



2020
**sustain
ability**
REPORT

Summary

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Introduction

1



Welcome to PICCADILLY COMPANY's first sustainability report! This report is another major step forward for the company towards the increasingly sustainable development of all its activities.

This document establishes a direct reporting and communication channel from the company to all its stakeholders, aiming at disclosing, in a clear and transparent way, the company's performance and actions related to sustainability and ESG practices. (GRI 102-1, 102-51)

The report has been developed in accordance with the guidelines of the Global Reporting Initiative (GRI), in its "standard" version and "essential" option, mentioning information related to the year 2020. Throughout the text, the codes of the GRI indicators referring to the content covered will be referenced. (GRI 102-50, 102-54)

Feedbacks and requests for additional information about this document should be forwarded to **sustentabilidade@piccadilly.com.br** (GRI 102-53).

1.1 Message

FROM THE CEO

Considering the ESG issue in a company has never been more important than it is today. There is no doubt that the scarcity of natural resources is one of the most pressing issues facing our planet. This provides added push to sustainability. In this context, sustainability gains even more strength worldwide, and it would not be different in our company, which has had this concern for many years. Sustainability is one of our values, as we strive to ensure the constancy of our business.

We believe and act so that sustainable development can meet the needs of the present generation without compromising the needs of future generations. When we talk about sustainability, we are also referring to the possibility of continuously obtaining equal or better living conditions for a group of people and their descendants in a given ecosystem. Thus, we can say that the social aspect is also high-priority for our company, because we believe in a sustainable society where the minimum standard of living is available to all citizens.

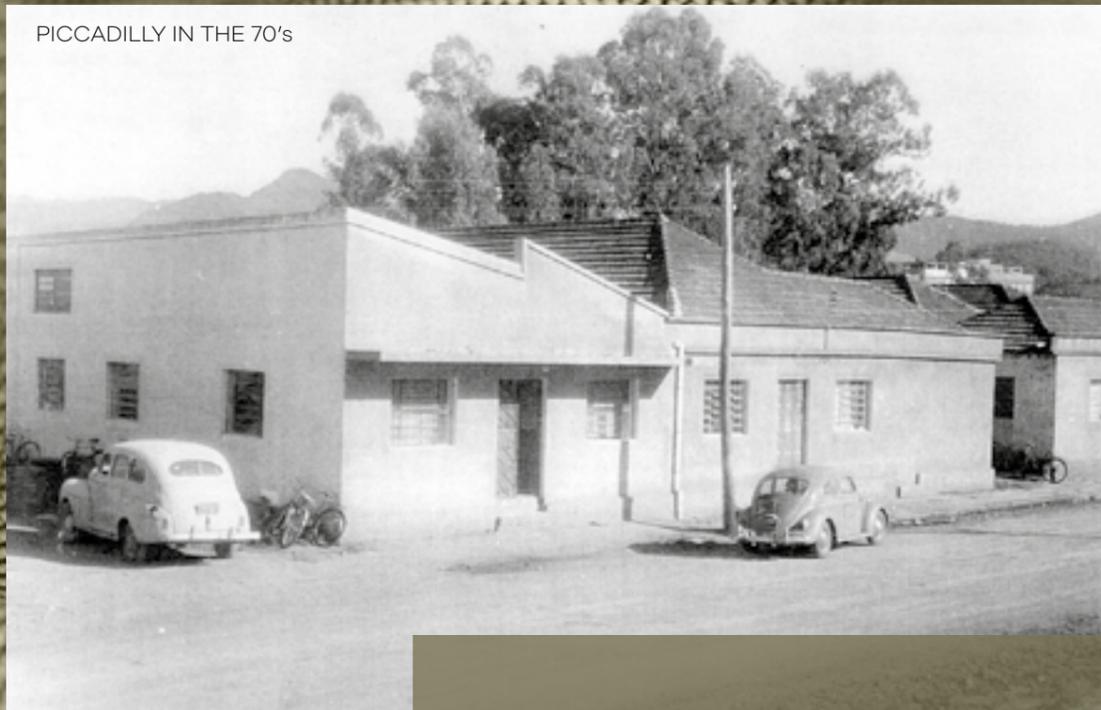
This is not just a speech within PICCADILLY. Our purpose is the female encouragement, and we have developed several initiatives to encourage our employees, our consumers and women in general. Under the professional scope, we believe that gender complementarity is healthy and that it is our role to make it possible for women at PICCADILLY to have the same conditions as men, getting the recognition and opportunity they deserve based on their ability and qualification rather than based on their gender.

Based on this belief, in which not only economic but also environmental and social issues are important for sustainable development, that we have managed our company accepting our role as agents of change for a better world.



CRISTINE GRINGS NOGUEIRA
CEO

PICCADILLY IN THE 70's



2

PICCADILLY COMPANY

As in the most interesting stories, PICCADILLY was born from a dream. A dream that came true in 1955, thanks to the talent, creativity and determination of Almiro Grings and his partners Alfredo Marmitt, Evaldo Armino Klein and Arnildo Kayser, in the region of Igrejinha, Rio Grande do Sul.

In 1958, as a customer and friend had suggested, the brand that has been shining, was registered: PICCADILLY, a name inspired by PICCADILLY Circus, a landmark in London. Whether it is a coincidence or not, in 1968 England was the first country outside Brazil to receive the brand's footwear, starting a successful export project. >



ALMIRO GRINGS
FOUNDER OF PICCADILLY

Innovation is part of the DNA of the company, which has always researched fashion trends and invested in new technologies. In the 1970s, the company innovated by bringing the first leather clog with a wooden block to the market. Nowadays, it continues innovating, launching exclusive technologies such as: PICCADILLY MAXI, SPA, So.Si ECOAR, Energy, SoftStep, So.Si, and Marshmallow. In 1975, Almiro's sons, Adair, Tibúrcio and Paulo became partners and consolidated the entry of the 2nd generation of the Grings family into the business.

The 1980s was marked by PICCADILLY expansion in the market. The collections were surprising and becoming objects of desire for more and more women. This led to the enlargement of the factory and its branches.

In the 90s PICCADILLY showed once again its pioneering spirit. In 1994, it was the first company in the footwear sector to position itself in the market as a comfort brand, and which researched and invested in this feature that is so important for women.



The 2000s were marked by the entrance of the 3rd generation of the Grings family in strategic areas of the business. The new professionals were important to renew processes and establish PICCADILLY's position as one of the leading companies in the segment in Brazil and a global brand, which is synonymous with fashion, comfort and technology in more than 100 countries.

This decade also featured another launch that reinforces the pioneering spirit of the brand: in 2003 PICCADILLY started its online store, which won consumers hearts from all over the country with its variety of products, constant releases and safe operations. This way, PICCADILLY is able to reach customers who are passionate about the brand, within a click.

This beautiful, successful and lively history already completed 66 years in 2021. A history that continues to be written with great pride and dedication by the company's board and employees. Each brand release is a new chapter, which awakens desires and enhances the beauty and well-being of women of diversified styles, in different parts of the world. PICCADILLY's history is about love and affection for shoes and, above all, for women.

LINE TIMELINE

THE FIRST STEP

In the city of Igrejinha, PICCADILLY is born, initially producing 12 pairs a day, but already with a lot of passion and dedication.

1955



INNOVATION AS A VOCATION

PICCADILLY innovates with a great success: the first women's clog with leather uppers and wood outsoles in the country.

THE 70'S



CONQUERING SPACE

In 1994 PICCADILLY positioned itself in the market as a comfort brand, starting to use synthetic material, a decision made through much research and investment.

THE 90'S



OPENING OF THE FIRST FRANCHISE

With the launch of the first PICCADILLY franchise, at the Iguatemi Mall in Porto Alegre - RS, the brand starts a new chapter in its successful path.

2018



1958

A BRAND IS BORN

A name inspired by PICCADILLY Circus, one of London's main tourist attractions.

80'S

SUSTAINABLE GROWTH

The collections were a sales success, leading to the expected increase of the factory and the creation of new units.

2017

THE BRAND THAT WALKS ALONG SIDE REAL WOMEN

In 2017 PICCADILLY went through a brand repositioning. The brand's purpose became "Revealing the real woman".

2019

FRANCHISES: CONSOLIDATION AND EXPANSION

With the consolidation and success of the project, a strong expansion plan begins throughout Brazil.

2.1 Our brand

PICCADILLY

MORE THAN COMFORT, PERFECT FIT

PICCADILLY, concerned with well-being, has developed a proprietary formula of comfort. Every PICCADILLY shoe adds several exclusive technologies and special features, which respect the anatomy of the foot in a unique way, reducing fatigue and allowing women to walk further in their daily journeys.



