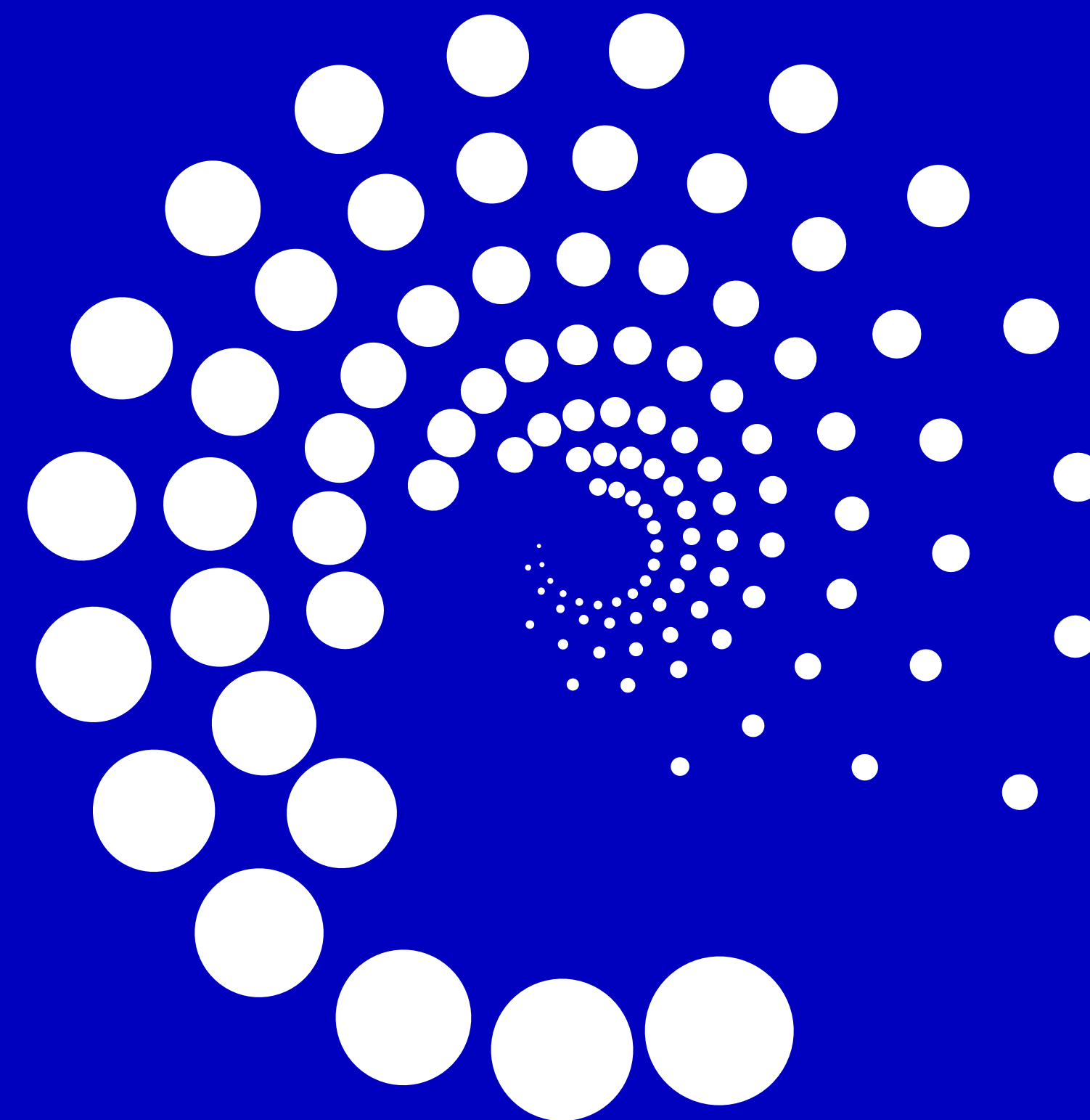
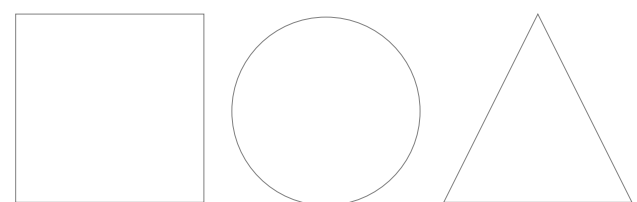


