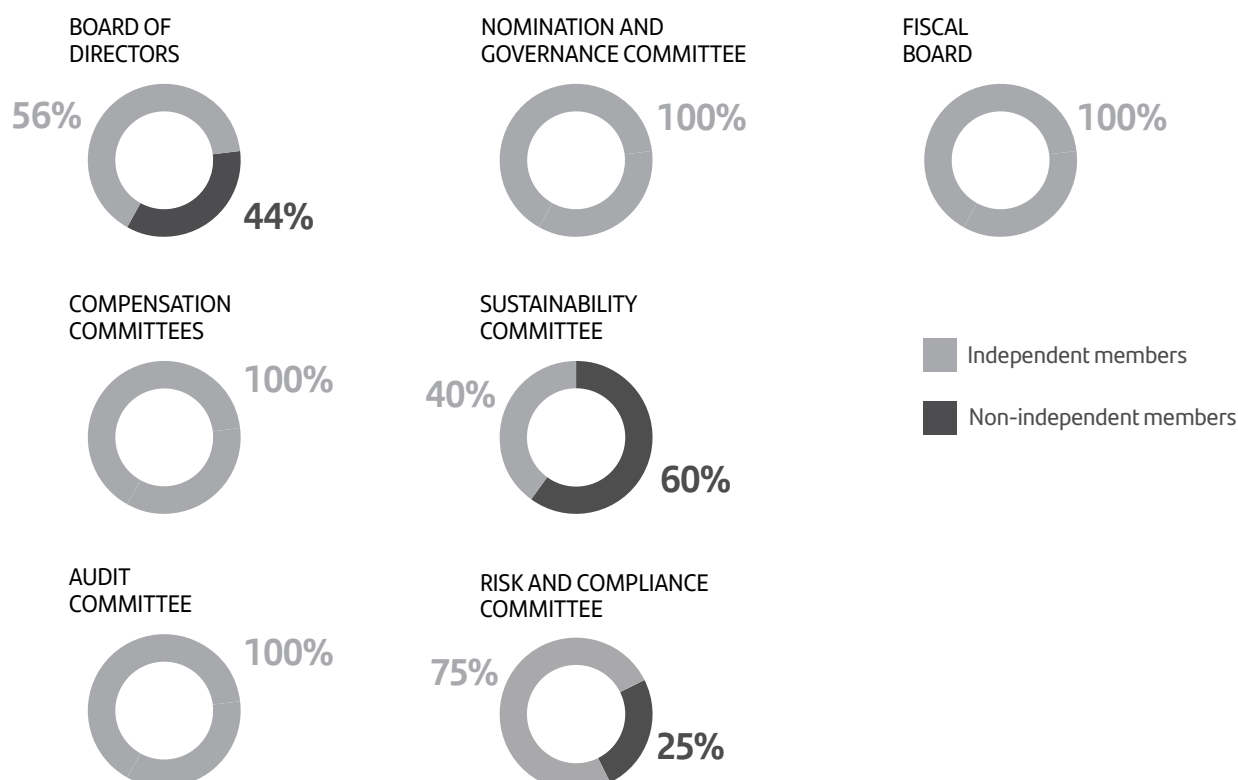
The process of selecting and appointing members to the Board of Directors and its Committees seeks to strike a balance between knowledge, skill, qualification and experience. We have evolved in terms of gender diversity. In 2019, women accounted for 27.3% of the members of the Board of Directors, Advisory Committees and Fiscal Board. Considering the Board of Directors and Advisory Committees, the number of women in the governance bodies experienced an increase of 5.3 percentage points compared to 2018.

More than half of our Board of Directors is comprised of independent members. The positions of Chairman of the Board of Directors and Chief Executive Officer of the Bank are not held by the same person.

Out of the total members of the Board of Directors, Advisory Committees and Fiscal Board:

**+ 86%**  
have experience in financial services

**+ 41%**  
have experience related to Sustainability



<sup>1</sup> As of December 2019.

## Fiscal Board

Established in April 2019 for the annual term of office running until the members elected by the 2020 ordinary general meeting begin to serve their terms, the Fiscal Board is comprised of three effective members and an equal number of deputies. Its primary objective is to oversee the administrative management acts of the Company and to perform other duties provided for in Article 163 of the Brazilian Corporate Law, with the purpose of protecting the interests of Banco Santander Brasil and its shareholders.

## Sustainability Committee

It is a consulting body responsible for advising the Board of Directors on matters related to sustainability and society, including the promotion of sustainable development and other initiatives by the Company. Committee meetings are held at least four times a year, or more frequently whenever extraordinary meetings are called. Its responsibilities include:

- Discussing, evaluating and proposing goals, innovations, programs and initiatives, both from a legal perspective as well as regarding the best national and international practices, considering the different stakeholders of the Company (customers, employees, suppliers and shareholders), society and the environment, with the purpose of: (a) improving the guidelines and practices in the fields of sustainability, environmental and social management adopted by the Organization ("Sustainability Practices"); and (b) introducing new Sustainability Practices and integrating them to the Bank's business and activities;
- Ensuring that the Board of Directors is aware of the Sustainability Practices and their developments, with the objective of engaging its members to monitor and improve such activities, as well as to avoid situations that may pose a reputational risk to the Company.

**To learn more about the governance bodies, functions, curriculum vitae of the members of the Board and Committees, please access our [Investor Relations](#) website.**

## Evaluation and performance

The quality of the work performed by the Board of Directors and its Committees is evaluated on an annual basis.

Furthermore, every year the Board of Directors analyzes its own performance and effectiveness. The Chairman of this oversight body is responsible for evaluating the Board and the Committees. Specialized external consultants may be hired to carry out this assessment. If improvement opportunities are identified, the oversight body approves the action plans to be implemented and may have the assistance of the Corporate Governance Secretariat.

The assessment of the Chairman of the Board may be performed by the Board Members, who may be assisted by an external consultant. If this happens, the result must be shared with the Chairman, as well as with the Nomination and Governance Committee.

The composition of the Board of Directors is also reviewed annually to ensure the qualification, skills, technical and professional competence of its members.

## Continuing Education Program

We promote the participation of the Company's management in the Continuing Education Program, which aims to: (a) integrate the members; (b) deepen the knowledge about the financial industry; and (c) provide a better understanding of the internal context, thus facilitating decision-making/advisory.

We also hold training to improve the awareness and compliance with policies and regulations, in addition to anti-corruption procedures for the members of governance bodies and senior management.

Four meetings were held in 2019, with the following themes: (a) Consumer; (b) Data; (c) Market; and (d) Risks.

## Executive compensation

The Compensation Policy seeks to promote the Bank's good performance and safeguard the interests of shareholders through the long-term commitment of the members of the Board of Directors, Executive Board and other employees in the Organization. The rules and guidelines that make up this Policy are in accordance with the applicable legislation.

The regulation provides for deferred payment, clawback clause and recognizes meritocracy, differentiating individual contributions from each area for the achievement of goals and execution of business strategies proposed by the Executive Board and approved by the Board of Directors.

The objective of this Policy is to establish compensation criteria so as not to encourage behaviors that raise risk exposure above the thresholds deemed prudent in the short, medium and long-term strategies adopted by the Company.

**Learn more about the compensation of the members of the Board of Directors, Advisory Committees and Fiscal Board in the Reference Form and 20-F, available on the [Investor Relations website](#).**



# INTEGRITY



The fight against corruption and discrimination is a relentless and uncompromising practice. Our policies, codes, the Ethics and Compliance Committee, as well as other initiatives guide the conduct of our directors, management, employees and suppliers. We foster ethics both internally and in our relationships with third parties. We constantly provide training and internal communication actions on the topic.

## CODES AND POLICIES

Check the content of our policies in the links below:

- [Code of Ethical Conduct](#);
- [Anti-Corruption Policy](#);
- [Policy for Transactions with Related Parties](#);
- [Code of Conduct for Suppliers](#).

## Training

We have the following mandatory online courses:

Online course	% of employees trained*	Content
Preventing and Combating Corruption	99.0%	Ethics, fighting corruption and bribery. The course describes our current practices, laws in effect and covers the Bank's Anti-Corruption Policy.
Code of Ethical Conduct	98.7%	Ethical principles (integrity, transparency, responsibility, diversity and respect) that should guide the actions of all employees of Santander Brasil and its associate companies, in all relationships.
Money Laundering Prevention	99.0%	Money laundering and concealment, origin of illicit funds, examples of atypical situations, whistleblowing channels and current legislation. The course also covers the Know Your Customer Policy.
Antitrust – Introduction to Competition Law	95.3%	Guidelines on communication, relationships, restrictions, obligations and competition rules between companies in the industry.
Fraud Prevention	97.4%	Directives on fraud prevention, explaining, among other things, what fraud is, how it is classified and what procedures must be adopted upon its detection, in addition to complying with the regulatory requirements of the Santander Group.
Conflict of Interests	88.0%	Conflict of interest, examples of atypical situations and expected behaviors. The course also covers the General Interest Policy.
Corporate Defense	98.4%	Guidance on how the Bank acts to prevent crimes and inhibit inappropriate conduct. The course describes control and supervision measures, the Corporate Defense model, the Criminal Risk Prevention Manual, the Criminal Risk Prevention Policy and the Open Channel.
Conduct Risk in the Sale of Products and Services	98.8%	Risks and standards of ethical conduct associated with the stages of creation, sale and after-sale of products and services.
Code of Conduct in the Securities Market	98.0%	Guidelines on securities transaction rules.

\* Considering the following companies: Banco Santander Brasil, Aymoré Crédito, Financiamento e Investimento S.A., Santander Corretora de Câmbio e Valores Imobiliários S.A., Santander Corretora de Seguros, Investimentos e Serviços S.A., Santander Brasil Tecnologia S.A. and PI Distribuidora de Títulos e Valores Mobiliários S.A. Among the employees who have not yet taken the course are those recently hired, who are eligible, but may still be on schedule for completion.

Issues involving harassment and discrimination are also addressed by the "Santander Against Moral Harassment in Labor Relations" program, which informs

and guides employees through a booklet and an online course, along with a specific classroom training for managers via self-registration.

## Ethics and Compliance Committee

A deliberative body that advises the Executive Committee ("COMEX") on the prevention and mitigation of significant Compliance risks, ensuring that ethical standards, legislation and regulations applicable to the Bank are upheld and complied with, including the rules of conduct that govern the actions of all Santander Group employees, reporting functionally to the Board of Directors. It is composed of the Chief Executive Officer and the Executive Officers.

## Corruption-related risk assessment

Before hiring suppliers, sponsoring and donating, we conduct a Compliance assessment to identify potential corruption-related risks.

Customers are monitored for Money Laundering Prevention. Moreover, certain customers are assessed on the topic of Corruption and Prevention of Money Laundering before the operations are executed.

In 2019, this division conducted 828 analyses in connection with corruption risks. These evaluations covered 211 allocations of sponsorship funds, 42 donation requests, as well as assessments of 102 initiatives for the allocation of incentive resources. On top of that, corruption risks of 372 suppliers and associations, 37 giving or receiving of gifts and giveaways, 102 contractual clauses and 64 customer relationships were assessed.

## Conduct guidelines on donations to political parties

In compliance with the legislation in force (Law No. 9,504/1997), Banco Santander (Brasil) S.A., its affiliates and associate companies do not make any type of donation or contribution to election campaigns, whether monetarily or in kind to political parties, on their own behalf or through intermediaries (directly or indirectly).

## Whistleblowing channel

Santander's Open Channel receives complaints from employees, interns, customers, partners or suppliers about situations with signs of illegality of any sort concerning Banco Santander or its associate companies, as well as breaches of the Code of Ethical Conduct and/or internal rules. In all cases, the confidentiality and secrecy of the information obtained is ensured by the areas involved in handling the matter.


The complaints reported on Open Channel are reviewed and submitted to those responsible for verifying and deciding on the appropriate steps, including those relating to human rights, diversity, corruption, accounting and auditing.

The information pertaining to the work carried out by Open Channel is periodically compiled in a report for regulatory purposes, the content of which is approved by the Board of Directors of Banco Santander and its results are reported to the Audit Committee.

**Talk to us:**

**E-mail:** [canalaberto@santander.com.br](mailto:canalaberto@santander.com.br)

**Telephone:** 0800 282 7374



We use our resources and consolidate relationships to promote a healthy business environment, capable of creating value (financial, social and environmental) for all our stakeholders over time.

This is reflected in our approach to doing business, which considers the most responsible options in the decision-making process. To ensure the best experience for our customers, we have a large structure, which combines skills and competencies, our risk management culture, our solid cyber and information security systems and our relationship network.

# RESPONSIBLE BUSINESS ENVIRONMENT



# CULTURE AND RISK MANAGEMENT



We have a global risk management culture named "Risk Pro", which lays out the behaviors expected of all employees to proactively recognize and handle the risks that arise in their daily activities. Through this culture, we institute processes and guidelines to manage risks that may negatively impact our business, our image, our stakeholders and the environment.

Find out more about the main risks we monitor on our [Investor Relations](#) website.

## Social and Environmental Responsibility Policy ("PRSA")

Our Social and Environmental Responsibility Policy ("PRSA") follows the guidelines of CMN Resolution No. 4,327/2014 and SARB Regulation No. 14 by the Brazilian Federation of Banks ("FEBRABAN"). It establishes directives and consolidates specific rules for social and environmental practices in business and stakeholder relationships. These practices include managing social and environmental risks, impacts and opportunities.

As part of the governance of this policy, we have the PRSA Working Group, which includes representatives from the areas involved, and the PRSA Senior Group, comprised of the Risk, Corporate, Human Resources, Finance, Communications, Marketing, Institutional Relations and Sustainability Vice-Presidents, as well as the Agribusiness and Compliance Officers. The Senior Group engages in strategic decision-making pertaining to the PRSA and serves as a liaison with COMEX.

Get to know the PRSA in full on our [website](#).

## Social and environmental risk

The guidelines and procedures for social and environmental risk analysis in customer relations are laid down in our Social and Environmental Risk Policy, which follows the premises and directives set forth in BACEN Resolution No. 4,327/2014 and FEBRABAN SARB Regulation No. 14/2014, establishing that the relevance and proportionality principles must be taken into account in our assessments. Our evaluations cover topics such as contaminated land, deforestation, as well as practices involving compulsory and child labor. We have also placed restrictions on relationships with customers who: engage in activities that, directly or indirectly, promote illegal gambling and prostitution; extract, process or split native timber without a green seal certification (Forest Stewardship Council - FSC or Forest Certification - Cerflor); and which operate in the field of extraction or manufacturing of products containing asbestos.