**SHOCK
ABSORPTION**



**EXTRA-SOFT
FINISH**



**SMART
MEASURES**



**STABILITY
WHEN
WALKING**



**MOISTURE AND
TEMPERATURE
CONTROL**



**LIGHTNESS
AND
FLEXIBILITY**

PICCADILLY's laboratory is also certified by SATRA, a leading institute of technology in the world. This certifies the differentials and brings even more credibility



A leading brand in comfort needs to reinvent itself from time to time, so we are always focused on bringing more and more innovation to products and production processes.

With this in mind, PICCADILLY has created exclusive technologies that reinforces its differentials. Among them are Energy, SPA, MOVE, So.Si ECOAR, Marshmallow and PICCADILLY MAXI, which made it the first company in Brazil to have a line of shoes certified by ANVISA - an agency linked to the Ministry of Health.

SUB-BRANDS

PICCADILLY
M A X I

It has an exclusive biofiber blanket that transforms the body own heat into long infrared rays, stimulating blood circulation.

[CLICK AND LEARN MORE](#)



A D J U S T A B L E

Shoes that fit the shape of your feet perfectly - even when they swell. All are made of elastane fabric, a super soft and malleable material, which brings a feeling of lightness.

SPECIAL FEATURES



SPECIAL LINES

en@rgyON

Exclusive magnet technology that transforms impact into vibration, preventing knee injuries and providing relaxation. With sustainable knit upper, Energy ON will change the feeling of walking forever.

[CLICK AND LEARN MORE](#)



softstep

Anatomical cushioning system for sneakers, heels, and flat sandals. It absorbs impacts, reducing the pressure and friction that cause discomfort.

[CLICK AND LEARN MORE](#)



Spa

Set of relaxing interchangeable insoles: one massaging and the other moisturizing.

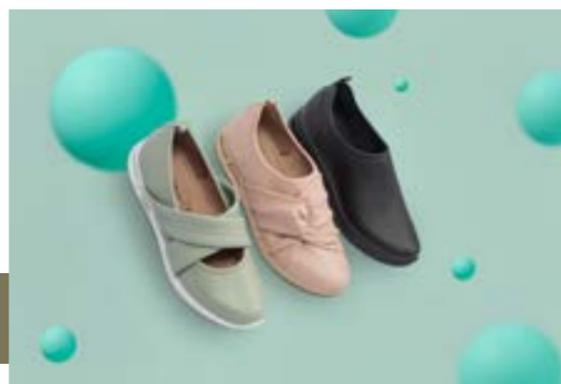
[CLICK AND LEARN MORE](#)



.antiviral

Technology with endless antiviral and antibacterial treatment. It prevents the footwear from being a transmitter, inactivating up to 99% of viruses and bacteria.

[CLICK AND LEARN MORE](#)



marshmallow

Marshmallow products bring everything that candy has to offer: color, lightness, and flexibility. They are also comfortable and 100% recyclable.

[CLICK AND LEARN MORE](#)



MOVE

A shoe to go from workout to work. MOVE combines comfort, performance, and versatility. It is ideal for real-life athletes who seek lightness and safety.

[CLICK AND LEARN MORE](#)



so.si
ECOAR

Each pair is made with 3.5 recycled PET bottles, sustainable insole, and no animal origin. Comfort and environmental awareness can go hand in hand.

[CLICK AND LEARN MORE](#)



hello
bunion

Materials that adapt to the feet shape and do not tighten the bunion area. They also do not warm the area, minimizing heat and preventing pain.

[CLICK AND LEARN MORE](#)



Brand Purpose

Female encouragement is a truth within the company, but it has also become a brand purpose. PICCADILLY wants to

ENCOURAGE WOMEN ON THEIR JOURNEY

We believe that each of them can feel comfortable with their choices - and their essence. In this way, women have more confidence to be free and to pursue what they really want. And everything is possible



WITHOUT GIVING UP BEAUTY, COMFORT, AND WELL-BEING.

That is why PICCADILLY is present to value every step, every trajectory, and every achievement of these women, who can be whatever they want, whether being a mother, at work, or in their relationships.



2.2 Profile of our CONSUMER

ATTITUDINAL PROFILE

The PICCADILLY woman is hardworking, feminine, elegant, and confident. She knows herself and respects her history. As she looks back on her experiences, she can draw lessons from them, and this is what matters to her.

She is sympathetic to sustainability, respect for animals, and the environment. Despite her discreet nature, her charismatic and genuine nature ensure that she never goes unnoticed, and she is the one asked for advice constantly, whether by friends, family, or coworkers. She believes in the strength of women, admires their trajectories and struggles, but it is not part of her routine to expose herself for this.

STRATEGIC AUDIENCE

- 25-34** Aspirational Public
- 35-54** **Strategic Public**
- 55-64** Consumers

WOMEN WHO SEEK TO BE COMFORTABLE WITH THEIR CHOICES.

PERSONA

CAUSES

Peacemaker, conciliatory, and quite empathetic.

FASHION

Fashion needs to encourage women to be free when dressing.

CAREER

She believes in balancing personal and professional life and combining commitments.

FAMILY

She sees children as an important way for her to fulfill her role as a woman.

RELATIONSHIP

Among friends, she values and encourages self-care, taking time for herself, and personal investment.

FREE TIME

She uses time in a versatile way, alternating moments of self-knowledge with moments of socialization.

2.3 PICCADILLY

AND THE NUMBERS

GRI 102-7

Learn about the numbers that make PICCADILLY one of the main footwear companies in the country:



2

manufacturing units



+2K

direct employees



25K

pairs/day produced



35%

of the production is exported



+100

countries, in the 5 continents



5+

women's footwear brands in Brazil



+14

franchises in Brazil



30

exclusive stores in Brazil and in the world



20K

points of sale in Brazil and in the world

2.4 Acknowledgements



GOLD LEVEL CERTIFICATION

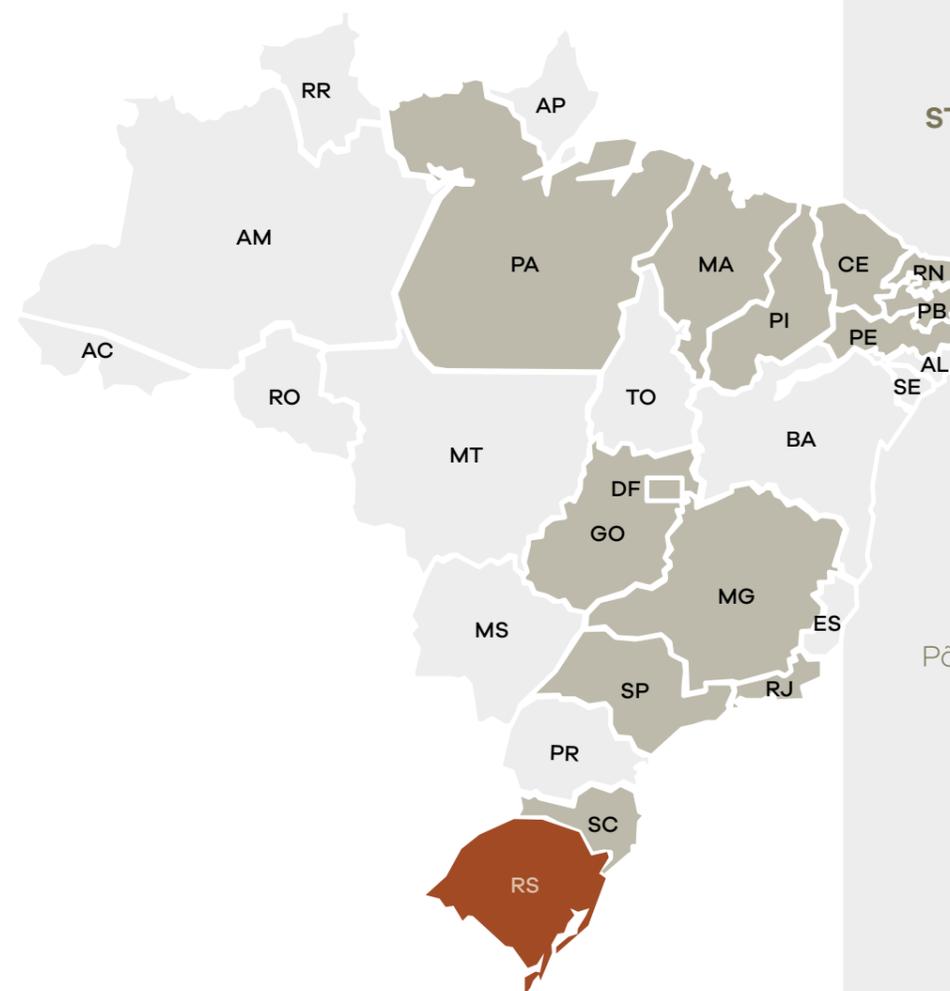


The good practices in sustainability have taken PICCADILLY to the conquest of the gold level certification of the Sustainable Origin Program. It has the recognition of Abicalçados and partnership with the Massachusetts Institute of Technology (MIT).

