





SUSTAINABILITY STRATEGY - DEXCO

STATUS OF THE TARGETS- 2022

For further details on de development and assumptions of our targets, please [click here](#).

Target met or exceeded and/or with planned activities carried out. ●
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Strategic goal	Indicator	Target by 2025¹	Baseline	Status 2022	Comment	SGD
Make the construction and renovation journey easier	INVESTMENTS IN INITIATIVES THAT PROMOTE CONSCIOUS RENOVATION	To invest R\$ 140 million in initiatives that promote conscious renovation and acceleration initiatives aimed to change the construction paradigm	R\$ 400,000 (2020)	●	Since 2021, we have accumulated BRL 8.35 million in investments in SOMA, HousingPact, in addition to intrapreneurship initiatives such as “Imagine” and Innovation Week; and Open Innovation (Open Dexco). An investment in Brasil ao Cubo worth BRL 89 million was completed via DX Ventures, to be disbursed throughout 2023. The investment reinforces Dexco's position in the industrialized and sustainable construction value chain, in addition to having a high fit strategic with our brand proposition, corporate purpose and ESG positioning. DX Ventures has invested, since its creation in 2021, R\$134 million in start-ups and scale-ups, namely: R\$30 million in Urbem, R\$15 million in Noah and R\$89 million in Brasil ao Cubo.	
	INVESTMENT IN INITIATIVES THAT PROMOTE A CHANGE IN THE CONSTRUCTIVE PARADIGM		-			
	PROFESSIONALS INVOLVED IN OUR ENGAGEMENT AND TRAINING PROGRAMS	To increase by 26% the number of engaged and trained professionals	27,370 (2020)		●	As for the Wood Division (Brazil), 16,241 people were trained, including carpenters, architects and salespeople, for example. It was a challenging year in terms of structuring the team of instructors and due to seasonal circumstances that interfere with training and event schedules (such as product launches, the World Cup and elections). Of particular note, in 2022, was the launch of DEXperience, referring to the Deca, Portinari, Duratex and Ceusa brands. Participants (professionals and students in the areas of architecture, design and engineering) earn points by specifying our products and interacting with our brands and, whenever they reach a category, they have exclusive benefits enabled. With this program, we reached 48,000 registered specifiers and 30,328 effective members, with a value of products specified on the platform that exceeded R\$ 15 million. We also trained 4,955 specifiers (professionals and students).
Ensure sustainable growth band keep a positive carbon balance	CARBON BALANCE	To maintain a positive carbon balance, by 2030	Positive balance (2020)	●	In 2022, Dexco's carbon balance indicated the emission of 597 thousand tCO2e, considering the forestry and manufacturing operations in Brazil in scopes 1, 2 and 3, including LD Celulose and Caetex in their shareholding proportions. However, the accumulated balance since 2020 (base year of the target) remains positive at 1,596 thousand tCO2e.	
		To reduce absolute (Scopes 1 + 2) emissions by 37%, by 2030	615,034 tCO2e	●	Considering scopes 1+2, with the operational control approach, Dexco emitted 346.422,5 tCO2e (-44% compared to baseline). This is due to the drop in production demands and the reduction of Scope 2 emission factors in Brazil. In addition, projects were structured to reduce the energy consumption of the factories, with operational improvements and the shutdown of less efficient process lines, with a view to optimizing.	
	* Operational control approach					