# ANNUAL REPORT 2022

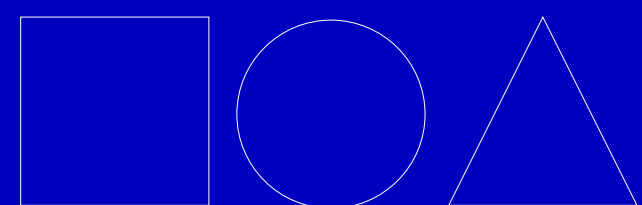


**instituto**  
**VOTORANTIM**



Special Edition

instituto  
**VOTORANTIM** 20 YEARS



# Legacy & future

2002  
2022

Two decades of commitment to social and environmental impact



# IMPACT LINKS: the history and legacy of the Votorantim Institute's twenty years

## What you will find in this report:

The Votorantim Institute completed twenty years in 2022, and the history of its two decades of impact is shared in this annual report. To tell the legacy of its operation, this year's edition has a special and chronological character. It focusses on a historical snapshot in chapters divided into two main axes, told from the era of structure and the era of impact. The report ends with the era of sustainability and the vision of the future.

The first pages translate Votorantim's sense of the Votorantim Institute (iV)'s legacy and social DNA. The next chapter, "Era of structure", details the birth and the first choices, while the chapter "Era of impact" covers the consolidation of the corporate institute up until 2021. The chapter ends with the results of 2022 and connects the most recent decades with the present results in numbers and testimonials from beneficiaries. Finally, the "Age of sustainability" makes the final link between the past and today, reflecting on the current strategy with a view of expanding the legacy.

The pages are permeated by the programs, projects and voices of the portfolio companies. The dimension of the impact is present by the growth in numbers, results and by everyone who participated in this story.

Happy Reading

"Looking ahead,  
we face a more  
challenging context.  
It is not a question  
of choosing between  
a more or less  
sustainable future,  
but the urgency of  
ensuring that there  
is a possible future."

Cloves de Carvalho,  
director-president  
of the Votorantim Institute



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1

Preface

[Links of impact](#) 4  
Proposal for a special edition

[Windows to the future](#) 7  
Letter from the chairman of the board, Ricardo Carvalho

[Evolution of the social approach](#) 10  
The transition and historical landmarks of twenty years

2002 a 2011

THE STRUCTURE ERA

[Social evolution](#) 14  
The choices, results and learnings of the institute's first ten years



2

2012 a 2022

THE IMPACT ERA

[New paths](#) 25  
The trajectory revisited and the challenges of the last decade

[Results of 2022](#) 36  
Impact in numbers



3

Future

THE SUSTAINABILITY ERA

[A look to tomorrow](#) 42  
The present, the future and the institute's strategy for new challenges

CREDITS: the images contained in this report are from the Votorantim Institute's image bank and Memory and represent the records of its programs and projects. Illustrations are by Márcia Albuquerque, with historical photos from the Votorantim collection, in addition to stock images from @depositphotos.

DISCLAIMER: the numbers presented throughout the report were calculated and obtained from the database provided by the Votorantim Institute and may present approximations, estimates and numerical rounding. Data was collected from published annual reports, interviews with managers, videos, websites and other internal sources derived from project management documents. Due to the relationship and confluence between periods, themes and results to demonstrate the dimension of the organisations' impact variants, some data and values about the projects may present small inconsistencies. The information was collected until March 2023.



“In the beginning, our biggest challenge was to move away from donations and create projects to turn them into results. It was a revolution for the company, and that’s how the institute was born.”

Celia Picon, first director of iV





FROM YESTERDAY  
TO TODAY: Alongside,  
historical photos of  
Votorantim and details  
of images of the  
Votorantim Institute  
project in Primavera,  
Pará State, in 2022:  
yesterday and today  
strengthening the social.