2.5 Where

WE ARE

GRI 102-3, 102-4, 102-6



- OUR UNITS
- STORES E FRANCHISES

OUR UNITS

IGREJINHA/RS
Head office

ROLANTE/RS
Branch 01

TEUTÔNIA/RS
Branch 06

STORES AND FRANCHISES

PORTO ALEGRE/RS
Shopping Iguatemi
Shopping Total
Barra Shopping
Shopping Praia de Belas

BRASÍLIA/DF
Boulevard Shopping

RECIFE/PE
Shopping RioMar
Shopping Tacaruna
Pão de Açúcar Parnamirim
Shopping Recife

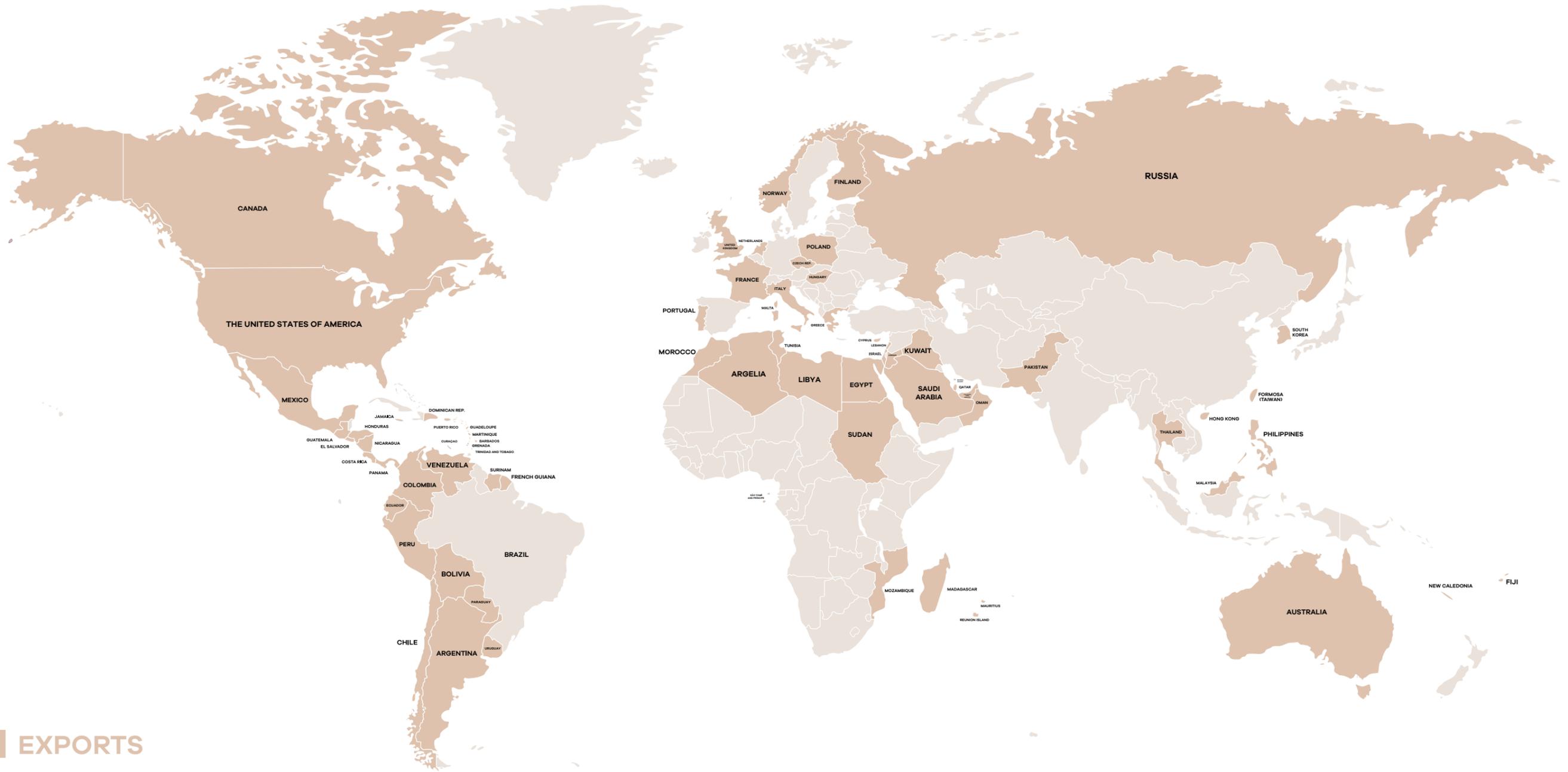
TERESINA/PL
Teresina Shopping

BELÉM/PA
Shopping Pátio Belém

CAMPINA GRANDE/PB
Portage Shopping

SÃO LUÍS/MA
Shopping da Ilha

FORTALEZA/CE
Shopping Fortaleza



EXPORTS

- Argelia
- Argentina
- Australia
- Bahrain, Islands
- Bolivia
- Canada
- Chile
- Colombia
- Costa Rica
- Curaçao
- Cyprus
- Ecuador
- Egypt
- El Salvador
- Fiji
- Finland
- Formosa (Taiwan)
- France
- French Guiana
- Greece
- Grenada
- Guadeloupe
- Guatemala
- Honduras
- Hong Kong
- Hungary
- Israel
- Italy
- Jamaica
- Jordan
- Kuwait
- Lebanon
- Libya
- Madagascar
- Malaysia
- Malta
- Martinique
- Mauritius
- Mexico
- Morocco
- Mozambique
- New Caledonia
- Nicaragua
- Norway
- Oman
- Pakistan
- Panama
- Paraguay
- Peru
- Poland
- Portugal
- Puerto Rico
- Qatar
- Reunion Island
- Russia
- São Tomé and Príncipe
- Saudi Arabia
- South Korea
- Sudan
- Surinam
- Thailand
- The Czech Republic
- The Dominican Republic
- The Netherlands
- The Philippines
- The United Arab Emirates
- The United Kingdom
- The United States of America
- Trinidad and Tobago
- Tunisia
- Uruguay
- Venezuela

2.6 Corporate Identity

IDENTITY

GRI 102-16

PICCADILLY offers women's shoes that combine quality, comfort, beauty and are endorsed by a brand that encourages women to feel beautiful and comfortable with themselves to reveal their true selves. In order to accomplish all of this, the company was founded on values such as honesty, innovation, and respect.

MISSION

To be an innovative company that produces quality, fashion, and comfort, becoming essential for its customers, desired by its consumers, and admired by its collaborators and the communities where it operates.

VALUES

-  **AGILITY**
-  **SUSTAINABILITY**
-  **INNOVATION**
-  **RESULT**
-  **RESPECT**
-  **COMMITMENT**
-  **HONESTY**
-  **HAPPINESS**
-  **GRATITUDE**

KEY BEHAVIORAL COMPETENCIES

Doing one's best

Doing the best for the company with agility, simplicity and adaptability.

Acting for the customer

The customer is at the center of all decisions, promoting the best possible experience with PICCADILLY.

Generating results through innovation

Being open to the new and doing it differently, generating results.

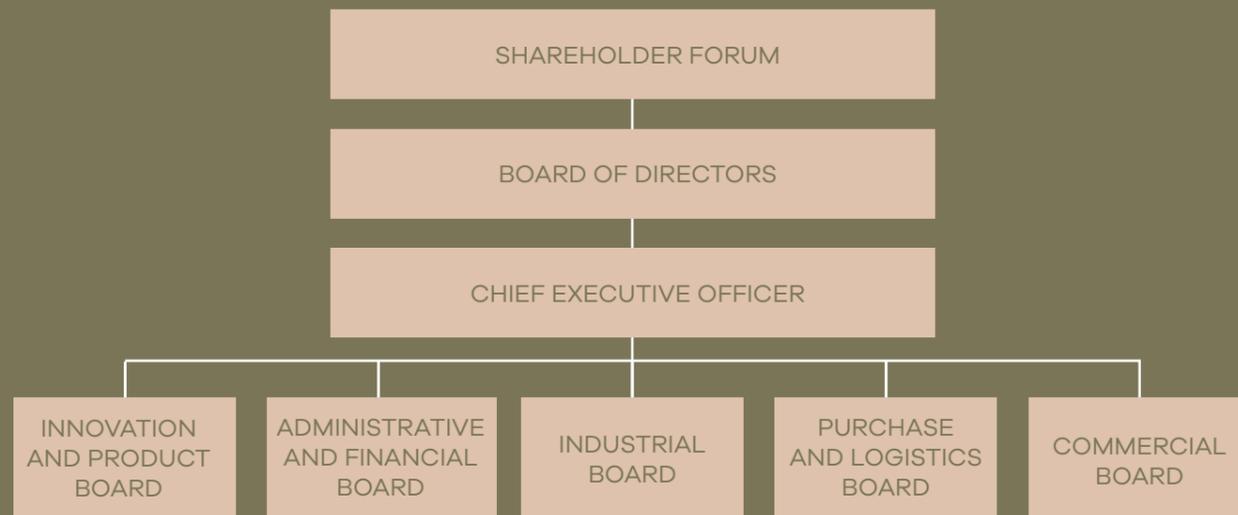
Cooperating for the whole

Having empathy, transparency, team spirit and act with autonomy and responsibility.