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<p>Ensure sustainable growth and keep a positive carbon balance</p>	CARBON BALANCE	To reduce by 15% the (Scope 1 – fixed sources) emission intensity* at the Ceramic Tiles business division, by 2030	1.32 tCO ₂ e/ton (2020)	●	Reduction of 23% (1.01 tCO ₂ e/ton). Efforts to improve energy performance in operations, carried out throughout the year, generated the expected results, although strongly influenced by fluctuations in productivity. The higher yield of operations, even with lower productivity and the option to shut down less efficient lines, contributed to the reduction of relative emissions. Work on improving the energy matrix and eco-efficiency of processes should raise the division to another level in 2023.	 
		<small>*Atomizer, dryer and ovens.</small>				
	EFFICIENT USE OF INPUTS AND RAW MATERIALS	To maintain the share of renewable sources in the energy matrix above 50%, by 2030	56% (2020)	●	The proportion of renewable sources in the energy matrix stood at 55.6% in 2022 (considering Scopes 1 and 2), with predominance of energy from biomass.	
		To reduce the relative water withdrawal at Panels (Brazil) by 20%	0.93 m ³ /m ³ (2019)	●	Reduction of 4.3% in relation to the base year. Compliance with the target was impacted by the volume of shippable production in the year, in line with the market downturn compared to the previous year. In 2022, water reuse projects were implemented at the Agudos unit (the indicator for the last quarter already showed a significant reduction in consumption, of approximately 20% compared to the 3rd quarter); and in Uberaba (expected impacts for 2023). For the year 2023, there are other projects planned that aim to reuse and reduce water withdrawal at the units.	  
		To reduce the relative water withdrawal at Ceramic Tiles by 33%	0.00143 m ³ /kg (2020)	●	Reduction of 1.4% compared to the base year. Throughout the year, the units carried out performance improvements, increasing the efficiency of their gas treatment systems (which negatively impacted the water consumption indicator), and effluent recirculation rates. However, several production stoppages undermined the common denominator, influencing the final results. Even with low productivity, the units continued to benefit from ceramic tiles, resulting in increased consumption. Cleaning actions with the factories stopped (opportunities for improvement) raised consumption above normal. Consumption reduction actions are planned for 2023.	
		To reduce the relative water withdrawal at the Sanitaryware division by 7%	0.00367 m ³ /kg (2017)	●	16% increase over the base year. Results were impacted due to the high quality requirement for production, with consequent generation of part breaks, in addition to line stoppages, works and productive layout adjustments. Even so, 2022 was a year of projects aimed at improving the quality of treated effluent with a focus on reusing it in more noble production processes, in order to reduce water withdrawal.	






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Strategic goal	Indicator	Target by 2025 ¹	Baseline	Status 2022	Comment	SGD
Ensure sustainable growth and keep a positive carbon balance	EFFICIENT USE OF INPUTS AND RAW MATERIALS	To reduce the relative water withdrawal at Hydra by 10%.	0.00232 m ³ /part (2020)	●	Increase of 33% compared to the base year. It should be noted that, in terms of absolute water withdrawal, Hydra is the least significant business for Dexco (0.1%). In the first half of the year, there was a substantial reduction in YTD production, and the level of water consumption did not follow this drop at the same pace. Although in July and August there was an increase in productivity, in September there was the installation of 6 air conditioners that require water to increase the thermal comfort of employees, a factor that impacted the indicator.	    
		To reduce the relative water withdrawal at the Metals Fittings division by 10%	0.002575 m ³ /min prod. (2019)	●	Reduction of 5.2% compared to the base year. The Metals São Paulo unit implemented an improvement in the process for carrying out ion exchange in the washing water of electroplating parts, making it possible to reduce the frequency of changes (estimated consumption reduction of 100 m ³ /month). At Metais Jacareí, there were also improvements implemented in monitoring and measuring consumption with daily follow-up by leaders and quick action to identify deviations. Also noteworthy is the review of operational controls at Metais Jundiaí, which enabled an increase in the frequency of changing the electroplating baths. Oscillations in production levels impacted the indicator.	
		To reduce the relative energy consumption at Panels (Brazil) by 25%	2.73 GJ/m ³ (2019)	●	There was a 24% reduction in relative energy consumption compared to the base year in the Panels units, which is the most representative for Dexco in terms of absolute energy consumption (around 50% of the total). A highlight is the project to expand the generation of hot gas through the consumption of biomass in the Agudos boiler. In the third quarter, operations began at the biomass burner for heating thermal oil at the Itapetininga unit, leading to a reduction in the consumption of BPF oil. There were also contributions from Industry 4.0, which help to better control the electricity consumption of equipment.	
		To reduce the relative energy consumption at Ceramic Tiles by 20%.	0.005781 GJ/kg (2020)	●	1% increase over the base year. There was a reduction in relation to previous years, but the result surpassed the baseline, mainly due to production stoppages and production restarts, in which the consumption of gas to restart furnaces negatively influences overall consumption. The process of shutting down one of the industrial operations affected the general consumption of the operations. Energy optimization works are in progress, in addition to better assertiveness of the production schedule for 2023, in which the ongoing DominaRC program provides for an increase in production efficiency, which gradually contributes to energy conservation and achievement of the results of the operation.	