The assessment of social and environmental practices of customers in the Wholesale and Core Companies<sup>1</sup> (one of the Bank segments for business customers) segments is performed for customers with credit limit or risk above R\$ 5 million and are part of the 14 sectors which are deemed to require social and environmental attention. In this case, the social and environmental risk is analyzed in order to mitigate operational, capital, credit and reputational risk issues.

<sup>1</sup> The E3 segment (referred to in the 2018 Indicators Handbook) is now called Core Companies.

In the case of collateral, for customers indicated by Compliance, real estate loans (particularly in the Business Plan) and agribusiness transactions, the assessment of Social and Environmental Risk is carried out in accordance with the criteria established in our internal policies in order to mitigate risks, such as those related to degrading work, IBAMA suspensions and contaminated areas, among others that may be involved in this kind of operation.

The methodology used in the project analysis is based on the evaluation criteria of the Equator Principles, which include a set of guidelines for mitigating social and environmental risks in the financing of large projects, and to which we have been signatories since 2009. Environmental studies required for the environmental licensing of the enterprise to be financed are reviewed in these assessments, along with other documents such as impact mitigation plans, authorizations, licenses applicable to the activity and which demonstrate social and environmental compliance, as well as efficient management in the implementation and operation of the enterprise.

We have a specific policy for the defense industry – under the responsibility of the Compliance department –, which prevents us from doing business with customers that manufacture, distribute and/or sell anti-personnel mines, cluster munitions, nuclear, chemical or biological weapons and ammunition containing depleted uranium.

Accordingly, in 2019 we carried out 1,340 assessments in the Wholesale segment, 697 in the Core Companies segment (one of the Bank segments for business customers), in addition to 49 projects, 444 collaterals, 170 real estate loan analyses (Business Plan), 36 reviews indicated by Compliance and 325 evaluations of agribusiness transactions. Altogether, these totaled 3,061 assessments, of which 2,735 were approved, 148 were approved with reservations and 178 were rejected<sup>2</sup>.

We also monitor financing in particular sectors with possible social and environmental risks<sup>3</sup>.

Sector	Portfolio (R\$)	% of the portfolio*
	2019	2019
Weapons and Ammunition	145,340,806.67	0.04
Alcoholic Beverages	769,902,651.69	0.22
Tobacco Industry	72,955,886.03	0.02
Fuels	3,558,828,673.85	1.01
Health Hazardous**	56,429,372.81	0.02
Legalized Gaming and/or Betting***	15,483.59	0 ****
<b>Total</b>	<b>4,603,472,874.64</b>	<b>1.31</b>

\* Total Value of the Loan Portfolio.

\*\* Sectors whose products can cause chronic diseases, such as cholesterol or hypertension, in case of misuse and/or abuse.

\*\*\* Games that can cause a person to become addicted, in case of misuse and/or abuse. Banco Santander has policies with restrictions on relationships with bookmakers or "gambling" that are not officially sanctioned, maintaining relationships only with licensed entities.

\*\*\*\* Value close to zero.

<sup>2</sup> The details of the assessments, as well as the historical data on analysis indicators, including the projects reviewed according to the Equator Principles, can be found on our Sustainability website. In 2018, the Social and Environmental Risk department reported analysis data on real estate loans to individual borrowers. In 2019, following the creation of a decision and training tree for use by the area responsible for the assessments, the Social and Environmental Risk team started to act only when there is doubt or need for further technical analysis, which is why it is no longer part of the department's indicators. As of 2018, the area has also been examining specific cases of agribusiness operations in which social and environmental risks are identified (examples: suspensions, indigenous lands, Conservation Units) through a proprietary tool developed by Banco Santander Brasil.

<sup>3</sup> We do not invest in these sectors, considering both the controlled and associate companies, categories over which Banco Santander Brasil has control and, consequently, whose accounting balances are consolidated into its Financial Statements, in compliance with the consolidation accounting rules for Financial Statements set forth by the Brazilian Central Bank ("BACEN").

## Tax governance, control and risk management

As part of our acknowledgment of the Bank's responsibility and importance among large taxpayers in Brazil's national tax system, we pay our taxes in strict conformity with the legislation in effect, based on the "value" generated by the entity.

Our Fiscal Policy, approved by the Board of Directors, lays down the principles that govern the conduct of Santander Brasil in all tax matters. These principles serve as a compass for the adoption of good practices that allow for adequate prevention and mitigation of tax and reputational risks, as a way to enhance legal and economic security for our Organization and shareholders.

Our main guidelines are the following:

- Comply with tax obligations prescribed by law, always performing a reasonable interpretation of the applicable regulations, in order to meet its spirit and intent;
- Refrain from creating or acquiring companies domiciled in countries or territories deemed to be tax havens, without specific authorization from the Board of Directors, as well as favorable recommendations from the Audit Committee and Contingency Committee, acting to maintain an appropriate level of control and governance over the Group's presence in such territories;
- Respect transfer pricing rules, particularly in regard to operations that are not related to the usual business of Santander Brasil;
- Do not offer customers any kind of tax advisory or tax planning when promoting and selling financial products and services;

- Cooperate with the tax administration, grounded on the principles of transparency and mutual trust, and provide, in a faithful and complete manner, the information required for the fulfillment of its tax obligations, whether as a taxable entity itself or as a tax collecting entity, in the role of indirect taxpayer, in order to avoid conflicts and, consequently, minimize tax disputes;

- Disclose tax expenses, duly audited, on a quarterly basis, in the Financial Statements, making it available on the Investor Relations website.

The mission of our Fiscal and Regulations Department is to oversee the compliance of the Bank's tax obligations, in accordance with the legislation and good tax practices.

The aim is to ensure adequate prevention and mitigation of tax and reputational risks, with a view to establishing greater legal and economic security for Santander Brasil, the Santander Group and their respective shareholders.

With regard to tax payments, the Santander Conglomerate contributes economically and socially, at the federal level and in the locations where it operates, by paying all its own taxes, withholding and collecting taxes due by third parties – arising from its business activities – and cooperating, as required, with tax authorities.

The total amount of taxes due and paid by Santander Brasil in 2019 was R\$ 19,334,107,914.00 (R\$ 8,183,298,242.00 relating to its own taxes and R\$ 11,150,809,672.00 in third-party taxes).



# INFORMATION SECURITY AND CYBER SECURITY



The entire global financial system is exposed to a range of technological risks, such as: invasion of information technology systems and platforms; penetration of malicious software; intentional or accidental contamination of networks and systems by third parties with whom we exchange data; unauthorized access to confidential customer and/or owner information; and cyber-attacks that cause system degradation or service unavailability, with the potential to result in business losses and even liquid asset losses.

We are aware of this scenario and the consequences to which we are exposed. Therefore, our efforts for the prevention and mitigation of these threats are ongoing, including broad security measures that have an impact on technology platforms and businesses.

## Guidelines

The work we do is supported by our Information Security and Cyber Security Policy. Approved by the Board of Directors and overseen by several institutional bodies (Board of Directors, Integrated Operational Risk Committee, Operational Risk Forum and Audit Committee), it sets out the general security guidelines and rules. These guidelines are in line with:

- BACEN's cybersecurity resolution;
- ISO-27002, which outlines good practices for the management of information security;
- Global corporate Cyber Security policies issued by the Santander Group headquarters.

We also have our own Cyber Security rules, which address issues such as vulnerability management, information security awareness and supplier information security evaluation. All rules can be found on the Regulations Portal on NOW, our Corporate Intranet.

In addition to following the guidelines that have already been established, we are constantly mapping out action plans in the face of new laws and regulations, as well as cyber security and fraud prevention topics. All decisions on the most significant projects or initiatives under these themes are dealt with in management or executive meetings, with the participation of all relevant departments.

We also execute technological contingency and business continuity actions and plans, in addition to electronic fraud prevention measures in Internet Banking and other service channels.

## Structures

Our structure has a dedicated division called the Security Center. Acting as a security and defense hub, this center is composed of the Cyber Security, Fraud Prevention, Internal Occurrences and Physical and Property Security areas.

Furthermore, we have the Security Operations Center ("SOC"), located in Madrid, which is responsible for developing monitoring actions for all Banco Santander units across the globe.



## Awareness and training

The topic of information security is part of our training for employees and interns, highlighted by the following activities:

- Mandatory information security e-learning;
- Annual Risk and Security Week, with lectures and panels on information security, fraud prevention and business continuity;
- Active communication on screensavers, containing information security topics;
- Campaigns (example: "Open Eyes") compiling tips related to corporate cyber security behavior, using e-mail messages, TV sets in stores and administrative buildings, as well as the Intranet.

Learn more about our information security actions on our [website](#).

## General Data Protection Law ("LGPD")

Our project to conform with the General Data Protection Law ("LGPD"), which will enter into force in August 2020, started in January 2019. During this time, we have worked to develop priority measures aimed at adapting the Bank to the LGPD requirements, considering the prospect of complying with the data rights of individuals (customers and non-customers), suppliers and monitoring of liability adaptation plans of 22 companies in the conglomerate. This is a project with a transversal impact on the Bank.

We also follow the discussions on the topic of Data Protection, held with the banks that are part of FEBRABAN.

# SUPPLIER MANAGEMENT

Our suppliers are subject to an approval process and must meet basic legal, fiscal, tax and reputational requirements. These businesses must also demonstrate good social, environmental and ethical standards, as well as incentives to adopt good practices, in line with our Social and Environmental Responsibility Policy. The competition, approval and procurement process takes into account the Global Compact guidelines – an initiative of the United Nations (“UN”).

One of our instruments to fulfill the commitments noted above is the Code of Conduct for Suppliers. The document contains several principles that must be respected in commercial relations with the Bank. Our agreements include a provision stipulating social and environmental obligations, such as: prevention of slave and child labor, as well as guidelines against moral and sexual harassment and on combating corruption. Other regulations that govern our relationships with this group are the Social and Environmental Responsibility Policy, the Corporate Framework for Outsourcing and Agreements with Third Parties, as well as the Supplier Approval Policy.

**Learn more about the Code of Conduct for Suppliers and the Social and Environmental Responsibility Policy on our [website](#).**

During the approval process, suppliers regarded as critical must answer the Self-Assessment Questionnaire (“QA”), so that our specialists (Information Security/Cyber Security, Business Continuity Management, Data Protection, Facilities and Physical Security) can evaluate the risks inherent to the service provided. Suppliers considered to pose a higher risk to our business are visited by a specialized consulting firm. This company analyzes the data reported in the “Supplier Qualification Index (IQF)” questionnaire, which includes operational, administrative, financial, fiscal, legal, governance, environmental and social aspects, such as being at risk for child, forced or compulsory labor.



Throughout the service delivery cycle, there is a periodic monitoring mechanism that enables supplier risk exposure management. Numerous issues are analyzed, such as: the labor, tax, fiscal and reputational situation, major events related to operational risks, involvement with slave labor and penalties imposed by the government. Our Supplier Forum tracks and addresses each case and also ensures the enforcement of the Corporate Framework for Outsourcing and Agreements with Third Parties, as well as the policies and regulations of regulatory bodies.

At the end of 2019, we had 1,690 active suppliers, of which 60% were considered critical.

## Engagement

Since 2013, we have invited suppliers to annual meetings, where we share solutions that help to reduce the social, environmental and operational risks of their activities and that contribute to improving productivity and competitiveness. Among the topics already covered are the New Anti-Corruption Law, the Bank’s Code of Conduct, Business Innovation and Transformation. In 2019, we brought our suppliers together to discuss personal data protection (“LGPD”) and cybersecurity legislation. Approximately 200 executives and professionals from 150 companies, including managers from these suppliers, participated. At the meeting, we also recognized the quality of our partnerships with some of these companies, based on parameters that include good sustainability practices.

**Find out more about our relationship with suppliers on our [website](#).**

# CUSTOMER RELATIONSHIP

We are working to create the best bank for our customers, who are therefore at the heart of our commercial strategy and corporate culture. We are a service-providing business, which means that nothing is more important than ensuring the best possible experience for those who utilize our products and services. Customer satisfaction is what allows us to grow in a consistent, sustainable and profitable manner.

The guidelines of our Customer Relationship Policy contemplate the three stages of the relationship journey: pre-purchase, purchase and post-purchase. This regulation provides that the information given must be clear, accurate, sufficient and timely for the customer, while information that gives rise to false expectations and could mislead customers with regard to products or services is prohibited.



We connect and train our teams to ensure that product offerings are made with clarity and transparency, always considering the moment in the life and financial condition of each customer. To this end, courses on the Consumer Protection Code ("CDC") and the Customer Relationship Policy are mandatory. The first training provides guidance on the CDC principles, while the second one focuses on the responsibility needed to conduct the sale of the Bank's products and services.

The activities of our internal audit also include specific reviews relating, for example, to product sales, in which compliance with legal and internal requirements is assessed, including aspects of conduct. In addition, periodic checks are carried out with emphasis on product purchases that were cancelled over a short period of time, which may be indicative of atypicality in terms of marketing and sales quality.

Since 2017, we have adopted the Net Promoter Score ("NPS"), which measures the level of customer satisfaction and loyalty, as one of the key metrics for evaluating our performance. From this data, we identify opportunities and implement corrective actions on a constant basis to enhance the customer experience.

The NPS is also used in the incentive model of the commercial areas and when executives set their goals. Commercial teams, for example, can now access precise daily metrics to take corrective steps. With this, we have strengthened our goal of delivering the best digital and in-store service. We ended 2019 with our NPS at 56.

## Fair and transparent products and services

We provide information about our products and services in compliance with current regulations and, whenever necessary, we adjust our internal procedures to keep them up-to-date.

Our Product Committee is responsible for assessing the characteristics and functionalities of each item in our portfolio, which includes, for example: suitability to the consumer profile and ethical values of the Bank; social and environmental risk, which seeks to eliminate or minimize negative externalities (economic, social and environmental) and maximize positive ones; compliance with the legislation; and employee training.

**Get to know the Life Cycle of the financial products on our [website](#).**

We provide information about our product portfolio, as well as prices, terms, fees, charges, risks and other conditions, both in the acquisition channels and in the agreements, as required by regulatory agencies. Banking service fees are disclosed in the Service Table, which can be found in our stores and on our website, where we offer detailed information on the definition, advantages, costs and conditions of the products, in addition to general contractual clauses and conditions for safe lending.

