



Política Corporativa ESG

2021

Gafisa



ESG CORPORATE POLICY

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TABLE OF CONTENTS

Objective	04
Comprehensiveness	04
References	04
Strategic pillars	04
Guidelines	07
Engagement with related parties	09
Senior management commitment	10



1. OBJECTIVE

Gafisa's ESG Policy includes business principles and procedures that align strategic decisions and operating activities with its economic, environmental, and social objectives.

2. COMPREHENSIVENESS

The ESG policy shall apply to all employees, at all hierarchical levels. It shall also apply to partners, suppliers, service providers, and any individual or legal entity to maintain a relationship with Gafisa.

3. REFERENCES

- ▶ Code of Ethics and Conduct;
- ▶ Corporate policies in force;
- ▶ General regulatory rules of supply and services agreements.

4. STRATEGIC PILLARS

4.1 PURPOSE

Create meetings

We create opportunities, projects, services, we go beyond.



We deliver living spaces and services that create meetings.

We make history

Where people's histories are built embraced with constructions and histories of the cities. Gafisa means an iconic brand that makes history.

4.2 STATEMENT

"We transform lives and cities. We are passionate, we restless work to create integrated and fully-fledged real estate solutions, connecting them to people's needs. We are an organization that innovates, which is constantly in a renewal process, providing its customers with a unique and delightful experience.

We are a company that delivers what it promises.

Our relationship with people has a human, singular and empathic approach.

We are an agile team, with an ownership attitude that creates value, delivering quality results".

4.3 ORGANIZATIONAL CULTURE – PILLARS AND VALUES

► Reliability

- **Respect:** Respect our commitments, always acting ethically.
- **Gafisa's leaders:** Leadership and teamwork, with engagement and an intense and fulfilling systemic vision.
- **Communication:** Assertive communication, with empathy, dynamism, and transparency.



► Customer

- Innovation & Renovation: Identify trends to develop innovative products, services, and solutions that simplify and transform people's lives.
- Customer needs: Deliver fully-fledged real estate solutions meeting all customers' needs, focusing on what they want, their needs.
- Customer experience: Thrill and surprise people in their relations with Gafisa, caring for them and taking part in the greatest moments of their lives.

► Team of excellence

- Agile management: Ownership attitude coupled with the adhesion to the management methodology for results, so that Gafisa keeps its focus, it manages and controls results, always making decisions at the appropriate timing. Efficient processes enabling the agility required in actions to achieve results.
- Quality: Restless pursuit of value creation through quality in processes, management, projects, services, and real estate solutions – unquestionable quality as an assumption.
- Gafisa team: Attract, retain, train, develop, reward, and recognize people who together make up the best team that delivers results in line with Gafisa's culture. Thus, each employee's respect and safety are not negotiable.

► Sustainable profit

- Ensure sustainable profit as one of the business pillars, feeding back the bases of Gafisa's culture (virtuous cycle).



5. GUIDELINES

5.1 ENVIRONMENTAL

The company's guideline is to prioritize the environmental efficiency practices in our projects and our operations. This is evidenced by our compliance with state and municipal environmental laws and our pursuit of the use and consumption of natural resources in a sustainable manner.

Our engagement with the environmental front begins with the land selection, aiming at identifying sustainable development opportunities on that site.

The product development already includes various solutions that improve waste management, energy, and water resources consumption.

This concern is extended to building sites and administrative areas, with initiatives focused on the conscious consumption of resources and materials in our production processes.

5.2 SOCIAL

Life quality in the workplace drives our Human Resources manual (M.RHU.01 e M.RHU.02), documents that outline labor relations, remuneration, benefits, development, health, well-being, and safety criteria.

Internship and Young Apprentice Programs are implemented, creating development opportunities for young professionals initiating their careers. We provide training and qualification, aiming at the human capital development and qualification of our team of excellence.