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 <p>Ensure sustainable growth and keep a positive carbon balance</p>	EFFICIENT USE OF INPUTS AND RAW MATERIALS	To reduce the relative energy consumption (electricity and natural gas) at the Sanitaryware division by 7.5%	0.01191 GJ/kg (2017)	●	Since 2021, the target set for 2025 has already been exceeded due to better efficiency in the furnaces and temperature scales (regulation of firing ramps) inside the firing furnaces. The year 2023 will be important due to the high-performance, more efficient burner projects that can improve results even further. The challenge is to maintain this level in the coming years.	   
		To reduce the relative electricity consumption at the Metals Fittings division by 5%	0.002852 GJ/min prod. (2019)	●	Increase of 0.7% compared to the base year. There was an increase in energy consumption at Factory 3, in Metais São Paulo, due to the greater return on face-to-face activities in the commercial area. There was an improvement in the indicator in the 3rd quarter, in relation to the first half, due to the increase in production in August and September in all Metals units, and energy consumption did not follow the same growth pace. A positive highlight for Metais Jacareí, with actions to replace LED lamps, install sensors with automatic shutdown and implement rounds at the end of the shift to verify that all equipment and lights have been turned off.	
		To reduce the relative natural gas consumption at the Metals Fittings division by 15%	0.000797 GJ/min prod. (2019)	●	Reduction of 14% compared to the base year. In the 1st quarter, operational tests were carried out at Metais Jundiaí to verify the possibility of partial operation of the boilers with greater efficiency and, in the 4th quarter, a review was carried out on the boilers and the working pressure was adjusted. In the 2nd quarter, among the actions to reduce consumption, the Metals São Paulo unit deactivated the chip drying process as a measure to reduce the impact on the neighborhood, also generating a reduction in natural gas consumption. On the other hand, there was an increase in gas consumption at Factory 3, in Metais São Paulo, due to the greater return on face-to-face activities in the commercial area (greater volume of meals). There was an improvement in the indicator in the 3rd quarter due to the increase in production.	
		To reduce the relative electricity consumption at Hydra by 20%	0.003105 GJ/part (2020)	●	Increase of 33% in relation to the base year, however, Hydra's representation is low for Dexco, in absolute terms (0.6%). In the 2nd quarter, a new shower model ("Falls") began to be produced, which requires more processing of parts in thermofusion, requiring more energy. In addition, there was a drop in YTD production, not accompanied by the levels of energy use. Although there was an increase in the number of parts produced in the 3rd quarter, in September, the components used were those stored in stock and not injected. The injection area is the main consumer of energy. Two electric compressors underwent maintenance and were temporarily replaced by a diesel one. These factors improved the indicator, but not enough.	