In agreements with business customers, we also include clauses in which the parties undertake to protect and preserve the environment, as well as ensuring that the funds released in connection with the agreement are not allocated for any purpose and/or project that may cause social damage and is not strictly compliant with legal and regulatory provisions governing the National Environmental Policy.





## Service channels

Through our Customer Service Center ("SAC"), we receive requests for information, complaints and product cancellations. For situations where the solution provided in one of the primary channels has been found unsatisfactory, customers can use our Ombudsman's Office. This channel also acts in conflict mediation, seeking to satisfy customers who have filed claims with the Brazilian Central Bank and with consumer protection agencies, such as Procon. Additionally, we also offer these services directly in our stores.

A good portion of the product and service-related inquiries can be addressed through Santander's digital channels and the Solve It Online section of our website, which consolidates the main questions already answered by the staff in our relationship channels. Our consumers can also contact us via social networks through the Bank's official pages on Twitter, Facebook, Instagram, YouTube and LinkedIn.

## Number of complaints

Channel	Volume of Complaints (in thousands)			Change (previous year x current year)
	2017	2018	2019	
Customer Service - SAC*	985	704	805	14.3%
Consumer Protection Agency/ Official Letter	13	14	14	0%
Ombudsman's Office	31	32	51	59.4%**
Brazilian Central Bank	27	29	28	-3.4%
<b>Total</b>	<b>1,056</b>	<b>779</b>	<b>898</b>	<b>15.3%</b>

\* Telephone, Contact Us (Portal), Internet Banking (Contact Us with logged-in customer) and Letter.

\*\* The increase was due to the expansion of service hours at the Ombudsman's Office in 2019.

## Complaint response

	2018	2019
Customer Service - SAC (% of complaints resolved within 5 business days)	94%	95%
Ombudsman's Office (% of complaints resolved within 10 business days)	96%	97%

Access the complete list of Santander's relationship channels and talk to us on our [website](#).

## Accessibility

Our stores follow accessibility criteria and, whenever necessary, new interventions are carried out to ensure that these requirements are met.

In 2019, four new buildings (Downtown Building, Investment Block Building, São Paulo Connection and Rio de Janeiro Connection) were delivered, with their projects based on the premise of accessibility.

In 2019, Santander Lighthouse São Paulo received the "Guia de Rodas" seal. This certification recognizes the accessibility of buildings and appropriate training of its staff to welcome and accommodate people with disabilities in their spaces, modeled after our Headquarters, which also earned the seal in 2017. The Digital Generation Building is undergoing the certification process.

As for our service channels, the Customer Service Department and the Ombudsman's Office provide specific numbers to assist customers with speech and hearing impairments through the Customer Service - SAC (0800 771 0401) and the Ombudsman's Office (0800 771 0301), which cover the entire country.

## Digital Business

Our digital business strategy aims to transform our digital channels into a key component in winning customers and leveraging our financial products and services.

With this vision in mind, we have built a digital environment to facilitate direct contact between customers and managers by implementing chats on our platforms.

Another milestone to leverage financial advice to our customers was the launch of Santander On. Learn more on page 31.

Thanks to initiatives developed as part of this strategy, 79% of total transactions by the Bank's customers in 2019 were carried out via digital channels (Internet Banking and Mobile), which amounted to R\$ 90 billion.

With regard to Customer Relationship Management ("CRM"), we strive to constantly improve the processing of customer information and to intensify the use of data, with the purpose of identifying customer needs to fine-tune our offerings and fill any gaps in our service. This agenda allows us to enhance our relationships and make the dialogue more effective, even if there is a change or departure of professionals (turnover) in the service teams.

Through the Next Best Advisor ("NBA"), we submit Push and SMS notifications to remind customers, for example, of the best times to make credit card purchases (longer payment period), bill due dates and calendar days for Santander Master (our overdraft), thereby preventing interest payments. Through annuity exemption alerts – when accumulating R\$ 100 in purchases on the Free Card –, for example, we managed to reduce the volume of complaints about this product by 4%.

With Getnet, we launched a new concept on the market by introducing a service that enables portability in merchant acquiring services without the need to buy a new POS machine. With that, the customer is free to choose the best option for his/her business, without having to purchase another device.

In 2019, we also started operating new digital platforms, such as PI, SIM and emDia, which were designed to address the specific needs of different consumer profiles (read more on pages 16 and 17 of our [Annual Report](#)).

## New store models

We have reinforced our strategy of opening up stores in Brazil's countryside and new service station models, despite the global trend of reducing the number of bank branches, because we want to give our customers the best possible experience, regardless of the service channel. In addition to specialty branches, we are investing in the opening of service points in regions where we do not yet have a footprint. For us, the branch of the future will bear closer resemblance to the concept of a store and will be a relationship space.

- **Countryside Expansion:** we opened units in the most diverse regions throughout the countryside of Brazil, where access to banks, including public ones, is limited.
- **Agro Stores:** part of our countryside expansion process, which, since 2017, has centered on bringing specialized service to cities where we were not yet present, as well as locations with significant weight on the national agricultural Gross Domestic Product ("GDP"). Between 2017 and 2019, we opened 36 Agro Stores.
- **Prospera Stores:** seek to bring microfinance solutions to areas where the population does not have access to banks (learn more on page 28).
- **Work/Café:** new concept for a business store, where we have a consulting team focused on customer service, providing a unique experience with a variety of financial services in a collaborative coworking environment. There are currently 3 stores of this kind in Brazil.
- **Brazil Center Box:** more compact store model, with the proposal of taking the Bank where the customer is (places with heavy people traffic) and providing service during extended hours (from 7:00 a.m. to 7:00 p.m.). The Box aims to offer fast financial solutions, with tangible deliveries, such as account openings and SuperGet machine sales.



A low-angle shot looking up at several flagpoles against a bright blue sky with scattered white clouds. The Brazilian flag is prominent at the top, followed by the Spanish flag. A modern glass skyscraper is visible in the upper right corner. A thin red diagonal line crosses the image from the top left towards the bottom right.

# RESILIENT AND INCLUSIVE ECONOMY

Our contribution in this scenario is to offer more opportunities for an increasingly greater number of people, for a longer period. We are a local bank, but with a unique geographic reach and broad range of products and services. Our extensive commercial activity allows us to provide advisory and support from large customers and projects to informal entrepreneurs. Hence, as a facilitating agent, we contribute to the creation of jobs, income and improvement of logistics and infrastructure, thereby helping in the development of Brazil.



# WHOLESALE BANKING: LARGE COMPANIES



Through our geographical reach and wide array of products and services, we want to act as a facilitator for the success of our Wholesale customers and, consequently, support the country's development.

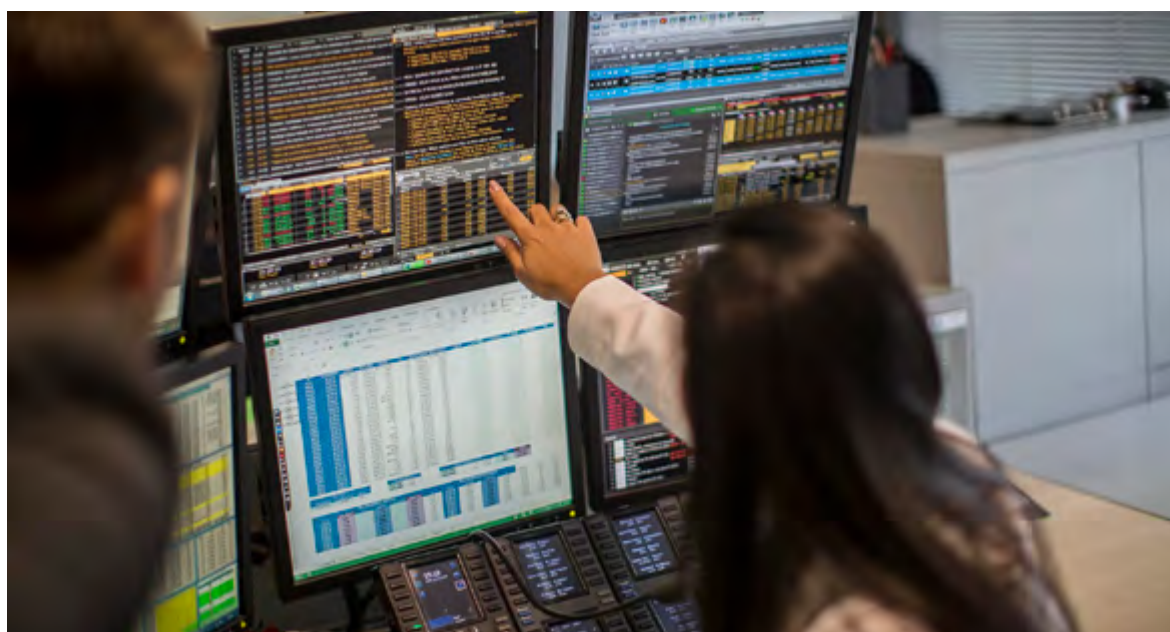
We provide a variety of financial services, both domestically and internationally, to large Brazilian and multinational corporations with extensive operations across the globe. Our customers in the Santander Corporate & Investment Banking ("SCIB") segment benefit from the Santander Group's global service structure, with its integrated worldwide network, such as investment banking and global service solutions, combined with its local market expertise and delivery of integrated services.

In international trade, we are partners with 27 export credit agencies and multilateral agencies. We also work in partnership with IFC, the World Bank's financing arm. We specialize in structuring project financing, working in close relationship with those agencies.

We open the doors of the world to international trade. Our relationship with Asia, for example, enables us to assist Brazilian exporters in their transactions and on all services.

Our customers also find a portfolio that covers their needs in infrastructure projects from top to bottom, with solutions ranging from project financial modeling to financing and securing funds for their execution. With each deal, we mitigate risks and help to remove bottlenecks that hinder the development of key sectors for the country. By doing so, we fulfill our mission of helping people, businesses and Brazil prosper – in a sustainable and recurring manner (learn more about Project Finance on page 50).

Our customers can also count on our advisory for the issuance of Green Bonds (learn more on page 50).





# FINANCIAL INCLUSION AND ENTREPRENEURSHIP



## Prospera Santander Microfinance

Prospera Santander Microfinance targets both formal and informal micro-entrepreneurs, with the purpose of generating jobs and income. Through our value proposition, which includes checking account, credit card, POS machine (merchant acquiring), insurance and savings, entrepreneurs have access to numerous financial services, giving them the support needed for their activities, and thus for the local development in the regions where we operate.

Our active base grew in 2019, reaching more than 510,000 customers. Over the course of the year, we disbursed R\$ 2.1 billion, representing an 82% rise compared to 2018.

Our service is 100% digitized. The account opening process is done via tablet, with the card issued to the customer immediately. This means faster execution of the operation, with credit release and banking inclusion of customers at the time the offer is presented, generating efficiency gains for our business and greater product availability.

	Portfolio (R\$ thousands)			Origination (R\$ thousands)			Active Customers		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Women	291,739	431,046	739,859	549,305	783,620	1,418,095	138,279	167,560	334,134
Men	133,469	211,558	427,248	241,584	399,352	732,924	61,931	82,772	180,836
<b>Total</b>	<b>425,208</b>	<b>642,604</b>	<b>1,167,107</b>	<b>790,890</b>	<b>1,182,972</b>	<b>2,151,020</b>	<b>200,210</b>	<b>250,332</b>	<b>514,970</b>

To reach areas where the population does not have access to banks, we opened Prospera stores in Brazil's countryside. And to meet local needs, we have built unique and adaptable structure models, which enable us to offer extended service hours. We inaugurated 57 new branches all over Brazil in 2019. With these units alone, we have increased our Prospera credit portfolio by R\$ 444 million.

With that, we jumped from 584 municipalities served to approximately 1,600, expanding the Bank's footprint in the countryside of Brazil and creating more than a thousand new direct jobs.

We complement our offer through the *Parceiros em Ação* Program, with financial and management guidance courses. Find out more on page 42.

Service to entrepreneurs and financial guidance service is provided by the Prospera Agent, who often resides in the community itself. In 2019, we launched the Prospera + Certification, a training aimed at empowering agents to take a more consultative and personalized approach towards customers.



## Superdigital

Superdigital is a 100% online solution that contributes to the financial inclusion of the unbanked population by offering easy access to several products and services. For customers over the age of 18, the account is opened via smartphone upon presentation of their Individual Taxpayer ID ("CPF"), without proof of income, credit score analysis or checking for SPC/Serasa restrictions. With Superdigital, it is possible to make purchases, transfers, withdrawals, deposits, add credit to mobile phones and pay bills using the app and the prepaid physical or virtual card.

Superdigital ended 2019 with an active base of 497,000 customers, 42% higher than the previous year.

Learn more about Superdigital on the [website](#).

## Social and environmental offerings for Small and Medium-Sized Enterprises ("SMEs")

We have built a robust and tailored product and service portfolio for SMEs, which is accessible across our digital channels. We are part of the company's daily routine, providing collection and payment processing services, in addition to offering support through working capital.

In 2019, with the goal of helping small and medium-sized enterprises, we made the following available:

- Santander Ela: exclusive credit line for women entrepreneurs, with a 15% rate discount, providing a total of R\$ 63 million in financing. Business customers with annual sales of up to R\$ 3 million and a majority share ownership by women were eligible.
- Through a credit line obtained from *Corporación Andina de Fomento* ("CAF"), we made US\$ 100 million (about R\$ 425 million) available to individual customers and SMEs for the financing of photovoltaic panels.

## Santander Negócios & Empresas - Avançar Program

With the *Avançar* Program, a non-financial offer from the Santander Negócios & Empresas segment, we help entrepreneurs overcome the biggest hurdles to their growth, promoting initiatives that go beyond financial solutions. Through an online platform, SMEs can access content, events and solutions related to management and innovation, internationalization and team building, among other important topics. We also provide assistance in the selection of interns, offering more than 1,000 scholarships to recruit people from this segment during the year.

Learn more about the *Avançar* Program on our [website](#).



# FINANCIAL EDUCATION



Banking products and services, when accessible to the population and used in an informed and conscious manner, are an important tool for fostering entrepreneurship, contributing to job creation, encouraging responsible consumption and improving people's quality of life. Hence, knowing how to make better use of these financial solutions is crucial to everyone's prosperity.

We help customers and people who are not Santander account holders enhance their knowledge of financial management through classroom and online training. In 2019, we had over 28,000 participations in the Bank's financial guidance actions.

To assist customers in diagnosing and managing their financial situation, we launched Santander On. This tool allows users to closely track their finances, thus enabling better money management. In 2019, Santander On had 73 million visits.