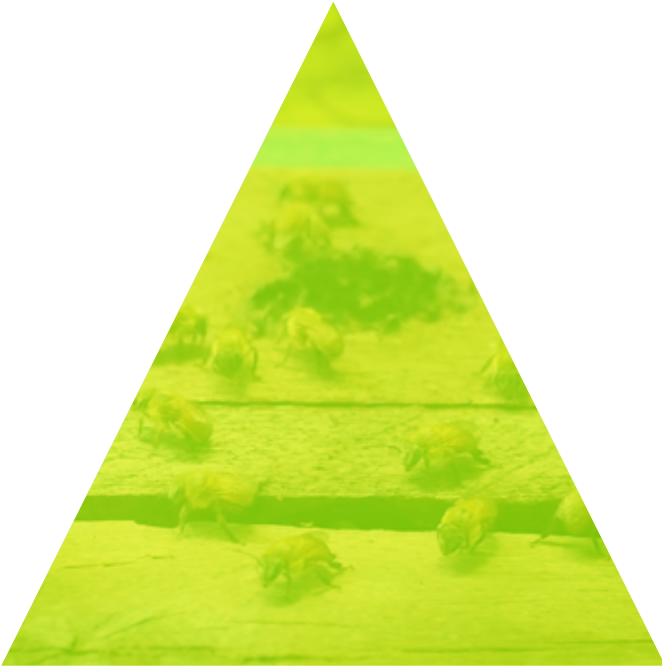


# Windows to the future

By RICARDO CARVALHO, chairman of the board of iV

The birth of iV was a special chapter in Votorantim’s centenarian trajectory. I had the honour and excitement to be part of its inception in 2002, and today I have the responsibility and pride of chairing its board. Celebrating its twenty years is, above all, reinforcing the importance of each and every one who paved this path.

Sowing the first seed is not an easy task, even for a company and board accustomed to making difficult decisions since the foundation of the corporation in 1918. The definition of the creation of the institute was yet another example of Votorantim’s resilience in the face of reality of the conjuncture. iV was not born overnight. It was a consensus built little by little among the members of the fourth generation of Votorantim shareholders until reaching the ideal format for the organization. Since the first conversations in the late 1990s, many possibilities were debated at the table until, finally, the institute was born on October 14, 2002.







“The impact of the institute today is the fruit of two decades dedicated to building a legacy.”

Ricardo Carvalho, chairman of the board of iV

But if there was doubt about the format, there was no hesitation about the company's social vocation and institutional responsibility. Votorantim's social DNA runs through the veins and corridors of the institute and portfolio companies.

It was the strength of this DNA that ended up defining the model. In reality, it was a reflection and a natural consequence of the social vector of the family. The will and power to transform people's lives was strong enough to drive the movement of those who would enable the institute to take its first steps, especially women.

iV was a pioneer in including female participation and leadership in governance. Under the inaugural leadership of Celia Picon, the institute began the path to transform one-off and fragmented donations into structured social investment focused on impactful results. Once again, it wasn't easy, but persistence, as well as social responsibility, are values that go hand in hand until today.

With a focus on results, technical competence and many life stories, the institute radiated and disseminated sustainability in all of Votorantim's portfolio companies. It did more: it brought communities, partners and public authorities together to talk and build reference programmes and projects in education, health, culture, sports, citizenship and human rights for people in

vulnerable situations. In the beginning, it was the youth, but over the years, the institute took new flights and expanded and deepened its activities.

The trajectory of iV is its own transformation. Innovation is welcome, but without fads. Like every plant, you need to sow, water and then harvest. And that takes time. Concepts are absorbed naturally, and trends such as sustainability, impact and ESGs are incorporated as truths based on the experiences of the organization itself. And with all that, in the blink of an eye, two decades have passed.

And just as the institute's emergence was natural, its strengthening as an essential organization for Votorantim, for society and for the even more complex challenges we experience and face was equally natural.

It is with this majority and maturity capable of creating social technologies and providing relevant socio-environmental solutions for a world in a climate crisis, social inequality and democratic weakening that the institute is available for the challenges of the future. Courage is another asset of iV, along with collaboration and integrity. With these values, our team continues to build the legacy of impact that we all want for Brazil and for the world.