2.7 Structure

GOVERNANCE

GRI 102-18



Shareholders' Forum: highest authority in the company and has the autonomy to command the company's directions.

Board of Directors: advisory body, consisted of three (3) representatives of the Grings Family and two independent counselors. They help in the decision making process, defining the directions of the company within the parameters defined by the Shareholders' Forum.

Board of Directors: In addition to the Director-President and the Director-Vice-President of Innovation and Product, its composition also includes directors representing the administrative and financial areas, industrial, purchasing, logistics, and, finally, the commercial area. Moreover, each board of directors has its own managers based on the company's hierarchy.

2.8 Participation

IN ASSOCIATIONS

GRI 102-13





3

Sustainability and ESG

3.1 Policy

SUSTAINABILITY

For PICCADILLY COMPANY, sustainability means an entirely new way of doing business, one that evaluates the economic, social, and cultural aspects of our actions equally with their environmental, social, and cultural impact, which is a vital element for the perpetuity of businesses.

Thus, in 2020, PICCADILLY COMPANY established its Sustainability Policy. The document aims to formalize the importance attributed by PICCADILLY COMPANY to sustainability, guiding all levels of the organization - and the entire value chain - about the principles and objectives that should guide the actions and decision-making.

1 To contribute significantly to the development of women in society, by raising awareness and strengthening female leadership around the world;

2 Encourage all levels of the value chain (supplier's supplier) to refrain from using animal-derived materials or testing products on animals;

3 Ensure that products offered by the company meet standards for substances that are restricted, in accordance with international protocols;

4 Take inventory of greenhouse gas emissions based on internationally recognized methodologies;

5 Increase the use of raw materials and inputs based on recycled resources, replacing materials manufactured from virgin natural resources;

6 Increase the recycling and reuse of solid industrial waste generated in the company's production process;

7 Increase the volume of packaging subject to reverse logistics throughout the country, through participation in collective systems and individual actions;

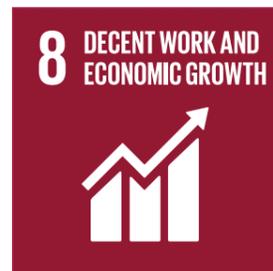
8 To ensure that there is no slavery or child labor, discrimination of any kind, or corruption at any level of the value chain;

9 Encouraging innovation, from programs and projects that encourage all employees and the value chain to rethink processes and products from the perspective of sustainability;

10 Promotion of the culture of the local communities, especially the culture of German colonization that is present in the origin of the company and the city of Igrejinha, RS.

3.2 Sustainable development Goals

PICCADILLY COMPANY recognizes the importance of the 17 Sustainable Development Goals imposed by the United Nations Agenda 2030, thus, our Sustainability Policy was structured with the SDGs considered priority to the company's business model as guidelines.



3.3 SUSTAINABILITY Committee

Sustainability governance is the responsibility of the Sustainability Committee, formed by leaders from different areas of the organization, as determined by the Top Management. The main attributions of the committee are: to carry out the strategic planning for sustainability; to define the strategic goals and objectives for sustainability; to monitor the results of the performance indicators; to disseminate the culture of sustainability in the organization; among others.



3.4 Materiality

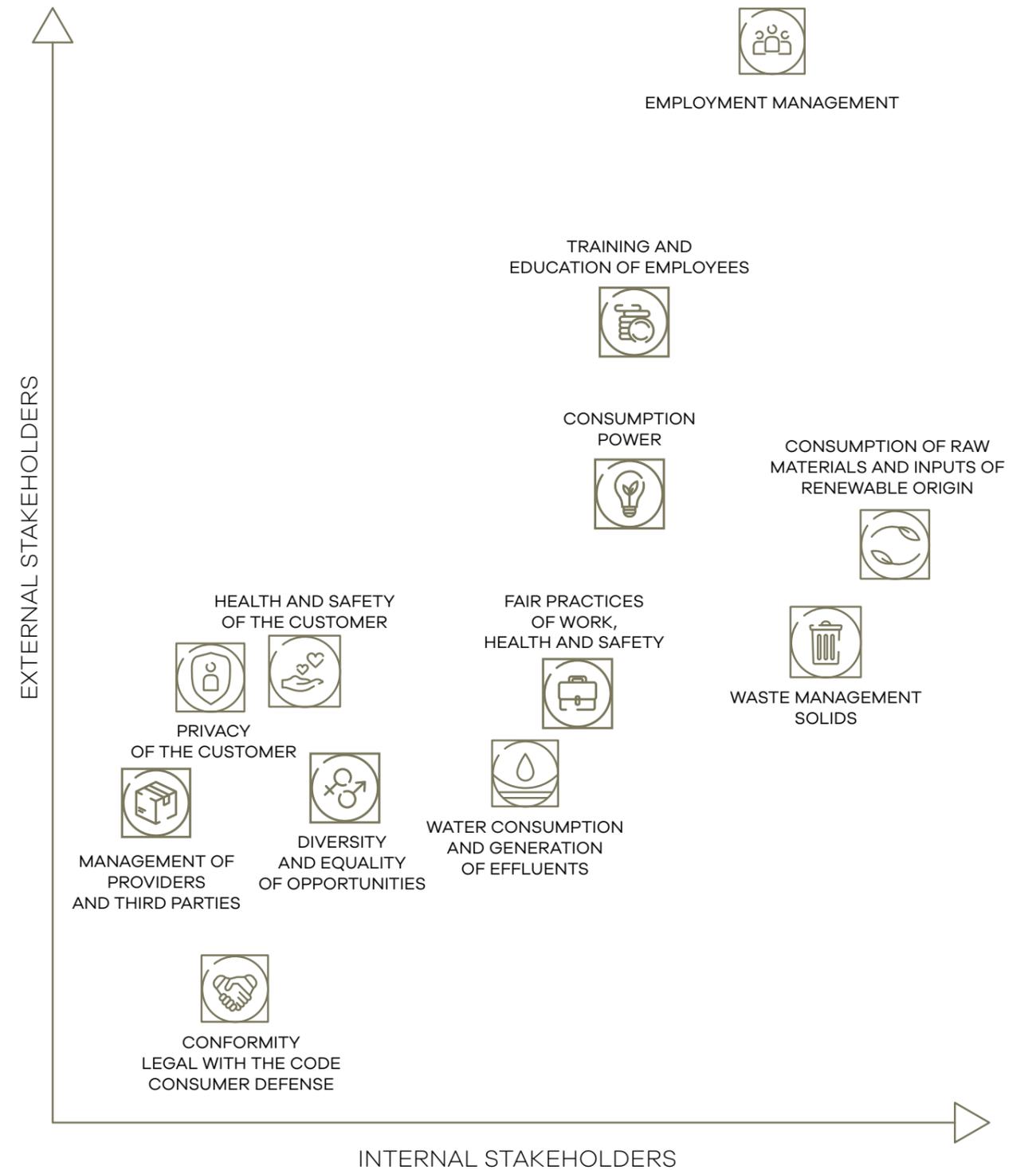
AND STAKEHOLDER ENGAGEMENT

PICCADILLY COMPANY conducted its first materiality survey in 2020, alongside the establishment of its Sustainability Policy, with the aim of identifying with its main stakeholders (interested parties) the topics of greatest relevance in ecological, social, economic, and governance aspects. Initially the company defined the main groups of stakeholders, and the criterion used for this definition was the potential impact (positive and negative) of each group on the company's activities, and vice versa.

GRI 102-40, 102-42, 102-43

STAKEHOLDER	ENGAGEMENT CHANNELS	FREQUENCY
Shareholders	- Intranet - GPTW Survey - Trade Unions	HIGH
Consumers	- Shareholders Forum	HIGH
Suppliers	- Website and social media - Customer Service	HIGH
Employees	- Direct contact with the company's supply area - (Total Connection), "Conexão Total" Program	HIGH
Local communities	- Website and social media - Events held in the local community	AVERAGE
Government	- Relationship with municipalities	AVERAGE

To identify the material topics, representatives of each group of stakeholders were invited to answer an online survey, defining in a set of 30 topics, those they consider most important. The results obtained from the internal stakeholders (shareholders and employees) were related to the results of the external stakeholders (other groups), thus generating PICCADILLY COMPANY's materiality matrix.



Additionally to the topics listed in the materiality matrix, the company's list of material topics also includes the following:

- 🚫 Restricted Substances and
- 🌍 Greenhouse Gas Emissions, as it considers these two points to be strategic in its activities.