To avoid delinquency, we set credit limits that consider each person's income and ability to pay. We have safer lines of credit and products to prevent customers from falling behind as well as to offer debt refinancing.



# DEVELOPMENT OF HUMAN POTENTIAL

We work to build a society in which everyone has opportunities for growth. We want to fuel the potential that exists in each person, regardless of their social origin, race, gender, sexual orientation, academic background or disabilities. Our efforts are reflected both in responsible internal management, with our employees, as well as in transformation through business, with our investment in higher education, and in society, through our social and cultural programs.



# PEOPLE MANAGEMENT



## Our team

Our people management seeks to cultivate an environment that values diversity and the proactive role of each employee with respect to their development, professional growth, personal life balance and social engagement. We want people to be able to advance their careers and achieve their personal goals, while also contributing to business results. In 2019, we ended the year with a team of 54,484 professionals.

	2017			2018			2019		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Permanent Employees*	27,835	19,569	47,404	27,570	20,442	48,012	27,259	20,560	47,819
Interns	1,083	868	1,951	1,081	968	2,049	458	530	988
Apprentices	427	143	570	488	159	647	390	109	499
Outsourced	1,129	2,794	3,923	982	3,317	4,299	1,179	3,999	5,178
<b>Total</b>	<b>30,474</b>	<b>23,374</b>	<b>53,848</b>	<b>30,121</b>	<b>24,886</b>	<b>55,007</b>	<b>29,286</b>	<b>25,198</b>	<b>54,484</b>

\* All our employees have employment contracts of indefinite duration and full-time working hours.

## Diversity<sup>1</sup>

We work to create a culture of respect, inclusion and equity, capable of allowing everyone to develop their talents with their unique attributes. Diversity is one of the five principles of our Code of Ethical Conduct. Our priorities are: gender equity, racial equality, inclusion of people with disabilities ("PCD"), diversity of experiences and generations and LGBTI+.

### Gender: Encouraging leadership in every woman

Our challenge is to boost female representation in senior leadership roles (superintendent, executive superintendent and director), which ended 2019 at 26.4%<sup>2</sup>. With this result, we were able to meet 98.3% of the target set for the year, which was 26.8%. We believe that gender equity in senior leadership brings new perspectives to strategic decisions and may generate a ripple effect of increasing female prominence, benefiting the entire Organization. For 2020, our goal is for women to account for 28% of these positions.

<sup>1</sup> The information on Diversity comprises the following companies: Banco Santander (Brasil) S.A., Aymoré Crédito, Financiamento e Investimento S.A. and Santander Corretora de Seguros, Investimento e Serviços S.A., as they are the associate companies over which we have 100% control, representing roughly 90% of the Group's companies in number of permanent professionals.

<sup>2</sup> The percentage is a snapshot of the Managerial and Executive lines from the table of % of employees by gender for the companies Banco Santander (Brasil) S.A., Aymoré Crédito, Financiamento e Investimento S.A. and Santander Corretora de Seguros, Investimento e Serviços S.A.

## % of employees by gender\*

Employee category	Female			Male		
	2017	2018	2019	2017	2018	2019
Operational	66.1%	65.6%	64.4%	33.9%	34.3%	35.6%
Administrative	58.3%	58.3%	58.7%	41.7%	41.7%	41.3%
Specialist	39.8%	40.2%	42.0%	60.2%	59.8%	58.0%
Managerial	25.8%	26.5%	27.3%	74.2%	73.5%	72.7%
Executive	18.8%	19.1%	23.9%	81.3%	80.9%	76.1%
<b>Total</b>	<b>58.9%</b>	<b>58.6</b>	<b>58.4%</b>	<b>41.1%</b>	<b>41.4%</b>	<b>41.6%</b>

\* Considering only permanent employees

## Racial Equality: opening pathways to professional growth for blacks

In 2019, we participated in the Professional Training Program for black youth, in collaboration with FEBRABAN and universities. We also held the Mentoring Program for Black Employees and

the “Employee indicates Employee” campaign, creating a database of candidates for future positions. With these actions, we achieved 100% of the target set for 2019 of having 24% of black employees in our workforce. In 2020, our target will be 27.4%.

## % of employees by race\*

Employee category	Asian			White			Indigenous			Black			Others		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
Operational	2.1%	2.1%	2.0%	70.3%	68.7%	65.9%	0.2%	0.2%	0.2%	27.1%	28.5%	31.4%	0.3%	0.5%	0.5%
Administrative	2.9%	2.8%	2.7%	78.2%	77.2%	75.6%	0.2%	0.2%	0.2%	18.5%	19.5%	21.2%	0.2%	0.4%	0.3%
Specialist	3.4%	3.3%	3.1%	85.0%	85.0%	84.5%	0.1%	0.1%	0.1%	11.2%	11.4%	12.1%	0.3%	0.2%	0.2%
Managerial	4.0%	4.2%	3.6%	90.0%	87.8%	89.1%	0.0%	0.0%	0.0%	5.4%	7.1%	6.9%	0.7%	0.9%	0.4%
Executive	2.8%	2.2%	1.7%	96.0%	95.5%	94.4%	0.0%	0.0%	0.0%	1.1%	2.2%	3.3%	0.0%	0.0%	0.6%
<b>Total</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>75.7%</b>	<b>74.7%</b>	<b>72.8%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>21.2%</b>	<b>22.2%</b>	<b>24.2</b>	<b>0.3%</b>	<b>0.4%</b>	<b>0.4%</b>

\* Considering only permanent employees.

## People with disabilities: professional development with a focus on skills

People with some form of disability represent around 24% of the Brazilian population. As mandated by law, since 2012 we have

maintained a share of 5%<sup>3</sup> of people with disabilities in our workforce. Our goal is to strengthen the development of these professionals, so that they can progress in their careers under the same conditions as others.

<sup>3</sup> Considering only Banco Santander Brasil S.A.

### Generations: valuing diversity of backgrounds, generations and experiences

In our quest for background diversity, we recruit professionals with different profiles, experiences, undergraduate studies and from various economic segments, to add other visions, ideas and opinions to our businesses.

We pay special attention to generational diversity – from the youngest to the most experienced. In 2019, in addition to our already acclaimed Youth Apprenticeship, Internship and Trainee programs, we launched a new project focused on hiring professionals over the age of 60.

### LGBTI+: respect for the professionals, so they can work without barriers

We believe that all relationships must be based on respect. Regardless of their gender identity, sexual orientation and affection, all our employees must respect the freedom, essence and individuality of their colleagues. In 2019, we launched the Allies Program to educate employees on how to respect diversity, including gender identity and sexual orientation, and learn to embrace it. In just 3 months, more than 820 employees signed up for the program.

## Maternity and paternity leave

The support given to mothers, from pregnancy to the postpartum period, helps women invest in their professional lives while still dedicating themselves to their children.

Fathers and mothers can join the *Nascer* Program, which until the baby's 8th month offers tips to employees on pregnancy, the arrival of the baby and the care he/she should receive after birth. In 2019, we had 2,693 participations in this program<sup>4</sup>.

The 120-day maternity leave may be extended to 180 days. Paternity leave is 20 days<sup>5</sup>. The same leave periods apply for cases of adoption, regardless of the child's age. Homosexual couples with adopted children enjoy the same benefits.



### Return to work and retention rates after maternity/paternity leave\*

	Women			Men			Total		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Return Rate (%)	98%	98%	99%	98%	97%	97%	98%	97%	97%
Retention Rate** (%)	87%	87%	87%	89%	89%	91%	87%	87%	88%

\* The 2017 and 2018 data have been revised and adjusted to include only permanent employees.

\*\* The retention rate was calculated considering the number of employees who continued to work for more than 12 months following their return from parental leave over the number of employees who should have returned from parental leave in the previous period.

<sup>4</sup> The companies eligible for the program in 2019 were: Aymoré Crédito, Financiamento e Investimento S.A.; Banco Santander (Brasil) S.A.; Ben Benefícios e Serviços S.A.; Esfera Fidelidade S.A.; PI Distribuidora de Títulos e Valores Mobiliários S.A.; Santander Brasil Gestão de Recursos Ltda.; Santander Brasil Tecnologia S.A.; Santander Corretora de Câmbio e Valores Mobiliários S.A.; Santander Corretora de Seguros, Investimentos e Serviços S.A.; Santander Holding Imobiliária S.A.; Santander Securities Services Brasil DTVM S.A.; Zurich Santander Brasil Seguros e Previdência S.A.; and Webmotors S.A.

<sup>5</sup> To extend the leave period from 5 to 20 days, employees must present a paternity course certificate.



## Culture of engagement

We want to be the best place to work. Through our Culture and Engagement Plan, we promote practices and routines to achieve this goal. These are some examples:

- **Coffee with Rial:** Every month, we host an open dialogue between CEO Sérgio Rial and our employees. In 2019, we addressed strategic issues related to culture, results, leadership and fraud, among other topics. We had an average attendance of 21,221 employees per event.
- **Santander Week:** Held annually in all units of the Santander Group, it promotes activities and events aimed at reinforcing our Culture of Service, centered on our customers and society.
- **We Can Solve It:** A project created with the goal of strengthening our Culture of Service. In 2019, the Bank's top executives got in touch with customers who, for some reason, were dissatisfied with our service. After this initiative, around 40% of the customers contacted changed opinion about their relationship with the Bank.
- **National Blood Donation Campaign:** We organize two annual campaigns to increase blood supply at the country's blood banks, involving our entire relationship network – employees, family, friends, customers and communities. In 2019, we registered a total of 21,942 donations, a 150% rise compared to the 2018 campaign. With this volume of donations, we managed to save more than 87,000 lives<sup>6</sup>.
- **Best Company to Work For:** One of our ambitions is to consistently rank in the top 10 companies to work for, and every year we have made strides in that direction. For the 4th consecutive year, we were named to the Great Place to Work ranking, and today we are the 5th best private bank in the ranking of financial institutions. In the Mercer Corporate Engagement Survey, we maintained our engagement level at 92% and grew in the Culture dimensions (Purpose, Simple, Personal and Fair), as well as in the dimensions related to this topic.

<sup>6</sup> The calculation multiplies the total number of donations by four, since one donation can save as many as four lives (source: [Ministry of Health](#)).



## Capacity building and training

We encourage employees to play a leading role in their own careers through learning experiences via different formats and methodologies. With a focus on succession of key positions and talent management, we promote internal mobility, assess potential and lay the foundation to plan the formation of leaders.

Santander Academy, our corporate university, has five physical units (São Paulo, Rio de Janeiro, Belo Horizonte, Recife and Porto Alegre), 15 coworking spaces, 33 classrooms, as well as self-improvement tools available through an online platform and smartphone app.

Recognized in its first year as "The Best Corporate University in the Country" by Educorp, Santander Academy received the Global CCU international award in the category of "Best Corporate University Culture" in 2019. During the year, Santander Academy achieved the following milestones<sup>7</sup>:

- 21,934 participations in classroom courses;
- More than 1.5 million participations in online courses;
- 941 new learning experiences developed;
- Over 1.8 million visits to the platform (550,000 via mobile devices and 1,250,000 via the web).

### Average number of training hours

	2017	2018	2019
Operational	18.0	20.1	27.2
Administrative	22.9	27.0	29.5
Specialist	20.1	27.8	24.2
Managerial	26.5	21.6	29.5
Executive	26.1	27.3	24.3

We also provide financial support for the first undergraduate degree and graduate programs of our employees through scholarships and by subsidizing 50% of monthly tuition fees. We maintain educational partnerships with language schools, undergraduate courses, MBA and certification preparatory courses.

**+ 92%**  
of Banco Santander employees, including its associate companies<sup>8</sup> engaged in (a) at least one Santander Academy program on a voluntary basis or (b) an external course sponsored by the Bank.

<sup>7</sup> Figures refer to employees of Banco Santander Brasil S.A.

<sup>8</sup> Santander Brasil Tecnologia S.A., Santander Holding Imobiliária S.A., BEN Benefícios e Serviços S.A., Atual Serviços de Recuperação de Crédito e Meios Digitais S.A., Esfera Fidelidade S.A., PI Distribuidora de Títulos e Valores Mobiliários S.A., Return Capital Serviços de Recuperação de Créditos S.A., Banco RCI Brasil S.A., Santander Corretora de Câmbio e Valores Mobiliários S.A., Aymoré Crédito, Financiamento e Investimento S.A. and Santander Corretora de Seguros, Investimentos e Serviços S.A.

## Master Class in Sustainability

In 2019, we held a Master Class in Sustainability at Santander Academy São Paulo to reaffirm the crucial role of employees in the matter. We shared strategies, policies and corporate processes involving organizational practices.

Our training addressed sustainability directly and transversely, covering topics such as ethics, human rights, diversity and the environment. More than 1,400 employees attended the program, 168 of whom were in person and 498 online through Santander NOW. Afterwards, 806 additional employees accessed this content via Santander Academy until December 2019.

## Leadership training

Our leaders participate in a specific development program, based on the levels of complexity of their leadership positions.

In the Way of Leading workshop, we explore the characteristics of a Santander Leader, discussing the key challenges of the job routine. In 2019, the program had 580 participants. In the Leader Communicator workshop, the purpose is to train professionals to be more effective in communicating our strategy, culture and goals. We have also created the Digital Leader workshop to ensure that our leaders are actively engaged in developing the bank for the future.

## Percentage of employees who set goals and received performance reviews\*

	2017	2018	2019
Operational	71.99%	85.34%	84.15%
Administrative	90.34%	93.28%	94.31%
Specialist	93.15%	92.68%	94.54%
Managerial	94.98%	95.32%	95.03%
Executive	85.71%	88.12%	78.28%
<b>Total</b>	<b>82.30%</b>	<b>89.85%</b>	<b>90.05%</b>

\* All employees undergo a performance review, except those on leave of absence and new employees in their first cycle. It includes the following companies: Banco Santander (Brasil) S.A., Santander Brasil Tecnologia S.A., Santander Holding Imobiliária S.A., BEN Benefícios e Serviços S.A., Atual Serviços de Recuperação de Crédito e Meios Digitais S.A., Esfera Fidelidade S.A., PI Distribuidora de Títulos e Valores Mobiliários S.A., Return Capital Serviços de Recuperação de Créditos S.A., Banco RCI Brasil S.A., Santander Corretora de Câmbio e Valores Mobiliários S.A., Aymoré Crédito, Financiamento e Investimento S.A. and Santander Corretora de Seguros, Investimentos e Serviços S.A.