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# Impact dimensions

The social legacy built on numbers and results

income

58%

IS THE DIFFERENCE IN ACCESS TO INCOME BETWEEN PEOPLE WHO PARTICIPATED IN THE REDES PROGRAM COMPARED TO PEOPLE IN THE CONTROL GROUP.\*

DATA FROM THE EFFECTIVENESS ASSESSMENT REPORT CONDUCTED IN 2020 BY THE BNDES. ACCESS ON 11 APRIL 2023: [HTTPS://WWW.INSTITUTOVOTORANTIM.ORG.BR/WP-CONTENT/UPLOADS/2022/06/RELATORIO-DE-AVALIACAO-DE-EFETIVIDADE-DO-PROGRAMA-REDES-2020.PDF](https://www.institutovotorantim.org.br/wp-content/uploads/2022/06/RELATORIO-DE-AVALIACAO-DE-EFETIVIDADE-DO-PROGRAMA-REDES-2020.PDF)

health

56  
thousand

LIVES COULD HAVE BEEN SAVED IF THE AGP CORONA PROGRAM HAD BEEN PRESENT IN ALL BRAZILIAN MUNICIPALITIES DURING THE PANDEMIC (MAY 2020 TO DECEMBER 2021)

education

between  
30% and  
45%

THIS IS THE AMOUNT BY WHICH MUNICIPALITIES CAN ACCELERATE GROWTH IN IDEB\* WITH THE PARTNERSHIP FOR THE ENHANCEMENT OF EDUCATION PROJECT (PVE).

\* INDEX THAT MEASURES THE QUALITY OF EDUCATION IN THE MUNICIPALITIES / DATA COLLECTED BETWEEN 2007 AND 2019



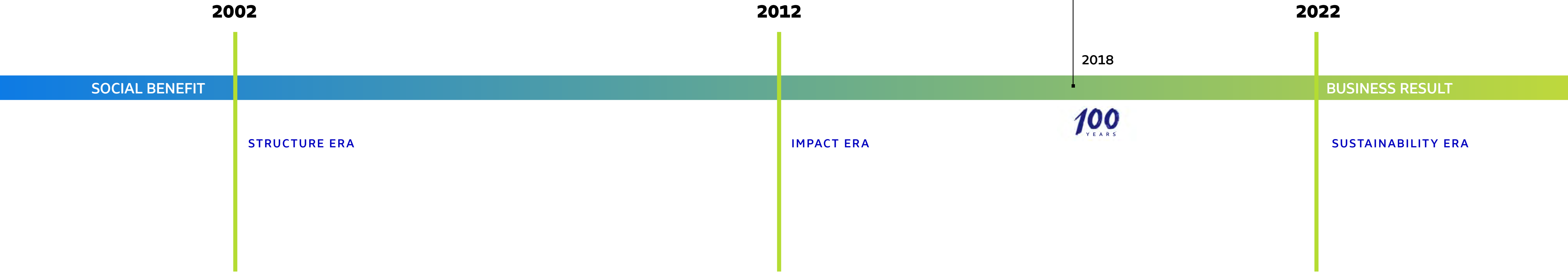
# Evolution of the social approach

The transformation of the institute between the social benefit and the result from the business

VOTORANTIM CORPORATE DNA  
CREATES CONVERGENCE AND CLEAR GUIDELINES FOR THE SOCIAL PRACTICES OF VOTORANTIM'S BUSINESS

### What is Social DNA

The goal of the DNA is to preserve intentionality and the social perspective of the shareholder family in all Votorantim companies. It consists of guiding the practices of Votorantim's portfolio companies based on values. Since its foundation, Votorantim has been a social operation, and its DNA transforms this approach into a guide of how to organize strategies and actions to maximize the value generated to society in accordance with the values and expectations of its shareholders. In the context of the company's centenary, the DNA reinforces Votorantim's intention to generate a positive impact on the world based on its social and business activities. This dimension of impact can be seen in the expansion of the PVE – public education improvement program –, which went from seventeen municipalities in 2016 to one hundred municipalities in 2018, the year celebrating Votorantim's centenary.



## Creation of the institute

iV was created with the mission of professionalizing the social investment and philanthropy that are part of Votorantim's history. The choice of unassisted youth as the initial focus expresses the desire of the family business which connects young people to their values, such as the desire to grow and do business. The institute sees great opportunity for social transformation in this population group.