MATERIAL 3.5 Topics

AND THEIR LIMITS

GRI 103-1, 102-44, 102-46, 102-47

MATERIAL TOPIC	SDGS IMPACTED	IMPACTED STAKEHOLDERS	LIMITS
	5	<ul style="list-style-type: none"> • Employees • Local community 	Internal
	8	<ul style="list-style-type: none"> • Suppliers 	Internal and external
	3	<ul style="list-style-type: none"> • Suppliers • Consumers • Local community • Employees 	External
	3	<ul style="list-style-type: none"> • Employees 	External
	13	<ul style="list-style-type: none"> • All stakeholders 	Internal and external
	12	<ul style="list-style-type: none"> • Suppliers • Consumers 	Internal
	12,8	<ul style="list-style-type: none"> • Shareholders • Local community • Government 	Internal
	8	<ul style="list-style-type: none"> • Suppliers • Shareholders • Employees 	Internal and external
	8	<ul style="list-style-type: none"> • Employees • Suppliers 	Internal
	17	<ul style="list-style-type: none"> • Consumers 	external





4

environment

4.1 SOLID WASTE Management

GRI 103-2 | 306-1 | 306-3 L 306-4 L 306-5

PICCADILLY is aware of the importance of a correct management of the solid industrial waste generated by its operations, because it is one of the main environmental impacts in the footwear manufacturing segment. Thus, the company continuously invests in innovation and new technologies for the correct treatment and reuse of its waste.

Although PICCADILLY's activities generate a wide range of residues, five receive special attention due to the volume produced, specifically textile scraps, plastic and synthetic residues, and paper and cardboard residues, which are all generated within the company.

Below is a graph and table showing the amount of waste generated by each category destined for incineration, recycling, blending and decontamination.

	HEAD OFFICE	BRANCH 06	BRANCH 01	TOTAL	UNIT OF MEASURE
Sludge	15.000	96.000	54.000	165.000	m3
Health care waste	15	88,76	17,2	121,23	kg
Metal packaging	1.431	4142	3.875	9.448	kg
Plastic packaging	206	724	286	1.216,45	kg
Light bulbs	385	508	1.200	2.093	kg
Solvents	0	3.500	0	3.500	kg
Textile Waste	11.151	114.598	59.200	184.949	kg
Scrap metal	2.449	4.371	14.167	20.987	kg
Discarded equipment	0	0	3.315	3.315	kg
Shredded soles, heels, and shoes	7.629	3.832	1.010	12.471	kg
Plastic	3.032	10.524	4.999	18.555	kg
Paper and cardboard	10.850	30629	21.764	63.243	kg
Fabric	1.140	378	4.675	6.193	kg
Dust	476	3467	2.042	5.985	kg
Rubber	133	283	130	546	kg
Sweeping	70	933	1.218	2.221	kg
Cloths	1.165	11.617	4.097	16.879	kg
Solvent-contaminated waste	187	931	354	1.472	kg
Other	0	24	0	24	kg

	HEAD OFFICE	BRANCH 06	BRANCH 01	TOTAL	UNIT OF MEASURE
Heat Treatment	15,27	88,76	17,2	121,23	Kg
Recycling	25033	69064	46522	140619	Kg
Blending for co-processing	14886,45	120889	75810	211585,5	Kg
Decontamination	385	508	0	893	Kg
Total				353.218,7	Kg

The industrial solid waste management model adopted by the company seeks to ensure that recyclable waste is sent to sorting and storage centers, with subsequent forwarding for recycling in licensed plants or companies.

As for the post-consumption packaging of adhesives, solvents and thinners, the company seeks to maintain reverse logistics agreements with its suppliers in order to return the packaging in good condition so that it can be reused again by the manufacturer after being sanitized.

The industrial waste that cannot be reused or recycled is sent to waste blending units, which later is sent for thermal destruction by means of co-processing in clinker kilns, transforming it into raw material for cement manufacturing.

According to applicable environmental legislation, the transportation of waste generated is tracked using a Waste Transport Manifest, and the recycling of these materials is carried out by companies duly licensed by environmental agencies and monitored by the company

In 2020, about 39.81% of the waste generated by the company was destined for recycling, and another 59.9% was destined for blending for co-processing. Currently, the company generates 0.205 kg of waste for each pair produced.

DESTINATION



4.2 Training

Every year the company's employees receive training related to the proper disposal of solid waste. These trainings are provided for in the company's Solid Waste Management Plan, which is in accordance with the Federal Law No. 12.305/2010 - National Solid Waste Policy.

In addition to training related to the management of solid industrial waste, employees are also trained in the company's Environmental Emergency Plan, which aims to instruct employees about events/accidents that can endanger human lives, the environment, public health and socioeconomic activities, guiding on the appropriate way with which employees should react to these events.

4.3 Engagement



Together with partner companies, PICCADILLY promotes awareness workshops with employees in its units, where the importance of proper disposal of cooking oil is highlighted, exposing the negative consequences of improper disposal of this product. In addition to this awareness-raising, the company provides "EcoPontos" (EcoSpots) in its units, so that employees can properly dispose of the product.

Also in 2020 the campaign "Tampinhas do Amor" (Love Caps) was held, where the company's employees collected 183 kg of plastic caps, which were later reverted for the care of children diagnosed with cancer and the support of their families, in partnership with Amo Criança (Love kids).

4.4 Landfill

ZERO

Since 2013, PICCADILLY does not dispose waste in industrial landfills, places where these materials are placed in ditches and, with their decomposition over time, pose a risk of contamination to the environment and human health. All the waste generated by PICCADILLY is submitted to a separation and sorting process, and approximately 39.8% is recycled.

The residues that cannot be recycled are destined for co-processing in clinker kilns, that is, they are used as fuel in the manufacturing boilers of this product that is one of the main cement raw materials. The ashes are incorporated into the final product, so that there are no environmental residues left from the process.

The use of waste as fuel also avoids the use of fossil fuels to drive the boilers, contributing to the reduction of greenhouse gas emissions.

4.5 Reuse

OF WASTE

GRI 301-2, 306-2



Piccadilly invests continuously in projects and actions aimed at increasing the rate of recycling of its waste, with the primary objective of reinserting it in the production chain and adhering to a more circular economy.

Part of the fibers used in our footwear come from the recycling of post-consumption PET bottles. The use of this material as a substitute for unused raw material results in a series of benefits to the environment, such as:

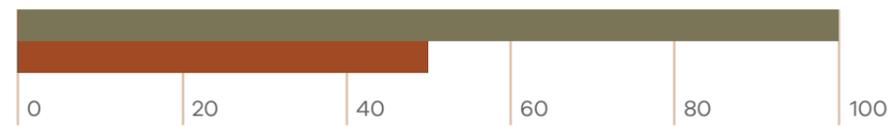


ENERGY CONSUMPTION (MJ/KG)



MORE THAN
66%
REDUCTION IN ENERGY CONSUMPTION

WATER CONSUMPTION (L/KG)



REDUCES WATER CONSUMPTION BY APPROXIMATELY 50%
50%

EMISSION OF GHG (KG CO2/KG)



REDUCES THE EMISSION OF GREENHOUSE GASES BY MORE THAN 34%.
34%



Part of the PU synthetic laminate waste generated in the production process is reused in the counterfort manufacturing process, which is used again in the footwear manufactured by the company.

Part of the polyurethane synthetic laminate waste generated in the production process is reused for the manufacture of insoles.

There are compost bins in the units, so as not to send the compostable organic residues to the city public dump. When the compost is ready it is distributed to the employees.

retail



The materials distributed by PICCADILLY to the stores also have a sustainable concern. The point of sale material sent to the multi-brand is produced with 35% of reused raw material, and all printed materials are printed with unfinished recyclable paper, thus facilitating degradation and recyclability.

Foam



The foam scraps are returned to the supplier, where they are reused for mattresses and upholstery;

4.6 Water

AND EFFLUENTS

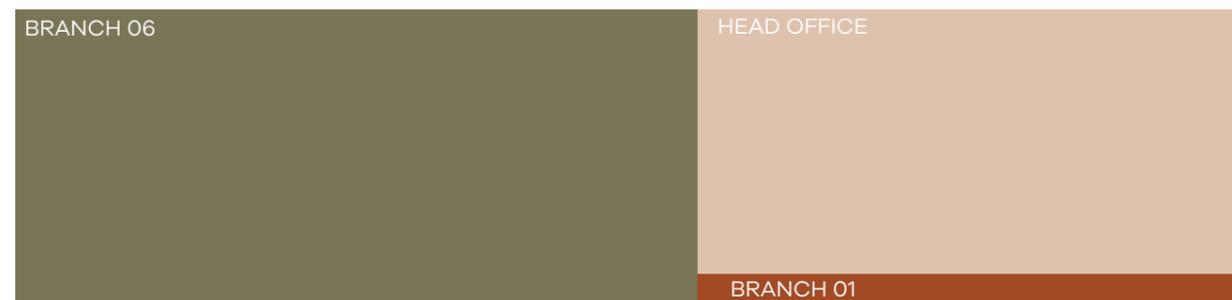
GRI 103-2, 303-1, 303-2, 303-3, 303-4

Currently, PICCADILLY COMPANY's operations use water mostly for human consumption, cleaning and irrigation, because the footwear manufacturing process does not use water as an input. The water consumed by the company's units comes from underground sources (wells) and also from the public system, an action that helps to mitigate the risks of water shortage.