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 <p>Ensure sustainable growth and keep a positive carbon balance</p> 	EFFICIENT USE OF INPUTS AND RAW MATERIALS	To reduce the relative waste generation at the Sanitaryware division by 7%	0.00106 ton/kg (2017)	●	17% increase over the base year. There was an increase in waste generation volumes due to repeated stoppages in the kilns, and production restarts that end up generating larger volumes of waste. The search for a high quality standard of our products increases production losses. Work is being carried out to optimize the process, improve the quality of inputs to allow for an improvement in the finished product, contributing to the reduction of waste generation. The major development to achieve the results of waste generation will be the improvement of product quality and the lower generation of pitcher waste (shards of crockery), in addition to the reuse of pitcher and sludge in the production processes, thus reducing the generation of waste and bringing savings in the acquisition of raw materials.	
		To reduce the relative waste generation at Ceramic Tiles by 15%	0.000256 ton/kg (2020)	●	Increase of 33% compared to the base year. Production stoppages caused negative interference in the indicator. Ceramic kilns are usually characterized by continuous work, and when turning kilns on/off, problems in the quality of the coating are caused, requiring several adjustments in the system to reach the ideal quality product, generating production losses. The complete stoppage of a production unit (RC 3) caused a high generation of broken ceramics and other waste, requiring external recycling, in addition to impairing the indicator. The resumption of the production line (RC4), with the intention of obtaining the desirable quality levels, required several adjustments to the equipment, resulting in increases in the generation of productive waste. The RC units have an internal program, called DominaRC, with the intention of raising the levels of quality and efficiency of the production lines, gradually contributing to meet the results until 2025. In addition, a set of internal actions and improvement of the environmental control systems will provide multiplier results in 2023 to achieve the expected results.	
		To reduce the relative waste generation at Hydra by 15%	0.0001236 ton/part (2020)	●	Increase of 11% over the base year. The need to dispose of expired chemicals and deactivated equipment was highlighted, which corresponds to a non-recurring practice. in addition to cleaning a new shed for storage of inputs (with consequent generation of waste).	







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<p>Ensure sustainable growth and keep a positive carbon balance</p>	EFFICIENT USE OF INPUTS AND RAW MATERIALS	To zero relative disposal of waste in landfills at Panels (Brazil)	0.0017 ton/m ³ (2019)	●	Reduction of 59% compared to the base year. Maintenance of the scenario of alternative destinations to the industrial/sanitary landfill at the units. The Uberaba unit replaced the disposal of impregnated paper in landfills for composting. Highlight for the Itapetininga unit, which maintains the title of "Zero Landfill".	   
		To reduce the relative disposal of waste in landfills at Ceramic Tiles by 80%	0.0000172 ton/kg (2020)	●	Reduction of 69% compared to the base year. There were specific issues regarding segregation in the 3rd quarter, in addition to renovations in the production units, stoppage of processes that needed special care, and disposal of the respective waste to an industrial landfill to meet demands for decommissioning. However, gradual work was carried out with a focus on employee training and awareness, allowing excellent results to be achieved in operations. New works are under development to continue optimizing processes and generating improvements in performance and waste segregation, contributing to achieve the respective expected results.	
		To reduce the relative disposal of waste in landfills at Hydra by 20%.	0.00002095 ton/pç (2020)	●	Reduction of 80% compared to the base year. Since the change in the destination of common waste for co-processing, the goal has been achieved. In 2022, the rubble stopped being sent to landfills and started to be sent for recycling. Only organic waste from the cafeteria is being sent to landfill. Other destination alternatives are being explored.	
		To reduce the absolute disposal of waste in landfills at the Metals Fittings division by 50%	133 ton (2019)	●	200 ton destined for landfill. In absolute terms, this amount is not considered representative for Dexco (0.5% of the total). The Metals São Paulo unit no longer sends waste to landfills. The Metais Jacaré and Metais Jundiá units only send common and organic waste to landfills. There are projects and studies in progress, however, the change in destination still has significant financial impacts. Units are pursuing "compensatory" projects. There are opportunities for improvement in the management of common waste at Metais Jundiá through synergies with the Louças Jundiá unit, located on the same industrial site.	
		To increase the share of internally reused materials at Hydra to 95%	1.5% (2020)	●	48% reuse. There was a change in the systematic segregation and classification of materials, improving the direction of those that can be reused. A highlight is the "Gorducha" shower head, which is made from 33.9% recycled plastic, whether it is internally recycled or purchased. The ND Eletrônica model uses 26.6% of recycled plastic and the Optima model 26.6%. These 3 shower models together represent 51% of the parts produced in 2022.	