## Career and mobility

Employee performance management aims to align results with the Bank's corporate behaviors. At the beginning of each year, managers and their teams set the goals (which may also be non-financial) of the Organization and plan development actions. Goal tracking is performed on an ongoing basis and feedback talks take place in two formal processes during the year, or at any given time, whenever necessary.

Through "My Place Santander", which advertises openings across the Bank on the corporate intranet, we had more than 10,000 internal job changes and over 6,000 new hires<sup>9</sup> in 2019.

We also have international mobility initiatives, such as the *Mundo Santander* Program and the Global Job Posting Platform.

<sup>9</sup> The figure does not include Banco Olé Consignado S.A.

## New hires and turnover rates

We recognize the value of having highly qualified professionals to provide the best service, satisfy our customers and generate consistent results. In order to

recruit, train and retain our best talents, we rely on solid practices in our HR processes, encompassing from hiring to training, engaging and terminating.

	New Hires Rate			Turnover Rate		
	2017	2018	2019	2017	2018	2019
<b>Total*</b>	<b>11.50%</b>	<b>12.60%</b>	<b>13.84%</b>	<b>11.40%</b>	<b>13.90%</b>	<b>17.42%**</b>
<b>Gender</b>						
Male	12.90%	14.89%	16.90%	12.30%	15.00%	19.72%
Female	10.50%	10.89%	11.53%	10.70%	13.00%	15.71%
<b>Age group</b>						
Below 30 years old	24.60%	19.07%	24.89%	10.40%	10.80%	13.45%
Between 30 and 50 years old	7.00%	7.01%	10.85%	10.80%	11.80%	17.49%
Above 50 years old	2.30%	2.48%	1.85%	18.80%	22.60%	30.83%
<b>Employee category</b>						
Operational	14.13%	14.62%	16.99%	12.42%	11.80%	17.12%
Administrative	9.73%	11.94%	12.49%	10.61%	15.50%	17.61%
Specialist	6.14%	8.15%	8.82%	11.00%	14.50%	16.40%
Managerial	8.26%	9.75%	12.01%	9.75%	18.90%	26.69%
Executive	9.24%	27.20%	14.23%	12.04%	24.80%	22.92%

\* Including only permanent employees. Turnover rates are calculated using layoffs over the average headcount in 2018 and 2019 (as of 12/31).

\*\* Of the total number of departures in the year, about 30% were voluntary departures from the company.

## Remuneration and benefits

Our salary and variable remuneration policies are in line with market standards and compliant with local legal requirements, as well as with the Santander Group's global premises. Meritocracy is a determining factor, rewarding individual and collective performance, regardless of race, gender or personal preferences.

Variable remuneration models encourage and recognize performance, using tools and indicators

that align the interests of shareholders, employees and customers by promoting good conduct and risk control practices, without stimulating the sale of a particular product to the detriment of another that is better suited to the needs or profile of the customer. The variable remuneration may be linked to social and environmental performance goals, depending on the scope of the position.

**+** In 2019,  
we had  
**8,865**  
promotions and  
salary increases  
based on merit<sup>10</sup>

Our benefits policy offers a package compatible with market practices, aiming to attract and retain talent, generate engagement and improve productivity, always looking to meet needs during different stages of the personal and professional life, as well as ensuring compliance with local legal requirements. In the benefits package, we include medical and dental assistance, private pension, life insurance, childcare allowance, scholarship for children with intellectual disabilities, as well as transportation, meal, food and funeral allowances, among others.

## Freedom of union association

Our Specific Collective Bargaining Agreement establishes the conditions for the free union association of our employees. We are signatories to the Collective Bargaining Agreement and actively participate in the negotiations as a permanent member of the employers' negotiation committee. All Bank employees are subject to the rules and conditions set out in this agreement.

## Health and safety

With an eye on preventing diseases and promoting full health, through the Global Be Healthy Program<sup>11</sup>, we encourage our employees to have life habits that prioritize physical and mental health care.

- We organized the following events in 2019: (a) Be Healthy Week, when we launched the Be Healthy challenge with the GoGood app, in which we registered more than 52,000 interactions, stimulating a healthier and more active lifestyle; (b) Internal Week for the Prevention of Accidents at Work ("SIPAT"), with more than 23,000 participations aligned to the theme of emotional wellbeing, in which we promoted actions in Mindfulness, Reflexology, Emotional Health Profile and Posture at Work Blitz, among other initiatives; and (c) Pink October and Blue November to raise awareness about breast cancer and prostate cancer, with communications that stressed the importance of prevention, in addition to announcing exemption from copay for preventive exams.

- **Specialized Personal Support Program ("PAPE"):** Offers guidance sessions to employees and their families with professionals in the fields of psychology, social work, financial education, pedagogy, nutrition, physiotherapy, legal affairs and personal training, in addition to providing assistance to employees on medical leave and participants in institutional health and wellness programs. Furthermore, they also monitor hospitalization cases and make home and hospital visits. In 2019, the professionals in this program responded to more than 13,000 support requests.

- **Flu vaccination:** We invest in the annual vaccination of our employees, including interns and young apprentices. More than 30,000 doses were applied in the 2019 Vaccination Campaign.

- **Safe environment:** Our Occupational Health and Safety department carried out more than 3,500 environmental and ergonomic assessments at our branches and administrative centers. We offer training to reduce the risks of work accidents and occupational illnesses, providing a healthy atmosphere for employees.

<sup>10</sup> The figure does not include Banco Olé Consignado S.A.

<sup>11</sup> Considering the following companies: Banco Santander (Brasil) S.A., Santander Brasil Tecnologia S.A., Santander Holding Imobiliária S.A., BEN Benefícios e Serviços S.A., Atual Serviços de Recuperação de Crédito e Meios Digitais S.A., Esfera Fidelidade S.A., PI Distribuidora de Títulos e Valores Mobiliários S.A., Return Capital Serviços de Recuperação de Créditos S.A., Banco RCI Brasil S.A., Santander Corretora de Câmbio e Valores Mobiliários S.A., Aymoré Crédito, Financiamento e Investimento S.A. and Santander Corretora de Seguros, Investimentos e Serviços S.A.

- **Retorne Bem Program:** Seeks to contribute to the professional rehabilitation of employees who have diminished work capacity, as they return to work following a long-term leave or when the work environment needs to be adapted. The program has a multidisciplinary approach, coordinated by the rehabilitation physician. We finished the year with 694 participations.

- **Encouraging physical activity:** We foster physical activity through communication campaigns and by providing employees with easy access to gyms at our administrative centers in São Paulo.

### Work accidents, occupational diseases, lost day rate and attendance rate\*

	2018	2019
Number of work accidents**	178	148
Number of occupational diseases	9	8
Lost day rate***	24.51	20.32
Frequency rate	2.08	1.69

\* Considering only Banco Santander (Brasil) S.A.

\*\* Commuting accidents are no longer counted as of the issuance of Provisional Measure No. 905 on November 11th, 2019.

\*\*\* The lost day rate represents the days lost in connection with the employee's first leave due to occupational accidents and diseases (exclusively from accidents/diseases recognized by the employer as work accidents/diseases) multiplied by 1,000,000 and divided by total hours worked.

## Supporting mobility

To encourage the use of alternative transportation among our employees, we have bicycle spaces available at Santander Headquarters, Lighthouse and Digital Generation I, with a total of 485 spaces. We have also created the *Carona Amiga* program, offering parking spaces to those who adhere to this initiative.

## Flexible work ("Flexiworking")

Flexiworking is a set of practices consistent with our Corporate Culture that reinforces our concern with finding a balance between professional, personal and family life. The procedures adopted include:

- **Staggered hours:** possibility of adjusting work hours according to personal preferences and needs of the field of operation, while always observing customer service hours, internal support and full-time work hours;
- **Flexible vacation:** allows employees to split the vacation into up to three periods, as long as the vesting period is respected;
- **Work-hours management:** hours for meals and rest are strictly enforced and overtime must not exceed two hours a day, in compliance with the legislation in force.



# SOCIAL PROGRAMS



Through social programs, we contribute to the advancement of the rights of children, adolescents and the elderly. We create conditions for social and economic inclusion, in addition to providing our employees and interns with opportunities to exercise citizenship through social actions. These programs and campaigns target communities in different regions of the country.

For 17 years, the *Amigo de Valor* Program has supported projects to help children and adolescents in vulnerable situations via resources destined to Municipal Councils for the Rights of Children and Adolescents. Through the program, we make our annual contribution by directing 1% of the Income Tax ("IR") due by Banco Santander and its Associate Companies. We also encourage employees, customers and suppliers to contribute part of their IR due. In 2019, more than R\$ 19 million was raised, which will be distributed to 65 projects.

Through the *Parceiro do Idoso* Program, we stimulate our business customers and suppliers to allocate part of their IR due to Municipal Funds for Elderly Rights, in addition to allocating resources from our own IR due. In 2019, R\$ 11.2 million was raised and allocated to 35 projects.

Through the *Parceiros em Ação* Program, in collaboration with Accenture, we promote training, specialized support and financial education for entrepreneurs, customers and non-customers in regions where Prospera Santander Microfinance is present (learn more on page 28). In 2019, we also started offering free online training. The objective is to support micro-entrepreneurs in strengthening their skills, businesses and the local economy. More than 2,600 people were trained in person and 567 completed at least one of the courses available online in 2019.



Through our Culture of Service and Financial Education as areas of impact, we invite employees – whether from branches or administrative divisions – to voluntarily take part in social actions. In 2019, our employees participated in:

(a) initiatives undertaken by the *Escola Brasil* Program (“PEB”), which seeks to disseminate the SDGs in public schools of cities where we operate;

(b) the *Efeito Santander*, which promoted 1,126 actions in 771 cities across different fields, including the revitalization of public spaces, selective collection, reading circles, visits to nursing homes and music shows, as well as collection of food, toys, staple food baskets and school supplies. More than 10,000 employees engaged in this initiative, benefiting approximately 49,000 people; and

(c) financial guidance actions for customers and non-customers in our store network, benefiting 1,961 people.

## ENDOWMENT

We have created an exclusive Wealth Management service to foster the use of philanthropic endowment funds (“Endowment”) by non-profit organizations such as associations, foundations, universities and hospitals. We have professionals specialized in resource allocation, philanthropy and legal advice to support the organization in its journey towards long-term sustainability.

# HIGHER EDUCATION



## Santander Universities

Santander Universities' work with students, professors and staff of higher education institutions is built on three key pillars (Education, Employment and Entrepreneurship), which are strategically aggregated to our financial and non-financial offerings targeting the segment. In 2019, we awarded more than 6,600 scholarships.

- **Education:** over 2,800 national and international scholarships were awarded by Santander Universities Brazil in 2019. Furthermore, we held the 1st edition of the Santander Coders by Digital House Program, which trained more than 2,600 people interested in technology to delve into web programming and will certify roughly 240 people in this subject area through a classroom course.
- **Employment:** more than 1,000 students have benefited from the *Universitário-Empresas* Program, which connects university students to companies that are Santander customers.

- **Entrepreneurship:** entrepreneurial development initiatives such as "Santander Start a Business" are promoted during the year. The program has helped more than 20 ventures and companies by providing financial support, mentoring and 38 scholarships.

In order to understand the qualitative impact of the scholarships awarded by Santander Universities from the perspective of beneficiaries and universities, as well as to estimate their quantitative impact, a survey was conducted in 2019 with the support of the CDE Plan, which identified the following:

- The Santander Scholarship Programs are seen by 71%<sup>1</sup> of respondents as an income supplement and a relief to the family budget. Its greatest effective contribution is to help pay for the course.
- Among respondents from undergraduate scholarship programs<sup>2</sup>, the rate of students who stay in the university is 99%, with 69% of those benefited from this Santander initiative having a family income of up to three minimum wages.



<sup>1</sup> Sample of 571 scholarship holders.

<sup>2</sup> Sample of 196 scholarship holders.



- A total of 82%<sup>3</sup> of the scholarship holders interviewed believe that the program has a positive impact on their resumes;
- The internship program acts as a bridge to enter the job market with the first formal job. The survey of those who have benefited from this program showed that 63%<sup>4</sup> feel that the initiative improves job prospects at the start of their professional careers.

Learn more about Santander Universities on the [website](#).

Another initiative to support education is Universia, a Santander Group company that is present in nine countries. Its key priority in Brazil is to help youth access Higher Education and ensure their employability. In 2019, it hosted the Preparação festival, bringing together more than 5,000 young people for a day of classes and studies at the Ibirapuera Gymnasium. The event entered the record book as the largest Biology class ever held in the world, preparing students from both public and private schools for the National Exam of Upper Secondary Education ("ENEM").

In 2019, Universia Brazil also conducted recruitment processes involving nearly 2,000 students for internship, young apprentice or first job positions, and listed about 700,000 job and internship opportunities on its portals.

<sup>3</sup> Sample of 528 scholarship holders.

<sup>4</sup> Sample of 168 scholarship holders.



# CULTURAL INVESTMENT



We think of cultural management as an entrepreneurial action, generating innovations, with multiplying effects and impacting socioeconomic development. As a way to contribute, we have expanded the population's access to culture through institutional actions, cultural units, as well as by sponsoring programs and projects.

## Santander Brasil Collection

We act to preserve, expand and disseminate the artistic and historical heritage of Banco Santander Brasil. We also oversee the management of institutional memory records of the banks that have been incorporated into our organization, including objects, documents, photographs, publications, testimonies and architectural heritage.

Among the initiatives geared towards the visual arts collection, we develop research, cataloging, conservation and restoration. We promote its dissemination through exhibitions, guided tours, projects and educational activities. We are also committed to expanding our collection through the acquisition of new works by contemporary Brazilian artists.



## Santander Lighthouse

At the beginning of 2019, we celebrated the one-year anniversary of the inauguration of Santander Lighthouse São Paulo, our culture, leisure and entrepreneurship hub, which has been contributing to revitalize São Paulo's historic downtown district.

We also opened in 2019, in the historic downtown area of Rio Grande do Sul's capital, Santander Lighthouse Porto Alegre, where we propagate contemporary art produced both within and outside the state.

The total number of visits to these two buildings exceeded 370,000 people.

## Projects and sponsorships

We invest in projects that foster entrepreneurship, sport and culture, in addition to stimulating innovation and contributing to the prosperity of people and businesses. In 2019, we sponsored fashion (*Veste Rio* and São Paulo Fashion Week), gastronomy (*Taste Of São Paulo*, Rio Gastronomia and *Comida di Buteco*) citizenship and entrepreneurship (*Cidadão Global Forum*), as well as sporting (Track & Field, Rio Open and Go Cup) events.