	PUBLIC NETWORK m³	WELLS m³
Headquarters - Igrejinha/RS	8.372,62	2.655
Branch 01 - Rolante/RS	878,92	N/A
Branch 06 - Teutônia/RS	N/A	14.968

All the underground water capturing process is authorized by the responsible agencies. The water used is subsequently treated by treatment systems and then disposed of according to the parameters established by law.

WATER CONSUMPTION m³



4.7 Emissions

GREENHOUSE GAS

GRI 103-2, 305-1, 305-2, 305-3, 305-4

In 2020, PICCADILLY COMPANY conducted its first inventory of greenhouse gas emissions, an action that marked another major step for the company aligned with the focus of increasingly sustainable development of its operations, towards a low carbon economy.

PICCADILLY COMPANY's GHG emissions report aims to meet the principles that ensure the veracity and reliability of the data used in the construction of the calculations of GHG emissions, following the precepts of ABNT NBR ISO 14064-1:2007 based on the Calculation Tool of the Brazilian GHG Protocol Program.

Initially, the scope of quantification was defined as only the company's production units (Head Office, Branch 01 and Branch 06), and the company plans to include the distribution centers, franchises and company-owned stores in the next inventory cycles.

GHG EMISSIONS BY UNIT tCO2e



GLOBAL EMISSIONS BY SCOPE tCO2e



Emission sources covered:

- Scope 1: Mobile combustion, stationary combustion and fugitive emissions
- Scope 2: Electricity consumption (approach by location)
- Scope 3: Business travel and commuting

The high volume of scope 3 emissions is justified by the long routes taken by the chartered transportation provided to the company's employees. The nature of the footwear manufacturing process, still very handmade and without significant burning of fossil fuels, justifies the low volume of scope 1 emissions. In 2020 about 0.68 kg/CO2e was emitted for each pair produced by the company, taking into account the organizational and operational limits previously described.

After obtaining the results of the 2020 emissions, the company started a process of implementing improvements, both focusing on improving the scopes of its inventory and reducing the emissions identified. The evolution of this process will be reported in the company's next sustainability reports.

4.8 Consumption

POWER

GRI 103-2, 302-1,302-3

PICCADILLY, understanding the importance and impacts of the consumption of fossil-based energy on the environment, began consuming electricity from renewable sources in 2016 (wind, solar, biomass, SHP and CGH) in order to obtain a sustainable and environmentally clean energy matrix.

954 tCO2e

EMISSION AVOIDED SINCE 2016
THROUGH THE PURCHASE OF
ENERGY FROM RENEWABLE SOURCES.

	HEAD OFFICE	BRANCH 01	BRANCH 06
Electricity consumption MWh***	682,9*	1132,5*	1259,6

In 2020 it took, on average, 0.85 KWh of energy to produce each pair of shoes. As part of its commitment to increasing energy efficiency, the company has recently replaced incandescent bulbs with LED bulbs.

4.9 Consumption

RAW MATERIAL

GRI 103-2, 301-1

PICCADILLY considers the consumption of recycled and recyclable raw materials one of the main pillars of its sustainability actions, having in mind the high volume of materials consumed and subsequently discarded as solid industrial waste. Thus, the company has increased significantly each year the investment in new technologies aimed at the reuse of materials in its production process.

TYPE	MEASURE	QUANTITY
Synthetic Materials	m ²	1.034.342,00
Fabrics	m ²	46.803,00
Foam	m ²	23.572,00
Metals and trimmings	Thousand	11.461,00
Adhesives	Kg	97.761,00
Solvents	L	32.818,00
Toe puff and heel counter	Pair	2.955.289,00
Adhesive tapes	PC	1.709.850,00
Labels	PC	8.442.579,00
Boxes	Thousand	3.797.282,00
Corrugated cardboard	One	525.342,00
Insoles	Pair	3.740.320,00
Soles	Pair	5.734.298,00



The packaging purchased by PICCADILLY has the FSC seal, demonstrating its commitment to ensuring the origin of the paper and cardboard materials used to make its packaging, encouraging a more sustainable supply chain, and contributing to the preservation of biodiversity.

Detailed information about the projects and actions related to the use of recycled raw materials can be found in the section Reuse of Waste.

4.10 Substances

RESTRICTED

GRI 103-2

Sustainable and conscious steps make up our path to good. According to the strictest international protocols, PICCADILLY's Sustainability Policy aims to ensure that the products it offers comply with the limits of restricted substances.

In cooperation with the National Service for Industrial Learning - SENAI, we ensure that our raw materials are tested for restricted substances following the strictest international protocols. The use of these substances, whether pure or in mixtures, is regulated and/or even banned by policies (national, regional, or institutional), due to the possible toxic effects to humans and the environment.



The program has already been adopted by 100% of the suppliers, and out of the 150 tests we conducted, 97% were approved. Another step has been taken by the company aimed at ensuring consumers' health, safety, and well-being.



Social

5

5.1 Employees

GRI 102-7, 102-8, 103-2, 405-1

The history of PICCADILLY COMPANY is the result of a great inspiration: people! We have relied on the partnership to get here, dedication and affection of many employees throughout our history. Thus, we have a series of actions and projects aimed at the engagement and the increasing development of our staff.

Having quality of life in and outside the company is fundamental. Thus, we comply with all the labor laws related to working hours and payroll dates, we offer fair wages and comfortable infrastructures for all our employees.

Our company strongly disapproves of the exploitation of people in the workplace, both within the organization and by partners.

There are currently several mechanisms in place to protect the rights of all direct and indirect employees.



5.1.1 WOMEN'S LEADERSHIP

PICCADILLY was created for women. We understand their needs and encourage them to be what they want, when they want; always valuing equality. In the corporate world it couldn't be different: our female employees have the same space as men in different positions and sectors, whether in production or in the administrative area. Male leadership has had a major contribution to the company's growth, expansion, and good management. It was responsible for several conquests and left a legacy of determination and courage for women.

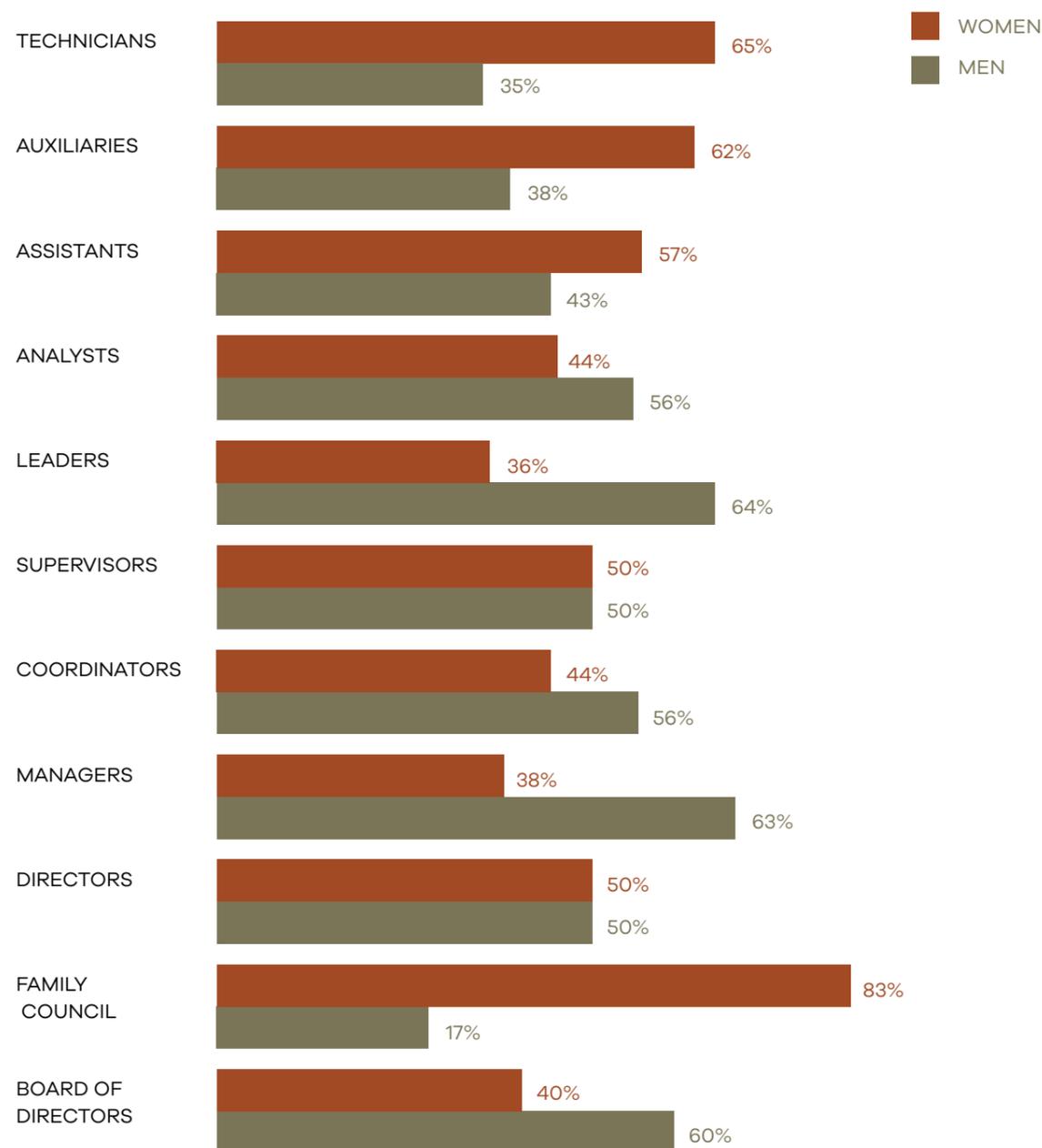
Currently, Cristine Grings Nogueira (CEO), Ana Carolina Grings (Vice-President of Product and Innovation), and Ana Paula Grings (Administrative and Financial Director), members of the third generation of the Grings family, are leading the business. Female managers and coordinators also guide large teams and create successful projects.