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Ensure sustainable growth and keep a positive carbon balance	OWN AND FOSTERED AREAS WITH CERTIFIED MANAGEMENT	To reach 100% of own areas with certified management	97.5% (2020)	●	94.7% of certified areas. During 2022, new acquisitions and leases were carried out, which negatively impacted the indicator in the period. A significant increase in scope is expected during the external audit that will take place in 2023.	6
		To reach 80% of own areas with certified management	20% (2020)	●	52.4% of certified areas. A plan was drawn up to increase both the number of certified fostered areas and the number of certified Producer Groups (elaboration of maps, awareness training, survey of adequacy needs, monitoring, studies of high conservation value, conversion analysis, socioeconomic assessment of communities, land analysis, etc.). There was a recommendation for the certification of a new group of producers called Forestry Producers of Vale do Taquari (Group 02). We already counted on the existence of the first group Forestry Producers of the Taquari Valley (Group 01), which also had new areas incorporated into its scope in 2022.	13
Promote health and wellbeing in environments	PROCUREMENT BY FACTORING E&S CRITERIA	To reach 8 in the average performance index of strategic suppliers	7.33 (2020)	●	An average of 7.29 was achieved. The final score dropped in relation to the previous year, however, it is worth considering that the GFD is continuously covering new suppliers, in view of the new businesses acquired, making the process more challenging. Highlight for the conduction of 3 Workshops, in 2022, with the objective of developing small and medium-sized suppliers with performance gaps. The topics addressed were: Environmental Management System - indicators and targets; Climate Change and GHG emissions; and Child Exploitation. Suppliers invited to participate in the 2022 process that did not participate in the cycle received a "warning letter".	15
	DEMOGRAPHIC DIVERSITY WITH REPRESENTATIVENESS	To reach 35% of women in leadership positions	19% (2020)	●	The target set for the year of 30% of women in leadership positions was reached. Highlight for more than 7,000 employees participating in awareness campaigns, literacy, panels, open conversations on Diversity & Inclusion. The DELAS Program was launched, for the development of female leaders to assume supervisory positions; the DEXtination career acceleration program, with openings exclusively for women; in addition to the Development for Female Leadership program. We maintained our participation in forums and movements, such as REIS – Corporate Network for Social Inclusion/Movimento Mulheres 360°, and we received the award Selo Paulista de Diversidade, which recognizes organizations that promote inclusive practices, through presentations of evidence to the Government of São Paulo.	8






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 Promote health and wellbeing in environments	EMPLOYEE ENGAGEMENT AND CULTURAL ALIGNMENT RATIO	To reach an employee engagement and cultural alignment index of 80%	Pulse survey started in 2021	●	In 2022, an online survey was carried out, via the Pulses platform, to measure the understanding of employees in relation to the practices of new culture and engagement behaviors in relation to the organization. The survey was available for 3 weeks, it was confidential, with unidentifiable results. 5,268 people were invited, 100% of which were leaders from Brazil and Colombia, in addition to employees who have access to Dexco's corporate email. Adherence was 92%. The results were grouped and made available up to the management level. In the dimension "practice of culture" we had an average overall score of 76 (scale from 1 to 100). We highlight the "engagement" dimension, in which an overall average score of 87 was reached. The results will be released to management in 2023.	
	DIGITAL TRANSFORMATION INDEX	To reach a CESAR Digital Transformation Index (Índice CESAR de Transformação Digital) of 80%	57.2% (2021)	●	Result of 65.1% reached in 2022. Highlights for: dissemination of the webseries/podcast "Paths of Digital Transformation", aimed at education on the subject; DX Game - The Digital Transformation Game - Dexco's first collaborative game to promote and disseminate our digital ambition and ongoing initiatives; Digital Transformation Book - Collaborative mapping of the main initiatives related to Digital Transformation at Dexco; Tour Inova +, dissemination in all operating units of the importance of challenging processes and digital transformation; Process Challenge in the Imagine Program - which aims to seek new ideas that have the potential to simplify, digitize and automate the processes of all Dexco operations.	 
	CONSUMER SATISFACTION RATE	To achieve a NPS score of 75 regarding the satisfaction rate of consumers served by the unified customer service	66 (2020)	●	An average of 65.8 was achieved. The NPS is measured in the SAC through calls received on the integrated 0800 number. In the first quarter, a call monitoring program was implemented to identify the main offenders in the service. In the second and third quarters, after the implementation of this program, individual feedback was given to employees and training, in addition to the daily recall process of 100% of poorly evaluated calls. The NPS result was slightly below the target established for the year, however, the evolution of the index from month to month stands out, with the maturing of the monitoring process and the identification of the root cause of each poorly evaluated connection.	
		To achieve a NPS score of 75 regarding the satisfaction rate of consumers served by Deca's authorized service network	59 (2020)	●	The best historical result of 85.2 was achieved, strengthening the attribute of the culture "We inspire customers and consumers". Engagement via service stations, direct action with stations with lower indicators and recognition via the authorized network's excellence program contributed to the results.	

