The Votorantim Institute offers technical support to Votorantim companies to enhance shared value creation through the definition and execution of social strategies and the articulation of partnerships. Its methodologies and tools add quality and effectiveness to social investments and help build consistent and lasting results for businesses and communities in three work areas:

- Community: Enhancement of the relationships with stakeholders, promotion of local development, and monitoring and management of the social impacts of Votorantim operations.
- Value chain: Generation of social value through the operations of the companies, suppliers, and customers.
- Market and products: Support in the development of products and market strategies focused on generating social impact.

The Votorantim Institute supports Votorantim’s social activities in 160 municipalities in Argentina, Brazil, Colombia, and Peru. In 2018, investments totaled R$ 123 million.

**FOCUS OF INVESTMENTS (%)**
- Community: 26%
- Social capital: 12%
- Institutional capital: 9%
- Social capital: 8%
- Economic Development: 27%
- Management: 26%
- Other: 8%

**INVESTMENT SOURCES IN 2018 (%)**
- Votorantim (voluntary): 11.9%
- Votorantim (compulsory): 9.7%
- Votorantim Institute: 59.2%
- Incentivized resources: 0.5%
- Sub Credit from BNDES: 12.7%
- External fundraising: 3.8%

The full version of Votorantim Institute’s 2018 Activities Report is available at: institutovotorantim.org.br/relatorio2018

**Images:** Aziz Acharki | Unsplash.com (cover) and Votorantim Institute’s Image Bank
ReDes Program
ReDes fosters the creation of inclusive businesses, modeled according to local strengths and potentials. The initiative benefits production groups organized in associations or cooperatives, which receive technical and financial support from Votorantim, BNDES and IDB to form cooperatives, which receive technical and financial strengths and potentials. The initiative benefits generating businesses, molded according to local strengths and potentials. The initiative benefits generating businesses, molded according to local strengths and potentials.

In 2018, the program supported 33 projects, which generated more than R$ 9.5 million in income.

<table>
<thead>
<tr>
<th>MUNICIPALITIES SERVED</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17</td>
<td>51</td>
<td>104</td>
</tr>
</tbody>
</table>

PVE
The Votorantim Partnership for Education program (PVE, for its initials in Portuguese), which in 2018 was renamed Partnership for the Enhancement of Education, aims to contribute to the improvement of public education through social mobilization and the empowerment of local governments and school management.

In addition to participating in capacity building activities, municipalities undergo annual evaluations of their performance against a series of skills in management and mobilization processes that are considered essential for achieving long-term improvements.

Commitment to continuous progress enables the PVE to find significant results.

In 2018, 95% of the municipalities made progress in the analyzed skills and 72% reached the goals within the school management.

An assessment of the impact of the PVE confirmed that between 2013 and 2017 the municipalities served by the program advanced 35% at the elementary school level and 52% at the middle school level when compared to municipalities not participating in the program.

VOLUNTEER CHALLENGE 2018
78
Votorantim units participated, including two in Peru
12,609 Hours of volunteer work
1,248 Activities – 1,122 in schools
5,236 Volunteers (7% more than in 2017)
31,346 Donation items collected
103 schools and 32 institutions benefited

#ViaSolidaria
The initiative encourages that encourages income tax donations for projects focused on the protection and defense of children and adolescents was held for the second time in 2018.

R$ 651,000 collected for 13 projects through the contribution of 231 people

Support to Public Management (AGP)
The program aims to empower municipal governments and strengthen their role as facilitators of local development. It is carried out in small municipalities with low Human Development Index (HDI) scores.

AGP is supported by the National Bank for Economic and Social Development (BNDES), which, together with Votorantim, funds the interventions with a focus on:

- Management modernization: budget efficiency, government planning, and executive and legislative transparency and engagement.
- Territorial planning: executive or sectorial plans and executive and legislative sanctions and drainage projects, among others.
- Transparency: systematic public provision of information and management accountability.

<table>
<thead>
<tr>
<th>AGP (2012-2018)</th>
<th>99 projects in 54 municipalities</th>
<th>6 executive projects</th>
<th>4 multi-annual plans</th>
<th>32 standards plans approved</th>
<th>7 acts on transparency and efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>R$ 19 million In Founds devoted through and fundraising activities</td>
<td></td>
<td></td>
<td></td>
<td>R$ 57.2 million</td>
<td></td>
</tr>
</tbody>
</table>

In 2018, the AGP operated in 16 municipalities with a total investment of R$ 3.4 million. In total, 25 projects were developed.