In order to strengthen female leadership, we have created Inspira PICCADILLY. Women are encouraged through light hearted online or face-to-face chats, which allows them to exchange experiences. By encouraging our female partners and inspiring others, we want to continue transforming the market.

Through our online PICCADILLY Ambassadors project, of direct sales, we also continue to encourage and support women looking for a career, looking for extra income, and seeking financial independence.

GENDER REPRESENTATION BY FUNCTION



5.1.2 "PROGRAMA CONEXÃO" (CONNECTION PROGRAM)

The program was developed with the objective of further improving PICCADILLY's work environment and the quality of life of our employees, based on the concepts of safety, organization, cleanliness, quality and productivity. The program focuses on the Industrial area and is formed by an assessing Committee that periodically audits the structures and activities, and the scores are applied according to the pillars that make up the Program.

The top-ranked team receives a monthly award, and at the end of each semester there is an award for the team with the most achievements during the period. In addition to the award, the team becomes the "guardian" of the trophy that is presented in front of all colleagues from the respective branch.

Three teams per manufacturing branch are awarded monthly (about 240 employees). Since its implementation, the program has resulted in a significant improvement in production indicators and greater engagement among employees.



Conexão Award Winning Teams

5.2 Health and safety

AT WORK

GRI 103-2, 403-1, 403-2, 403-3, 403-6, 403-7



PICCADILLY integration groups

Piccadilly Company has a team of occupational safety technicians, engineers, occupational nurses, nursing technicians, as well as a physiotherapist focused on preventing accidents, occupational diseases, and minimizing risk agents, who seek solutions to increase employee health and well-being.

In the initial integration session, which all new employees attend upon joining the company, easy-to-understand images are used to demonstrate the risks that they are exposed to during the course of their work, as well as the necessary personal safety equipment and internal safety guidelines.

The activities of the collaborators are collected daily through an electronic collector, which later on, via a system, takes a reading of the work stations, the activities and the risks of these activities, allowing the control of the workers' exposure to chemical agents and also to dangerous areas, enabling a strict and assertive monitoring of the exams and training required in these functions.

All of the company's units have outpatient clinics where medical and physiotherapeutic care is offered, in addition to the performance of the exams foreseen in the PCMSO - Occupational Health Medical Control Program. Employees with comorbidities and pregnant women are also monitored.

Ergonomics is present in the work environment through a multidisciplinary committee coordinated by a physiotherapist specialized in ergonomics, who constantly provides opportunities to improve workstations and carry out activities in an appropriate manner, respecting the employee's conditions.

Our CIPA - Internal Commission for Workplace Accident Prevention, constitutes an effective communication channel with the collaborators, and the meetings provide many opportunities for improvements in the work environment. CIPA actively participates in the company's internal campaigns, accident investigations, training, and all actions to distribute knowledge to employees.



The company has an engineer exclusively responsible for service and maintenance of the machinery equipment that complies with Regulatory Standard number 12. He and technicians trained in the subject are continuously observing and performing, in partnership with the maintenance sectors, the necessary adaptations and training to prevent work-related accidents.

5.3 Training AND EDUCATION

GRI 103-2, 404-1, 404-2

In order to encourage the training not only of our employees, but also their families, since 2009 PICCADILLY contributes to the purchase of school supplies for employees and their dependents. Kits are assembled in partnership with a wholesaler and distributed to collaborators according to school years. The company subsidizes 50% of the value of the kits upon presentation of the employee's or child's school certificate. In 2020 more than 330 kits were distributed.

HIGH PERFORMANCE

A program that aims to develop leadership, with methodologies and day-to-day application, bringing performance to the industry.

SPECTACULAR TEAM PROJECT

This program of monthly meetings has the objective of bringing leaders together and seeking the development of high performance of the team as a whole, developing technical and emotional competencies, both for professional and personal life.

COACHING

Employees contemplated with this program are Managers, Coordinators, and Analysts, with the objective of empowering and developing the professionals.

INDUSTRY INSPIRING LEADERSHIP

Leadership development takes place in the company's industrial area.

INDIVIDUAL DEVELOPMENT PLANS

Focus on the competencies/career development of the company's employees.

JOB ROTATION

Area managers and general managers of the industry are rotated among the branches, in order to allow the employees to experience different routines and practices.

AGREEMENTS WITH EDUCATIONAL INSTITUTIONS

The company has agreements with several educational institutions that offer discounts to employees and in this way encourage their education.



mentoring

Mentoring for Young Apprentices: it aims at giving the students from the Young Apprentice course the opportunity to present their projects, developed during the course, to the industry managers, in order to receive professional guidance on how to implement these learnings based on their practice.

SCHOOL supplies



In order to encourage the training not only of our employees, but also their families, since 2009 PICCADILLY contributes to the purchase of school supplies for employees and their dependants. Through a partner wholesaler, kits are assembled according to the several school years and offered to the collaborators. The company subsidizes 50% of the value of the kits upon presentation of the employee's or child's school certificate. In 2020 more than 330 kits were distributed.

5.4 Suppliers

GRI 102-9, 103-2, 308-1, 308-2, 414-1, 414-2

As the market evolves and competition intensifies, companies are required to continuously strive for excellence in every aspect of their business. Since the acquisition of products and services is an imperative element of any business, it must be treated with the utmost priority where suppliers have a fundamental role for the success of the operation.

PICCADILLY COMPANY, within its policy of partnership with suppliers, is designated to establish adequate commercial conditions and provide necessary information in the purchase orders of products and services. In this way, we understand that the buying and supplying activity must be conducted at the highest level between true business partners.

Our main goal is to evolve alongside our suppliers and customers, through a process of mutual collaboration, meeting all the requirements of the markets' regulations and legislation, permanently improving our products and processes.

The company has suppliers of raw material, services, and industrialization:

RAW MATERIAL: 142

INDUSTRIALIZATION: 38

Currently, the company carries out a social and environmental evaluation of its suppliers through the "Conexão Total" (Total Connection) program, where around 21 suppliers have already been evaluated.

conexãototal 

5.5 Community



Donation of shoes for health professionals.

PICCADILLY cares deeply about the wellbeing of the local community, supporting organizations such as the Tennis Foundation that help disadvantaged children and teenagers, and contributing to the Gramado Elderly Fund, and we are sponsors of Igrejinha's Oktoberfest - A solidarity event in which funds are raised and distributed to local entities.

In 2020, the company started the Revelar Movement, which aims to offer affection and comfort in the form of donations. During the pandemic, PICCADILLY donated appropriate footwear to health professionals in Igrejinha and São Francisco de Paula. Elderly people from Lar Bom Pastor, in Igrejinha, also received the products. The Revelar Movement also donated masks to teachers in Igrejinha, Rolante, Taquara, and Teutônia.



Within the Movement, there is also the First Steps action. Through it, PICCADILLY delivered kits with shoes and toiletry items to pregnant women assisted by Hospital Bom Pastor, as well as to employees of the Head Office and Rolante and Teutônia units.