Find out more about our investment in culture on our [website](#).

## Santander Theater and 033 Rooftop

We maintain these cultural spaces in São Paulo with state-of-the-art structure and technology to host national and international artistic shows, as well as major events, such as the Global Citizen Forum and Frontiers of Thought.

### Social and cultural investment (R\$ thousands)\*

	Amount invested			Incentivized			Non-incentivized		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Culture	60,045	35,384	57,046	26,428	23,250	35,793	33,618	12,134	21,253
Children, adolescents and elderly rights	8,890	2,710	6,662	4,018	2,645	5,591	4,872	65	1,071
Education	54,714	58,893	46,294	24,621	27,114	18,458	30,093	31,779	27,836
Entrepreneurship and Income Generation	870	765	275	392	765	110	478	0	165
Sports	14,374	11,884	13,071	6,371	6,835	7,992	8,002	5,049	5,079
Valuing Diversity	0	0	15	0	0	6	0	0	9
Environment	0	640	304	0	552	121	0	88	182
Health	4,773	4,472	4,013	2,257	4,450	3,647	2,516	23	366
Other	239	3,652	8,162	52	2,741	6,178	187	911	1,984
<b>Total</b>	<b>143,905</b>	<b>118,400</b>	<b>135,843</b>	<b>64,138</b>	<b>68,351</b>	<b>77,896</b>	<b>53,772</b>	<b>50,049</b>	<b>57,947</b>
% of the managerial net profit**	1.4	1.2	0.9						

\* There was a duplicate measurement of the amounts invested in the Education line in 2018. For this reason, the figures in the Education, Total and % of the managerial net profit lines have been updated.

\*\* Calculation based on the managerial net profit disclosed in the BR-GAAP Earnings Report (amounts in millions: R\$ 14,550 for 2019; R\$ 12,398 for 2018; and R\$ 9,953 for 2017).

# STRATEGIC AND EFFICIENT USE OF ENVI- RONMENTAL RESOURCES

Conducting operations in the country with the greatest biodiversity on the planet represents a major responsibility – but it also offers many opportunities. We are trying to contribute so that Brazil can make responsible and efficient use of its environmental resources and move towards a low-carbon economy. Our activities include, in addition to responsible environmental management of our operations, financing and advising companies in the fields of infrastructure and renewable energy, and providing support for sustainable agribusiness.

# CLIMATE GOVERNANCE



We are committed to protecting the environment and combating climate change. This theme is reflected through efficient internal management, which seeks to mitigate the impact of our operations, as well as through our financial services and activities.

## Internal Management

Since 2009, we have quantified and taken steps to reduce the direct and indirect emissions from our operations, such as expanding the use of videoconferencing, purchasing renewable energy, composting, recycling, etc. In the last year, we reduced our total emissions by 6%.

Since 2010, we have become carbon neutral by completely offsetting our scope 1 and 2 emissions and, since 2013, we have a methodology for selecting projects from which to purchase Verified Emission Reductions ("VERs"), ensuring social and environmental benefits for the region where they are located. In recent years, we have been buying credits from reforestation and renewable energy ventures.

With the goal of enhancing our impact and engaging our chain, since 2017 we have been part of the CDP Supply Chain, inviting suppliers to report information on their climate management. In 2019, 62% of the 174 suppliers invited reported data on their emissions, risks and opportunities related to the subject for their businesses.

Emissions data for 2019 will be released by May 2020 and will be available on the Public Emissions Registry, created by the Brazilian GHG Protocol Program.

## Financial services and activities

In Brazil, one of the major effects of climate change is the transformation of the rainfall regime, which can lead to greater recurrence of extreme hydrological events, such as floods and long periods of drought. In view of this fact, our social and environmental assessment considers customers' exposure to water stress and their dependence on this resource. Using a proprietary tool that takes into account factors such as location, sector vulnerability and management, we quantify the company's vulnerability to water risk, which may affect the credit ratings of customers eligible for social and environmental analysis.

Additionally, in 2019 we started monitoring our portfolio's exposure to climate-sensitive sectors, in accordance with the Task Force on Climate Related Financial Disclosures ("TCFD")<sup>1</sup>. The result of this diagnosis, presented to the Risk and Compliance Committee in 2020, will be used to better understand the risks to our business and prioritize our actions. Climate-related risks were also included among the possible threats to the Bank, which were detected in our main process for identifying and assessing strategic risks ("Top Risks"), thus enabling the implementation of specific action plans to mitigate any potential impacts.

While we need to advance risk management for critical sectors, we also see new opportunities in this changing economy. With this perspective, in 2019 we promoted a debate on the risks and opportunities of climate change with the participation of our Executive Committee, Board of Directors, executives from the business areas and two external experts.

The Bank's strategic planning goals already contemplate climate change business opportunities, with specific objectives for the renewable energy and sustainable agribusiness industries.

<sup>1</sup> Oil and gas, coal, electric utilities, airfreight, air, sea, rail and road transportation, automobiles and components, metals and mining, chemicals, building materials, capital goods, infrastructure and construction, beverages, agriculture, food, paper and forest products.



# ENVIRONMENTAL BUSINESS



In 2019, we enabled R\$ 11.5 billion to environmental businesses<sup>1</sup>, through products and services that cover all segments in which we operate, from individuals to large corporations.

We are engaged in supporting Brazil's commitment under the Paris Agreement: reaching 45% of renewable energy by 2030. Our goal is to offer a complete portfolio, for individuals and companies, to boost the expansion of renewable energy, Distributed Generation ("DG") and energy efficiency in the country.

We also aim to support the growth of sustainable agribusiness through credit lines to foster low-carbon agriculture with the use of new technologies and best farming practices.

**+ Through 2019, Santander has served as financial advisor to **285** wind farms, accounting for 30% of the wind energy enabled in auctions by the Brazilian Electricity Regulatory Agency ("ANEEL"), PROINFA and initiatives in the Free Energy Market Environment**

## Renewable energy

We have a complete portfolio of solutions ranging from advisory/financing for large projects (Project Finance) to direct credit lines to end-consumers for the purchase of photovoltaic panels for self-generation of electricity (Santander Financiamentos and store network).

Our businesses are keeping up with the growth pace of this market. We fomented roughly R\$ 4.3 billion in the year, considering the product offerings that promote the use of renewable energy (wind, photovoltaic and small hydroelectric plants), which represents an increase of 209% compared to the previous year. In 2019, approximately R\$ 1.3 billion was disbursed for Distributed Generation financing alone.

In the field of Project Finance (centralized generation) specifically, we are the leading financial advisors for infrastructure project financing in Brazil, according to Dealogic's ranking. Since 2005, with the early ventures of the Incentive Program for Alternative Sources of Electrical Energy ("PROINFA"), we have stood out as a structuring, advisor, financier and guarantor bank for major wind energy projects.

**+ We fomented roughly **R\$ 4.3 billion** in the year, considering the product offerings that promote the use of renewable energy**

<sup>1</sup> Including disbursements for renewable energies, sustainable agribusiness, Project Finance (renewable energy), other environmental enterprises and participation in the structuring and advisory of Green/Transition Bonds, including the total value of green bonds issued and made possible together with other companies.

We have also maintained this pioneering role in solar energy, as one of the main banks in the sector since the first auctions took place in 2014. Our support to companies covers all stages of the project's development, from participating in energy generation and transmission auctions to disbursing long-term funding.

We can scale up and offer more agile financing to our customers and partners, thus enabling more renewable energy. In 2019, through a collaboration between Santander Financiamentos and EDP Smart, a business division that brings together EDP's portfolio of renewable energy solutions, we managed to broaden the capillarity of our solar offering. Financing is available to residential consumers and small businesses in EDP's concession areas in São Paulo and Espírito Santo.

**Find out more about our work in renewable energy on our [website](#).**

## Sustainable Agribusiness

Since 2010, we have offered credit and technical guidance to rural producers who want to invest in innovation and sustainability in the field. To this end, we have trained agronomists and technicians who work to identify opportunities for improvement in farming areas and to guide our customers.

In 2019, we disbursed R\$ 474.6 million to Sustainable Agribusiness through our own financing lines and lines from the BNDES ("The Brazilian Development Bank") for technological innovations aimed at good management and production practices in the field.

Moreover, 200 people participated in our events to engage and train rural producers with the goal of mitigating the global warming impacts related to land use, water savings, waste treatment, but with a particular emphasis on investment in Renewable Energy.

**+ We are the  
largest  
on-lender of funds for Low-Carbon  
Agriculture in the 2018/2019 crop  
of the ABC Program**

## Responsible land use

In rural properties located in benefited areas and which are used as collateral for agribusiness transactions (Rural Loan, BNDES and CPR), social and environmental risk factors are analyzed and monitored throughout the duration of the operation. We keep track of 100% of the rural properties (more than 11,000 properties) and we have a tool that provides us with daily information on social and environmental risks, such as restrictions imposed in connection with deforested areas, incursions into indigenous territories and conservation units, archaeological sites, quilombola communities, individual taxpayer ID ("CPF") monitoring for slave labor, as well as Ibama suspensions by CPF and business taxpayer ID ("CNPJ") numbers. If a new risk is identified, we are alerted.

Among the more than 2,000 assessments (from Wholesale Banking and from the Core Companies segment) carried out for Social and Environmental Risk in 2019, there are customers who are major soy producers, soy traders and meatpackers, particularly their supply chain. Our assessments of meatpackers take into account the agreements that these companies have signed with the Public Prosecutor's Office of the Brazilian government regarding the sourcing of cattle from the Amazon.

We are active participants in three external forums that propose solutions to stop deforestation:

- Roundtable on Responsible Soy ("RTRS");
- Sustainable Livestock Working Group ("GTPS");
- FEBRABAN Working Group on forestry/agribusiness issues.

**Learn more about sustainable agribusiness on our [website](#).**





## Green/Transition Bonds

We were involved in four Green Bond issuances in 2019 (three in Brazil and one in the international market), totaling R\$ 4.8 billion for investments in renewable energy and efficiency, as well as for forest restoration. We also participated in the issuance of a Transition Bond in the international market amounting to approximately R\$ 1.9 billion (USD 500 million) for the Sustainable Agribusiness chain.

## Other social and environmental businesses

In 2019, we launched Sustainable Consórcio. With this product, we have expanded our portfolio, helping our customers acquire sustainable solutions, such as solar panels, equipment for the treatment and reuse of waste, recycling, water reuse and treatment.

As a way of promoting urban mobility and quality of life, we have Mobility CDC, an exclusive financing modality for the purchase of electric and traditional bicycles. This line is part of our electric mobility offering that targets the entire electric mobility chain (electric stations, electric and hybrid vehicles) and is available at our Financing unit and store network.

We also offer financing to customers for the purchase of water efficiency solutions (rainwater harvesting and water reuse), waste reduction and accessibility adaptations (hearing and mobility devices). Through these lines, we disbursed R\$ 75.3 million in 2019<sup>2</sup>.

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<sup>2</sup> The accessibility funding amount is not included in the overall figure for environmental businesses.

# ENVIRONMENTAL MANAGEMENT<sup>1</sup>



Our natural resources and waste management initiatives are guided by the Social and Environmental Responsibility Policy ("PRSA") and the Environmental Management System Manual. The Environmental Management System ("SGA") Managing Group, composed of the Bank's top leadership, strengthens the alignment of this concept with the strategic goals of our Organization.

In 2019, we made two major commitments to society: (a) we will only use renewable energy in 100% of our service units, administrative buildings and data processing center by 2025; and (b) we will eliminate, through the Desplastifique Program, the consumption of single-use plastic in all administrative units in 2019, and branches by 2020.

These commitments complement all the steps we have taken in recent years to become more efficient, more profitable and more connected to the demands of society, with a lower environmental impact.

**+** *In 2019, paper and printing expenses decreased by about*  
**73%**  
*compared to the previous year*

## Fit to Grow

Through the Fit to Grow ("FTG") program, we engage our employees to make more efficient use of financial resources in our operations, which may include environmental-related actions. FTG decentralizes resource management and encourages collaboration between teams, unlocking the flow of ideas for more agile and economic decisions.

In 2019, paper and printing expenses decreased by about 73% compared to the previous year. This reduction was due to process revisions, including initiatives to digitize products and optimize customer communication (learn more in the waste item).

This year, new administrative buildings were opened and associate companies were internalized, which consequently led to increased occupation and higher consumption of inputs. In light of this scenario, we had a rise in expenses in the energy (12%) and water (10%) lines.

As a means of encouraging the rational use of resources and eliminating bureaucratic processes, we have decided to stop using stamps. Altogether, considering administrative buildings and stores, we collected around 60,000 stamps, which will be recycled.

<sup>1</sup> Environmental indicators include, in addition to Banco Santander (Brasil) S.A., the following companies, which operate in the administrative buildings controlled by Banco Santander (Brasil) S.A.: Getnet, PI, BEN, Santander Securities Services Brasil DTVM S.A., Return, Super Digital Brasil, Santander Corretora de Seguros, Investimentos e Serviços S.A. and Aymoré Crédito, Financiamento e Investimento S.A.

## Energy

We are committed to consuming only renewable energy in 100% of our stores and administrative buildings by 2025. We will reach all service units by the end of 2021, and all administrative buildings as well as the data processing center by 2025. Our properties will be fully supplied with energy from renewable sources: solar, wind, small hydroelectric plants and biogas from landfill sites.

In the states of Minas Gerais and Pernambuco, our consumption is now 100% renewable. This form of energy represents around 70% of our total consumption in Rio de Janeiro and 60% in Bahia. The Radar, Digital Generation and Rio Branco 70 administrative buildings are already being supplied with 100% renewable energy.

In December 2019, our electricity consumption was 37.8 GJ per thousand active customers, totaling -1.4% compared to 2018.

### Energy consumption within the Organization (in GJ)\*

	2017	2018	2019	% of total consumption (2019)
Fuel consumption from renewable sources	17,130	23,420	40,550	3.84%
Fuel consumption from non-renewable sources	49,633	73,295	20,859	1.98%
Electricity consumption	939,968	927,458	993,541	94.18%
Total energy consumption	1,006,731	1,024,173	1,054,950	100%

\* The conversion of fuels into GJ was done by multiplying the mass (ton) X PCI factor (GJ / t) - Lower Calorific Power. All factors are present in the 2019 GHG Protocol calculator, which is based on the 2012 ANP - National Agency of Petroleum, Natural Gas and Biofuels. Including consumption at Santander Headquarters, Radar, CPD, Digital Generation 1, Rio Branco 70, Álvares Penteado, Generali, Porto Alegre Cultural Center, Santander Lighthouse São Paulo, Santander Theater and Investment Block buildings and, on average, 99% of the branches.