Gafisa's management of employees and suppliers adheres to all policies and guidelines of Brazilian laws and rules, always ensuring everyone's health and well-being. We pursue to build partnership relations with our suppliers, hence, we maintain selection and development processes for our supply chain.

Gafisa understands that education and culture are the grounds for our society's development. Therefore, it takes part in initiatives with institutions related to these fronts that promote the dissemination of these values along with society.



Customer experience is one of the pillars of the Organizational Culture, identifying and meeting his needs through actions aligned to Gafisa's culture, offering facilitating, innovative and quality products and services, providing delightful experiences.

The area adjacent to our projects, irrespective of phase (initial works, during the building stage, and post-works) is extremely relevant for Gafisa. For this reason, we maintain a strategy of approaching the stakeholders around our projects, building a close relationship, besides complying with all prevailing laws.

5.3 GOVERNANCE

With our stocks traded on the stock exchanges of Brazil (B3) and New York (NYSE), Gafisa reinforces its commitment to the best corporate governance practices: the transparency and disclosure of information in an unbiased and equitable manner, accountability, and sustained business development.

Thus, Gafisa adheres to various practices recommended by the Brazilian Institute of Corporate Governance (IBGC), among them:

- Independent audits for analysis of balance sheets and financial statements, and the same audit is not hired to provide other services, thus, ensuring full independence;
- Transparency in the disclosure of annual management reports;
- Accuracy in the presentation of rules, bylaws, how shareholders' meeting is called, and voting system;
- Board of Directors mostly independent, liable for outlining the general guidelines and policies referring to the company's businesses;
- The use of insider information is forbidden, and the existence of



relevant information disclosure policy;

- Maintenance of a Code of Ethics, approved by the Board of Directors, applicable to all employees, interns, service providers, reflecting the company's culture and principles, also covering conflicts of interests, defining social and environmental responsibilities;
- Adoption of internal control systems.

Aiming at expressing its commitment to ethical management, Gafisa created a confidential channel of communication for complaints, which can be accessed anonymously. Through this channel, any person can report attitudes or actions in disagreement with the Company's principles.

Evidencing its concern with equal gender, Gafisa has a representative percentage of women, also in leading positions.

Regularly, the risks identified at the company are discussed in the committee, aiming at disseminating a mindset of risk and sharing of good practices to identify, analyze and treat these risks.

6. ENGAGEMENT WITH RELATED PARTIES

Gafisa ensures a transparent and ethical relationship with its **stakeholders**.

Gafisa's relationship with related parties is a concern in its businesses. Thus, the company seeks to deliver positive results across its operational phases, taking into account the organization's strategic alignment and stakeholders' expectations.

Stakeholder engagement occurs through several departments of the company.

We adopt sustainable practices in different phases of our processes, from project design to customer delivery. Thus, we reiterate our commitment to the Sustainable Development Goals, making our business more efficient and responsible.



7. SENIOR MANAGEMENT COMMITMENT

Gafisa understands the relevance of social and economic development of the regions in which it operates and is concerned with creating value for its business organically. Thus, the company believes in the need of shaping, developing and promoting an agenda of continuous relationship to impact all **stakeholders**, so that to build and promote positive changes in the perception and reputation of the company, all stakeholders' vision, creating value for business and fostering a Sustainable Profit.

Within this context and understanding, the Company adopted the ESG practice and undertakes to act empathically, with a transparent communication in the development of all the actions proposes herein. Gafisa understands its purpose within a corporate ecosystem, developing new business practices and investments related to high environmental, social and corporate governance standards.

Gafisa's commitment to ESG practices is a reality, which promotes the integration with the company's organizational culture, in line with the Code of Ethics. The company believes in its team of excellence and will continue advancing the search for professionals with inclusive, diverse, and innovative vision.

Still referring to the company's commitment to the ESG practice, Gafisa believes in the strength of its brand and communication to successfully implement these practices, with employees' adhesion and engagement in a collective process of construction, respect, good practices, resilience, and evolution.