Basic-needs grocery packages were also donated to all employees affected by the pandemic in May, June and July 2020. In the same year, PICCADILLY sent more than 2,300 pairs of shoes to the Associação de Assistência Evangélica aos Portadores de Virus HIV/AIDS.

In addition, the community and employees were helped. The company collected more than 4 tons of food in Igrejinha, Teutônia, and Rolante, which were sent to charity institutions. In this action, around 1,500 reusable shopping bags and 900 masks were distributed.

A solidariedade sempre faz diferença!

No mês em que comemoramos o Dia Mundial do Meio Ambiente, nós, da PICCADILLY Company, colocamos em prática nosso compromisso com a Sustentabilidade, um dos nossos valores, focando em seu pilar social, que é apoiar as comunidades em que estamos presentes.

Por isso, queremos dividir uma ótima notícia com você: a campanha **"Transforme o mundo com a sua solidariedade"** foi um sucesso!

Com a presença de colaboradores e de toda comunidade, arrecadamos diversos alimentos para serem doados a instituições beneficentes e distribuímos sacolas retornáveis e máscaras de proteção.

Confira os números de cada unidade:

IGREJINHA	TEUTÔNIA	ROLANTE
633kg de alimentos	3.124kg de alimentos	830kg de alimentos
170 kits de máscaras	542 kits de máscaras	175 kits de máscaras
180 sacolas retornáveis	1040 sacolas retornáveis	260 sacolas retornáveis

Obrigado aos nossos parceiros, Atacado Pexinxa, Supermercado Bohike, Mercado Zart, Rede Super, Cooperativa Languiru, aos envolvidos na organização das ações e, **principalmente, a todos que participaram!**

PICCADILLY[®]
COMPANY

During the pandemic, PICCADILLY also donated R\$ 5,000 in materials for the Rolante Hospital, such as sheets, pillows, humidifiers and other supplies that the institution needed during the period.

Two thousand pairs of gloves were given to the Health Department of Rolante and 6 thousand to the Health Department of Santo Antônio da Patrulha.



+ 5.500
DONATED PROTECTIVE MASKS

8.000
PAIRS OF GLOVES DONATED

+ 4 TONS
OF FOOD DONATED

+2.400
PAIRS OF SHOES DONATED

5.6 Consumers

In January 2020, PICCADILLY held a social action that wrapped up the campaign "Christmas of Encounters". Consumers who bought in the franchises of Porto Alegre, Teresina, Recife, and Igrejinha during the holiday season were raffled. The prize was a visit to Lar Padilha, an institution that shelters socially vulnerable children and teenagers in the city of Taquara.



At this meeting, the children and teenagers had fun with special food, games, and a program designed with great care. PICCADILLY believes that the true spirit of Christmas does not need to be celebrated only at the end of the year. Solidarity and love for other people should come from within people, in any season.





Thais Luzia after receiving the red pump

FULFILLED dream

This year PICCADILLY also made Thais Luzia's dream come true. She was born with a rare disease called osteogenesis imperfecta, a condition also known as "glass bones". Some common characteristics of the disease are short stature and small feet.

Thais' wish was to find a red pump in size 28. PICCADILLY found out about it through Involves, the company where she worked as Customer Support, and joined her co-workers to make a very special surprise: to deliver the long-dreamed-of pump by a live streaming. The customized shoe went through many hands to get to Thais' feet.

[CLICK HERE AND CHECK OUT THE FULL STORY](#)

The company has as its consumers priority, the purpose of encouraging women in their journey. PICCADILLY wants to offer comfort, care and love in all its processes.

5.7 DATA Privacy

GRI 103-2



Considered a relevant topic for both internal and external stakeholders, data privacy is the agenda of a series of actions and internal projects of the company, the main one being the adequacy of PICCADILLY COMPANY's systems to the General Law of Data Protection - LGPD.

The LGPD committee was created after the first training on this theme was held in the year 2019 with the company Gruppen, at which employees from various departments were involved.

A general communication was sent to all employees in 2020 with the identity of the theme, where the importance of the theme within the company was reinforced.

The company currently has a multidisciplinary committee composed of 4 people from the areas of: IT, Personnel Administration, Legal and International Back Office.

The Committee is responsible, along with all areas of the company, for mapping the processes in each area and promoting improvement actions, in order to ensure that they all are in compliance with the law. Weekly meetings with the managers of the company's areas are held to address the issue and define the necessary actions.

GRI TABLE OF Contents

■ CORE INDICATORS
□ MATERIAL TOPICS

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 102 General disclosures	102-1 Name of the organization		
	102-2 Activities, brands, products and services		9
	102-3 Location of headquarters		8
	102-4 Location of operations		8
	102-5 Ownership and legal form	A. Grings S.A. is a privately held corporation.	16
	102-6 Markets served		8
	102-7 Size of organization		8
	102-8 Information about employees and other workers		8
	102-9 Supply chain		12
	102-10 Significant changes in the organization and its supply chain	There were no significant changes in the organization and its supply chain.	
	102-11 Precautionary principle or approach	The company does not apply/adopt the precautionary principle.	
	102-12 External initiatives	does not have	17
	102-13 Memberships in associations		17
	102-14 Statement from the most senior decision-maker of the organization		16
	102-16 Values, principles, standards and norms of behavior		16
	102-18 Governance structure		16
	102-40 List of stakeholders		
	102-41 Collective bargaining agreements	100% of employees are covered by collective bargaining agreements.	
	102-42 Basis for identification and selection of stakeholders for engagement		
	102-43 Approach to stakeholder engagement		
	102-44 Key topics and concerns raised		
	102-45 Entities included in the consolidated financial statements	<ul style="list-style-type: none"> A Grings S. A. Juazeirense Ind e Com de Calçados Ltda. A Grings Franchising Eireli 	
	102-46 Definition of report content and topic boundaries		
	102-47 List of material topics		
	102-48 Restatements of information	there was not	
	102-49 Changes in scope and boundaries	there was not	

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 102 General disclosures	102-50 Reporting period	2020	
	102-51 Date of last report	there was not	
	102-52 Reporting cycle	biannual	
	102-53 Contact point for questions regarding the report		
	102-54 Reporting statement for compliance with GRI Standards		
	102-55 GRI Content Index		
	102-56 External assurance	This report has not been verified by a third party.	

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries		
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GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
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	301-2 Materials from recycling		
	301-3 Retrieved products and their packaging materials		

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	302-2 Energy consumption outside the organization	Not monitored	
	302-3 Energy intensity		
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GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 303: Water and effluents	303-1 Interactions with water as a shared resource		6
	303-2 Managing impacts related to water disposal		
	303-3 Water withdrawal		
	303-4 Disposal of water		
	303-5 Water consumption		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 305: Emissions	305-1 Direct greenhouse gas (GHG) emissions (Scope 1)		13
	305-2 Indirect greenhouse gas (GHG) emissions (Scope 2)		
	305-3 Indirect greenhouse gas (GHG) emissions (Scope 3)		
	305-4 Greenhouse gas emissions greenhouse gas (GHG) emissions intensity		
	305-5 Reduction of greenhouse gas (GHG) emissions		
	305-6 Emissions of ozone-depleting substances (ODS)		
	305-7 Emissions of NOx, SOx and other significant air emissions		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts		12
	306-2 Management of significant waste-related impacts		
	306-3 Generated waste		
	306-4 Waste not destined for final disposal		
	306-5 Waste destined for final disposal		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 308: Environmental assessment of suppliers	308-1 New suppliers selected based on environmental criteria		12
	308-2 Significant actual and potential negative environmental impacts in the supply chain and actions taken		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 401: Employment	401-1 New hires and employee turnover		8
	401-2 Benefits for full-time employees that are not offered to temporary or part-time employees		
	401-3 Maternity/paternity leave		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 403: Health and safety	403-1 Occupational health and safety management system		3, 8
	403-2 Hazard identification, risk assessment and incident investigation		
	403-3 Occupational health services		
	403-4 Worker involvement, consultation and communication with workers on occupational health and safety		
	403-5 Worker training in occupational health and safety		
	403-6 Worker health promotion		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships		
	403-8 Workers protected by an occupational health and safety management system	100% of employees covered.	
	403-9 Workplace accidents		
	403-10 Occupational diseases		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 404: Training and Education	404-1 Average hours of training per year, per employee		4
	404-2 Programs for the development of employee competence and assistance for career transition		
	404-3 Percentage of employees receiving regular performance and career development reviews		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees		10, 5
	405-2 Ratio of base salary between men and women		

GRI STANDARD	DESCRIPTION	PAGE / RESPONSE / REASON FOR OMISSION	ODS
GRI 414: Social Assessment of Suppliers	414-1 New suppliers selected based on social criteria		12
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FACT sheet

PICCADILLY COMPANY SUSTAINABILITY COMMITTEE – 2021

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PICCADILLY 
C O M P A N Y