## Water

In 2019, with the inauguration of new administrative buildings and the internalization of associate companies, coupled with the irrigation of green roofs and, indirectly, with the *Desplastifique* program, which created the need to clean non-disposable cups and mugs, we had a 4.8% increase in water consumption. As for consumption per thousand active customers, which totaled 23 m<sup>3</sup>, we had a 3.8% decline relative to December 2018.

The following are among the water control mechanisms that we use:

- Centralized monitoring of water consumption in our administrative buildings, which enables rapid action whenever an abnormality is detected;
- Use of saving systems in our buildings, such as vacuum flushing, automatic taps and aerators for water flow control;
- Rainwater use at our Headquarters and at the Data Processing Center ("CPD") in Campinas, São Paulo. CPD also has an air conditioning system that does not require the use of water for cooling purposes.

### Water consumption (in m<sup>3</sup>)

	2017	2018	2019
Branches*	500,901	477,731	484,300
Administrative buildings**	126,777	110,236	131,826
Total	627,678	587,967	616,126

\* Network consumption refers, on average, to 98% of the branches.

\*\* Including consumption at Santander Headquarters, Radar, CPD, Digital Generation 1, Rio Branco 70, Álvares Penteado, Generali, Porto Alegre Cultural Center, Santander Lighthouse São Paulo, Santander Theater and Investment Block buildings.

## Waste treatment

At our administrative buildings, we manage, make proper disposal and, when applicable, compost waste, sending only non-compostable waste to landfills.

Our Headquarters has a system that dehydrates organic waste from restaurants and common areas. The biomass produced is then transformed, through windrow composting, into a substrate compound that is used in gardens and green areas of corporate buildings. In addition to this process, we compost

coffee sludge and capsules, and recycle cigarette butts and polystyrene. In 2019, we avoided sending 342 tons of this waste to landfill sites.

Since 2017, we have been sending electrical and electronic waste for recycling, such as computers, self-service machines and telephones. The equipment is sent to a specialized company that processes and separates the materials for recycling. Plastic and metal are reused by industries that utilize these raw materials, thus returning to the production cycle.

### Waste (in tons)\*

Disposal method – non-hazardous waste	Type of waste	2017	2018	2019
Recycling	Paper	215,174	204,340	190,138
	Plastic	107,600	106,823	104,832
	Metal	5,720	30,998 **	9,924
	Glass	5,714	9,101	21,827 ***
Composting	Organic waste	235	296	342
Landfill	Non-recyclable waste	509	243	213
<b>Total</b>		<b>1,074</b>	<b>889</b>	<b>883</b>

\* Including consumption at Headquarters, Radar, Digital Generation 1, Álvares Penteado, Lighthouse São Paulo and Rio Branco 70 buildings.

\*\* We had a substantial increase in 2018 due to works at the Radar, Digital Generation and Headquarters buildings.

\*\*\* With the *Desplastifique* program, we had an increase in consumption and disposal of glass water bottles.

## Certifications

The Headquarters, Radar and Campinas (state of São Paulo) Data Center buildings are ISO 14001 certified and recognized as benchmarks in environmental management by external auditors. We also have the "LEED" (Leadership in Energy and Environmental Design) seal at our Headquarters, CPD in Campinas and Granja Viana branch in Cotia (São Paulo state), which was the first project in South America to receive this certification. This seal certifies the sustainability and reduced impact of buildings on the environment.



An aerial photograph of a sprawling urban landscape, likely São Paulo, Brazil. The foreground is dominated by a tall, white, Art Deco-style skyscraper with a distinctive tiered top. Surrounding it are numerous other high-rise buildings of various architectural styles, creating a dense, textured cityscape. In the far distance, a range of mountains is visible under a clear sky. The text "2019 AWARDS AND ACCOLADES" is overlaid in large, white, sans-serif capital letters on the left side of the image.

# 2019 AWARDS AND ACCOLADES



Several institutions recognized our commitment to excellence in responsible management and our efforts to promote inclusive and sustainable growth in 2019. Here are the highlights:

- We were chosen as the Most Sustainable Company in the financial sector, according to the 2019 edition of the **Exame Sustainability Guide, promoted by Exame Magazine**;
- For the 10th consecutive year, we were selected to the **B<sup>3</sup> (Brasil, Bolsa, Balcão) Corporate Sustainability Index**;
- Our role in microfinance led us to the 6th place overall in the ranking of companies that are most changing the world, according to **Fortune Magazine's Change the World list**;
- Since 2016, we have been in the **Great Place to Work<sup>®</sup>** ranking of the best companies to work for;
- We were chosen by the **Exame Diversity Guide** as the financial institution with the best inclusion and diversity practices in the country;
- We were honored with the **Eco Award** for our work with Prospera Santander Microfinance. The award is promoted by the American Chamber of Commerce in collaboration with Estadão, and is a pioneer in the country in recognizing best business practices in sustainability;
- We won the **7th Spanish Chamber of Sustainability Award** in the Social and Environmental category for our efforts with Prospera Santander Microfinance;
- We were named by **Great Place to Work<sup>®</sup>**, for the third consecutive year, as one of the best companies for women to work;
- **Great Place to Work<sup>®</sup>** also recognized us as one of the companies with the best practices for child and family well-being, allowing employees to reconcile their professional lives with the upbringing of their children;
- We received the 2019 **WEPs (Women's Empowerment Principles) Award** from the UN Women and Global Compact, as one of the leading companies in workplace and community action for the promotion of gender equity;
- As for the assessments of **ESG rating agencies**, we achieved scores above the industry average and, in most cases, our ratings have improved in comparison with the previous year;
- Our actions in Brazil contributed to the recognition by the **Dow Jones Sustainability Index (DJSI)** of the Santander Group as the Most Sustainable Bank in the World.

# ASSURANCE REPORT

*(A free translation of the original in Portuguese)*

Independent auditor's limited assurance report on information related to sustainability included in the 2019 Indicators Handbook

To the Board of Directors and Stockholders  
Banco Santander (Brasil) S.A.  
São Paulo- SP

## Introduction

We have been engaged by Banco Santander (Brasil) S.A. ("Bank") to present our limited assurance report on the compilation of the information related to sustainability included in the Bank's 2019 Indicators Handbook for the year ended December 31, 2019.

## Management's responsibilities

The Bank's management is responsible for the preparation and fair presentation of the information included in the 2019 Indicators Handbook, in accordance with the Global Reporting Initiative (GRI Standards) and for such internal control as it determines is necessary to enable the preparation of information free from material misstatement, whether due to fraud or error.

## Independent auditor's responsibilities

Our responsibility is to express a conclusion on the information included in the 2019 Indicators Handbook based on our limited assurance engagement carried out in accordance with the Technical Communication CTO 01, "Issuance of an Assurance Report related to Sustainability and Social Responsibility", issued by the Federal Accounting Council (CFC), based on the Brazilian standard NBC TO 3000, "Assurance Engagements Other than Audit and Review", also issued by the CFC, which is equivalent to the international standard ISAE 3000, "Assurance engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we comply with ethical and independence

requirements, and other responsibilities, including in relation to the application of the Brazilian Standard on Quality Control (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures regarding the compliance with the applicable ethical requirements, professional standards and legal and regulatory requirements.

Moreover, the aforementioned standards require that the work be planned and performed to obtain limited assurance that the information included in the 2019 Indicators Handbook, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with the Brazilian standard NBC TO 3000 and ISAE 3000 mainly consists of making inquiries of management and other professionals of the entity involved in the preparation of the sustainability information, as well as applying analytical procedures to obtain evidence that enables the issue of a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead the auditor to believe that the information taken as a whole might present significant misstatements.

The procedures selected are based on our understanding of the aspects related to the compilation and presentation of the information included in the 2019 Indicators Handbook, other circumstances of the engagement and our analysis of the areas in which significant misstatements might exist. The following procedures were adopted:

- (a) planning the work, taking into consideration the materiality and the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the Bank's 2019 Indicators Handbook;
- (b) understanding the calculation methodology and the procedures adopted for the compilation of indicators through interviews with the managers responsible for the preparation of the information;
- (c) applying analytical procedures to quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the information included in the 2019 Indicators Handbook;
- (d) comparing the financial indicators with the financial statements and/or accounting records.

The limited assurance engagement also included application of procedures to assess compliance with the Global Reporting Initiative (GRI Standards) applied in the compilation of the information related to sustainability included in the 2019 Indicators Handbook.

We believe that the evidence we obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

## Scope and limitations

The procedures applied in a limited assurance engagement are substantially less detailed than those applied in a reasonable assurance engagement, the objective of which is the issuance of an opinion on the sustainability information included in the 2019 Indicators Handbook. Consequently, we were not able to obtain reasonable assurance that we would become aware of all significant matters that might be identified in an assurance engagement, the objective of which is the issue of an opinion. Had we performed an engagement with the objective of issuing an opinion, we might have identified other matters and

possible misstatements in the information related to sustainability included in the 2019 Indicators Handbook. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate and estimate these data. Qualitative interpretations of the relevance, materiality, and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we did not carry out any work on the data reported for prior periods, nor future projections and goals.

The preparation and presentation of the sustainability indicators were performed pursuant to GRI Standards criteria and, therefore, do not aim to provide assurance with regard to the compliance with social, economic, environmental, or engineering laws and regulations. However, the aforementioned standards establish the presentation and disclosure of possible cases of non-compliance with such regulations when sanctions or significant fines are applied. Our limited assurance report should be read and understood in this context, which is inherent to the criteria selected (GRI Standards).

## Conclusion

Based on the procedures performed, described herein, no matter has come to our attention that causes us to believe that the information included in the 2019 Indicators Handbook of Banco Santander (Brasil) S.A. has not been compiled, in all material respects, in accordance with the Global Reporting Initiative (GRI Standards).

São Paulo, March 25, 2020

PricewaterhouseCoopers  
Auditores Independentes  
CRC 2SP000160/O-5

Eliane Kihara  
Contadora CRC 1SP212496/O-5



# GRI CONTENT INDEX

## GENERAL CONTENT

### General disclosures

GRI Standard	Disclosure items	Comments, page, link and/or reason for omission	Correlation with the CVM Reference Form <sup>1</sup>	Contribution to the UN SDGs
<b>GRI 101: Foundation 2016</b>				
<b>GRI 102: General Disclosures 2016</b>				
Organizational profile	102-1 Name of the organization	Banco Santander (Brasil) S.A.		
	102-2 Activities, brands, products and services	<a href="#">About Santander Brasil</a>	6.3; 7.1; 7.2; 7.3	8.1, 8.3
	102-3 Location of headquarters	Avenue Presidente Juscelino Kubitschek, nº 2235/2041, Block A, Vila Olímpia, City of São Paulo, State of São Paulo		
	102-4 Location of operations	Santander Brasil operates in all Brazilian states and has a branch (Grand Cayman) in the Cayman Islands, as well as a branch in Luxembourg.	6.3; 7.1; 7.2; 7.3	
	102-5 Ownership and legal form	Santander Brasil is a Corporation/Financial Institution	6.3; 7.1	8.1, 8.3
	102-6 Markets served	<a href="#">Santander in Brasil</a> <a href="#">Santander in the World</a>	6.3; 7.1; 7.2; 7.3	
	102-7 Scale of the organization	<a href="#">About Santander Brasil</a>	3; 6.3; 7.1; 7.2; 7.3; 14.1 14.2	
	102-8 Information on employees and other workers	Page 33	6.3; 7.1; 14.1; 14.2	8.5, 8.6
	102-9 Supply chain	Page 20	6.3; 7.1; 7.2; 7.3; 16	8.4, 16.6
	102-10 Significant changes to the organization and its supply chain	There were no significant changes to the supplier hiring and management process	3; 6.3; 7.1; 8.1; 8.2; 8.3; 10; 16; 17	
	102-11 Precautionary Principle or approach	<a href="#">Integrated Risk Management</a>	3; 4.1; 4.2	16.6
	102-12 External initiatives	<a href="#">Commitments</a>		12.8, 16.7, 17.16, 17.17
	102-13 Membership of associations	<a href="#">Participation in forums</a>		12.8, 16.7, 17.16, 17.17
Strategy	102-14 Statement from senior decision-maker	<a href="#">Page 3 of the 2019 Annual Report</a>		8.1, 8.3
	102-15 Key impacts, risks, and opportunities	<a href="#">Integrated Risk Management</a> <a href="#">Risk Management</a>	4.1; 4.2; 5.1 5.2; 5.3; 10	16.6
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	<a href="#">Code of Ethical Conduct</a> Page 12	5.1; 5.2; 5.3; 5.4	10.5, 16.5, 16.6, 16.b
	102-17 Mechanisms for advice and concerns about ethics	Page 13	5.1; 5.2; 5.3; 5.4	10.5, 16.5, 16.6

<sup>1</sup> The correlation of GRI Standards, SDGs and items of the Brazilian Securities and Exchange Commission ("CVM") Reference Form was based, in addition to Santander Brasil's own analysis, on recommendations in the [Capital Markets and SDGs document](#).