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Promote health and wellbeing in environments	NET OPERATING INCOME (NOI) WITH ECO-EFFICIENT PRODUCTS	To achieve a 45% net operating income (NOI) with eco-efficient products	36% (2015)	●	NOI surpassing projections, so far: 46.4%.	6 AGUA POTÁVEL E SANEAMENTO
	WATER, ENERGY AND CARBON FOOTPRINTS AT THE USE PHASE	To prevent the use of 900 million m3 of water with our eco-efficient products	11.2 milhões (2015)	●	Considering the accumulated since the base year, we have already avoided the use of 470 million m³ of water, in line with the forecast for the year.	7 ENERGIA LIMPA E ACESITADE
		To prevent the use of 14 million MWh of energy and 1 million MTCO2 e with our eco-efficient products	190 mil MWh e 14 mil tCO ₂ e (2015)	●	Considering the accumulated since the base year, we have already avoided the use of 7.7 million MWh and the emission of 665 thousand tCO ₂ eq, exceeding the forecast for the year.	8 TRABALHO DECENTE E CRESCEMENTO ECONÔMICO
	COMPOSITION AND OFFSET OF PACKAGING	To offset 100% of packaging that reach final consumers	22% (2020)	●	In 2023, plastic, paper and cardboard packaging for the year 2022 are in the process of being compensated (equivalent to around 10 thousand tons).	12 CONSUMO E PRODUÇÃO RESPONSÁVEIS
		To eliminate or replace the plastic in Deca's packaging that reaches final consumers	-	●	A study was carried out on the socio-environmental and economic impacts of 6 alternative packaging models to the clamshell solution (plastic display). Packages of 30 products were developed, which corresponded to 74% of the volume of clamshell packages. These packages have artwork developed, stakeholder review and a defined production schedule. The process involved consultation with customers to validate the concepts.	14 VIDA NA ÁGUA
	NET OPERATING INCOME (NOI) FROM PRODUCTS WITH TECHNOLOGY THAT PROMOTE HEALTH AND WELLBEING	To achieve a 34% net operating income (NOI) from products with technology that promote health and wellbeing	22% (2020)	●	Average result: 13%. With regard to the Wood Division, the Protekto Plus Process (antibacterial and antiviral) was stabilized in Agudos, Itapetininga and Uberaba. Considering the scope of these units, the proportion of technology application was 83.6%. There were difficulties in Taquari, with implementation starting in October. In the case of Deca and Revestimentos, the result was below the expected projection. The scope of lines contemplated in this goal is under discussion for possible revision.	3 SAÚDE E BEM-ESTAR
	WOOD PRODUCTS WITH E1 OR LOWER FORMALDEHYDE EMISSION	To have Panels (Brazil) with E1 or lower formaldehyde emission (<8mg/100g)	Standard: E2 < 20 mg/100g Dexco's average: 15.4 mg/100g	●	An average value of 13.2 mg/100g was reached. Optimization actions to reduce the emission of formaldehyde from products implemented in the Panel lines. In the Itapetininga MDP line, the manufacture of materials with low formaldehyde emissions is consolidated.	12 CONSUMO E PRODUÇÃO RESPONSÁVEIS