GRI Standard	Disclosure items	Comments, page, link and/or reason for omission	Correlation with the CVM Reference Form	Contribution to the UN SDGs
<b>GRI 101: Foundation 2016</b>				
<b>GRI 102: General Disclosures 2016</b>				
Governance	<b>102-18</b> Governance structure	<a href="#">Management</a> Page 9	12.1; 12.2; 12.3; 12.5; 12.6; 12.7	
	<b>102-20</b> Executive-level responsibility for economic, environmental, and social topics	Page 10	12.3; 12.5; 12.6; 12.7	5.5, 16.6, 16.7
	<b>102-22</b> Composition of the highest governance body and its committees	<a href="#">Management</a> Page 9	12.3; 12.5; 12.6; 12.7	
	<b>102-35</b> Remuneration policies	Page 11	13	16.6, 16.7
Stakeholder engagement	<b>102-40</b> List of stakeholder groups	Page 7	16	
	<b>102-41</b> Collective bargaining agreements	Page 40	14.4; 16	8.8
	<b>102-42</b> Identifying and selecting stakeholders	Page 7 The identification and selection of stakeholders adopted by Santander Brasil follows the same guidelines as the Santander Group in Spain. Social and Environmental Responsibility Policy, <a href="#">page 3</a>	16	
	<b>102-43</b> Approach to stakeholder engagement	Page 7	16	16.6
	<b>102-44</b> Key topics and concerns raised	Page 7 The content definition process was carried out based on the results of the materiality matrix. The full description of the matrix can be found in the <a href="#">2018 Indicators Handbook</a> .	7.8, 16	16.6
	<b>102-45</b> Entities included in the consolidated financial statements	The Indicators Handbook includes the entities listed in the <a href="#">Financial Statements</a> , except when otherwise noted in the disclosure items.	3	
Reporting practice	<b>102-46</b> Defining report content and topic boundaries	Page 7 The content definition process was carried out based on the results of the materiality matrix. The full description of the matrix can be found in the <a href="#">2018 Indicators Handbook</a> .	7.8	12.6, 16.6
	<b>102-47</b> List of material topics	Pages 62 to 65	7.8	12.6, 16.6
	<b>102-48</b> Restatements of information	All restatements of information are indicated in their respective disclosure items.		
	<b>102-49</b> Changes in reporting	There were no changes in topics and boundaries.		
	<b>102-50</b> Reporting period	The 2019 Indicators Handbook gathers information about Santander Brasil between January 1st and December 31st, 2019.	7.8	12.6
	<b>102-51</b> Date of most recent report	2018 Indicators Handbook, which was published in 2019.	7.8	12.6
	<b>102-52</b> Reporting cycle	Annual	7.8	12.6
	<b>102-53</b> Contact point for questions regarding the report	To clarify any doubts or submit suggestions, please contact sustentabilidade@santander.com.br.		16.6
	<b>102-54</b> Claims of reporting in accordance with the GRI Standards	This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards, "Core" reporting option.		
	<b>102-55</b> GRI content index	Page 60		12.6, 16.6
	<b>102-56</b> External assurance	The Limited Assurance Report is available on page 58.	7.8	16.6

## SPECIFIC CONTENT

Theme and Material Topic	Material Topic Boundary	Disclosure items	Comments, page, link	Correlation with the CVM Reference Form	Contribution to the UN SDGs
THEME: RESPONSIBLE INTERNAL MANAGEMENT					
Topic: Corporate Governance	Internal: Bank and Employees External: Customers, Shareholders, Suppliers and Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	<a href="#">Corporate Governance</a> 5.1; 5.2	5.5, 8.5, 10.2, 16.b
			103-2 The management approach and its components	<a href="#">Corporate Governance</a> 5.3	
			103-3 Evaluation of the management approach	<a href="#">Financial Statements</a> <a href="#">Corporate Governance</a> 5.3	
		GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 9	5.5, 8.5, 10.2, 16.b
Topic: Ethical Management	Internal: Bank and Employees External: Customers, Shareholders, Suppliers and Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 12 and 13 5.1; 5.2	10.5, 16.5, 16.6
			103-2 The management approach and its components	Pages 12 and 13 5.3	
			103-3 Evaluation of the management approach	Pages 12 and 13 5.3	
		GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 13 4.1; 4.2; 5.1; 5.2; 5.4	10.5, 16.5, 16.6
			205-2 Communication and training about anti-corruption policies and procedures	Page 12 4.1; 4.2; 5.1; 5.2; 5.3; 5.4	10.5, 16.5, 16.6
Topic: Culture and Risk Management	Internal: Bank External: Customers, Shareholders, Suppliers and Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 15 5.1; 5.2	8.7, 11.3, 11.4, 15.a, 15.b
			103-2 The management approach and its components	Page 15 5.3	
			103-3 Evaluation of the management approach	Page 15 5.3	
		GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 15 4.1, 5.1	8.7, 15.a, 15.b
		GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 15 and 51 4.1, 5.1	8.7, 15.a, 15.b
		Santander Disclosure Item	Credit and financing supply profile indicators (RSA)	Page 16	8.7, 11.3, 11.4, 15.a, 15.b
		Santander Disclosure Item	Financing and investment in critical sectors	Page 16	
Topic: Economic Performance	Internal: Bank and Employees External: Customers, Shareholders, Suppliers and Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	<a href="#">Financial Statements</a> 5.1; 5.2	8.3, 8.4, 8.10, 12.2, 12.5, 12.6, 13.1, 13.3, 16.6, 16.7, 17.1
			103-2 The management approach and its components	<a href="#">Financial Statements</a> 5.3	
			103-3 Evaluation of the management approach	<a href="#">Financial Statements</a> 5.3	
		GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	<a href="#">Financial Statements</a> 3; 10	8.3, 8.4, 8.10
			201-2 Financial implications and other risks and opportunities due to climate change	Page 49 4.1; 4.2; 5.1; 5.2	8.4, 12.2, 12.5, 12.6, 13.1, 13.3
		GRI 207: Tax 2019	207-2 Tax governance, control and risk management	Page 17 12.1, 12.5, 12.6	16.6, 16.7, 17.1

Theme and Material Topic	Material Topic Boundary	Disclosure items	Comments, page, link	Correlation with the CVM Reference Form	Contribution to the UN SDGs
<b>THEME: RESPONSIBLE INTERNAL MANAGEMENT (CONT.)</b>					
<b>Topics:</b> Fair and Transparent Products and Services and Customer Relationship	<b>Internal:</b> Bank	<b>GRI 103: Management Approach 2016</b>	<b>103-1</b> Explanation of the material topic and its Boundary	Pages 21 and 22	
			<b>103-2</b> The management approach and its components	Pages 21 and 22	16.6, 16.7, 16.10
			<b>103-3</b> Evaluation of the management approach	Pages 21 and 22	
	<b>External:</b> Customers	<b>GRI 417: Marketing and Labeling 2016</b>	<b>417-1</b> Requirements for product and service information and labeling	Page 22	16.6, 16.7, 16.10
		<b>Santander Disclosure Item</b>	Complaints through Customer Service Channels	Page 23	16.6, 16.7, 16.10
<b>Topic:</b> Information Security	<b>Internal:</b> Bank	<b>GRI 103: Management Approach 2016</b>	<b>103-1</b> Explanation of the material topic and its Boundary	Page 18	
			<b>103-2</b> The management approach and its components	Page 18	16.6, 16.7, 16.10
			<b>103-3</b> Evaluation of the management approach	Page 18	
	<b>External:</b> Customers	<b>GRI 418: Customer Privacy 2016</b>	<b>418-1</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data considered strategic and confidential by the leadership of Santander Brasil and, thus, not reported.	
		<b>Sustainability Accounting Standards Board (SASB)</b>	<b>FN0101-07</b> Discussion of management approach to identifying and addressing vulnerabilities and threats to data security	Pages 18 and 19	4.1, 5.1, 7.5 16.6, 16.7, 16.10
<b>Topic:</b> People Management	<b>Internal:</b> Bank and Employees	<b>GRI 103: Management Approach 2016</b>	<b>103-1</b> Explanation of the material topic and its Boundary	Pages 33 and 41	5.1; 5.2
			<b>103-2</b> The management approach and its components	Pages 33 and 41	3.7, 4.3, 8.5, 8.6, 16.6
			<b>103-3</b> Evaluation of the management approach	Pages 33 and 41	5.3
	<b>External:</b> Society	<b>GRI 401: Employment 2016</b>	<b>401-1</b> New employee hires and employee turnover	Page 39	14.1; 14.2 8.6
			<b>401-3</b> Parental leave	Page 35	14.1; 14.3 3.7, 8.5
		<b>GRI 403: Occupational Health and Safety 2016</b>	<b>403-2</b> Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 41	14.3 8.8, 16.6
	<b>Internal:</b> Bank and Employees	<b>GRI 404: Training and Education 2016</b>	<b>404-1</b> Average hours of training per year per employee	Page 37	4.3, 8.6
			<b>404-3</b> Percentage of employees receiving regular performance and career development reviews	Page 38	8.5



Theme and Material Topic	Material Topic Boundary	Disclosure items		Comments, page, link	Correlation with the CVM Reference Form	Contribution to the UN SDGs			
THEME: RESPONSIBLE INTERNAL MANAGEMENT (CONT.)									
Topic: Environmental Management	Internal: Bank  External: Shareholders and Society	GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Page 53	5.1; 5.2	3.9, 6.4, 8.4, 11.6, 12.2, 12.4, 12.5, 13.1, 13.2, 13.3		
			103-2	The management approach and its components	Page 53	5.3			
			103-3	Evaluation of the management approach	Page 53	5.3			
		GRI 302: Energy 2016	302-1	Energy consumption within the organization	Page 54	7.9	7.2, 7.3, 8.4, 11.6, 12.2, 13.1		
			302-4	Reduction of energy consumption	Page 54		7.2, 7.3, 8.4, 11.6, 12.2, 13.1		
		GRI 303: Water 2018	303-5	Water consumption	Page 54		6.4, 8.4, 11.6, 12.2		
		GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 49		3.9, 11.6, 12.2, 12.4, 13.1, 13.2, 13.3		
			305-2	Energy indirect (Scope 2) GHG emissions	Page 49		3.9, 11.6, 12.2, 12.4, 13.1, 13.2, 13.3		
			305-3	Other indirect (Scope 3) GHG emissions	Page 49		3.9, 11.6, 12.2, 12.4, 13.1, 13.2, 13.3		
			305-4	GHG emissions intensity	Page 49		3.9, 11.6, 12.2, 12.4, 13.1, 13.2, 13.3		
			305-5	Reduction of GHG emissions	Page 49		3.9, 11.6, 12.2, 12.4, 13.1, 13.2, 13.3		
		GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Page 55	7.9	11.6, 12.2, 12.4, 12.5		
		Topic: Supplier Management	Internal: Bank  External: Suppliers and Society	GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Page 20	5.1; 5.2	8.4, 8.5, 8.7, 12.6, 16.6
					103-2	The management approach and its components	Page 20	5.3	
					103-3	Evaluation of the management approach	Page 20	5.3	
GRI 308: Supplier Environmental Assessment 2016	308-1			New suppliers that were screened using environmental criteria	Page 20	7.3	8.4, 12.6, 16.6		
GRI 408: Child Labor 2016	408-1			Operations and suppliers at significant risk for incidents of child labor	Page 20		8.7, 16.2, 16.6		
GRI 409: Forced or Compulsory Labor 2016	409-1			Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 20		8.5, 8.7, 16.6		
GRI 414: Supplier Social Assessment 2016	414-1			New suppliers that were screened using social criteria	Page 20	7.3	8.4, 8.5, 8.7, 12.6, 16.6		
Topic: Social and Cultural Investment	Internal: Bank  External: Customers and Society			GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Pages 42 and 47	5.1; 5.2	1.4, 4.a, 4.b, 4.3, 8.3, 8.6, 17.1, 17.3, 17.17
		103-2	The management approach and its components		Pages 42 and 47	5.3			
		103-3	Evaluation of the management approach		Pages 42 and 47	5.3			
		Santander Disclosure Item		Social and Cultural Investment	Page 47	7.9	1.4, 4.a, 4.b, 4.3, 8.3, 8.6, 17.1, 17.3, 17.17		
		GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	Pages 44 and 45	7.9	1.4, 4.a, 4.b, 4.3, 8.3, 8.6, 17.1, 17.3, 17.17		

Theme and Material Topic	Material Topic Boundary	Disclosure items	Comments, page, link	Correlation with the CVM Reference Form	Contribution to the UN SDGs	
THEME: TRANSFORMATION THROUGH BUSINESS						
Topic: Social and Environmental Business	Internal: Bank  External: Customers, Shareholders and Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 28 and 49 to 52	5.1; 5.2	1.4, 2.3, 2.4, 7.1, 7.2, 7.b, 8.3, 8.10, 9.3, 9.4, 9.a, 10.2, 11.3, 11.4, 11.6, 17.16, 17.17
			103-2 The management approach and its components	Pages 28 and 49 to 52	5.3	
			103-3 Evaluation of the management approach	Pages 28 and 49 to 52	5.3	
		GRI 203: : Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 50	7.9	7.1, 7.2, 7.b, 9.4, 9.a, 11.3, 13.1, 13.3, 17.16
		G4 Sector Supplement: Financial Services	G4-FS8 Monetary value of products and services designed to deliver a specific environmental benefit, for each business line, broken down by purpose	Pages 49 to 52	7.9	2.3, 2.4, 7.1, 7.2, 7.b, 8.10, 9.3, 9.4, 9.a, 11.3, 11.4, 11.6, 13.1, 13.2, 13.3, 17.6, 17.17
		Santander Disclosure Item	Disbursement and number of active customers/transaction volume at Prospera Santander Microcredit	Page 28	7.2	1.4, 8.3, 8.10, 9.3, 10.2, 16.7
Topic: Diversity and inclusion	Internal: Bank and Employees  External: Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 24 and 33 to 35	5.1; 5.2	1.4, 5.5, 5.c, 8.3, 8.5, 8.10, 9.a, 9.3, 10.2, 16.b
			103-2 The management approach and its components	Pages 24 and 33 to 35	5.3	
			103-3 Evaluation of the management approach	Pages 24 and 33 to 35	5.3	
		Santander Disclosure Item	STD1 Percentage of women in leadership positions	Page 33		5.5, 5.c, 10.3, 16.b
		G4 Sector Supplement: Financial Services	G4-FS13 Access points in low-populated or economically disadvantaged areas by type	Page 28	7.2	1.4, 8.3, 8.10, 9.3, 10.2
			G4-FS14 Initiatives to improve access to financial services for disadvantaged people	Page 24		1.4, 8.10, 9.a, 10.2
		GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 33 and 35		5.5, 5.c, 8.5, 10.2, 16b
		Topic: Financial Education	Internal: Bank  External: Customers and Society	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 21 and 31
103-2 The management approach and its components	Pages 21, 24, 30 and 31				5.3	
103-3 Evaluation of the management approach	Pages 21 and 31				5.3	
Sustainability Accounting Standards Board (SASB)	FN0101-03 Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers			Pages 30 and 31	7.3	1.4, 8.3, 9.3, 16.6
Topic: Digital Innovation	Internal: Bank and Employees  External: Society and Customers			GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	Page 24 <a href="#">20-F, pages 56, 57, 68, 69, 70</a>
		103-2 Management approach and its components	Page 24 <a href="#">20-F, pages 56, 57, 68, 69, 70</a>		5.3, 7.1, 7.2, 7.3	
		103-3 Evaluation of the management approach	Página 24 <a href="#">20-F, pages 56, 57, 68, 69, 70</a>		5.3, 7.1, 7.2, 7.3	
		Santander Disclosure Item	Digital Business	Page 24	7.1, 7.2, 7.3	1.4, 9.a

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