## Social management in business

The first ten years are marked by the consolidation of the corporate institute. The iV starts to act as a solution center for companies in the development and management of social projects. The focus on opportunities and value chains directs action towards territorial development and qualification for work. During this period, projects such as Evolve and the Future in Our Hands materialized and, between 2013 and 2014, the partnership with the National Program for Access to Technical Education and Employment (Pronatec) was established. Results of an alignment with public policies and market vision.

## Sustainable business with value

With its expertise in the field of positive impact, iV becomes an ally of portfolio companies in search of sustainable transformation. Its activities include the development of socio-environmental solutions, consultancy in ESG and management and implementation of projects and programs. To this end, it prioritizes four operating models: Consultancy, Programs and Projects, Impact Investment and Knowledge.

# Social development journey

The transformation milestones of the Votorantim Institute from its beginnings up to 2022

2002

The institute is structured around a social investment strategy. Action with youth is defined in two axes: education and professionalization. iV creates its own methodology and designs the first programs.

2003

Committees are set up in companies to manage and monitor projects with the aim of strengthening relationships, leaving a legacy in communities and engaging employees. The first results appear: 42 projects benefit 1,300 young people.

2005



The activity expands and reaches the area of culture. The year also marks the adoption of the Statute of Children and Adolescents and the creation of the Votorantim project for Children and Adolescents (VIA).

2006

The first guidelines for *Best Practices in Social and Corporate Responsibility* is published. In the same year, Votorantim's first Cultural call for tenders is launched.

2007



On the five-year anniversary of iV, the first strategic review defines expansion with youth on the Education, Work, Culture and Sport fronts. The Social Leader Award is launched, an initiative that highlights employees committed to social actions in the communities.

2008

iV adopts the position "Creating routes for the future". The Partnership for Valuing Education (PVE) is launched, one of the institute's main programs in the area of education.

2009

With the aim of ensuring the management of social investment and monitoring the impact generated, the Votorantim Social Project Manager (GPSV) is launched. The year also saw the creation of the *Stakeholder Engagement Manual*, a guide for implementing and managing relationships with local stakeholders in Votorantim Operations.

2010



The ReDes program is created in partnership with the BNDES, Brazil's government bank for promoting Brazilian economic and social development, and starts an investment cycle of R\$ 84 million – since its launch in 2010 until 2020 on completion of a decade of operation. The program has its positioning and focus on the implementation of inclusive businesses that enhance territorial development.

2012

The Votorantim institute completes ten years. A review of the strategic planning and consolidation of the positioning with Votorantim's portfolio companies is carried out. The Public Management Support Program (AGP) was created that year.



2013



2015

2017

2018



2019

2020

2021



2022

instituto  
VOTORANTIM 20 YEARS

The partnership with the National Program for Access to Technical Education and Employment (Pronatec) of the federal government is signed and encourages the training of young people in professional courses. Qualification for work will play a major role in the following years.

The Volunteer Challenge program, a solidarity competition that encourages Votorantim employees and third parties to carry out voluntary work, is launched. Also in this same period, the *Social Action Guide* directs Votorantim's strategic vision of sustainability.

The Via Solidária campaign is created this year. The action encourages the culture of donation by individuals to protect the rights of children and adolescents with municipal funds for children and adolescents.

Votorantim becomes a centennial company and iV celebrates the date with the expansion of the PVE, increasing from 51 municipalities to 100. The Citizenship Program is created.

iV updates its governance with more executives from portfolio companies on the institute's board. The Citizenship Lab, an initiative to promote democracy is launched.

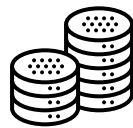
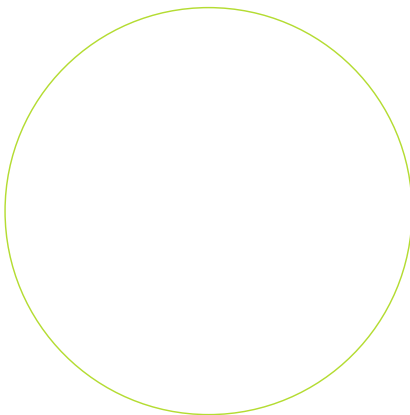
The pandemic mobilizes the institute in the search for solutions focused on the most vulnerable territories, adapting its project portfolio. An emergency action fund is set up, operating in 274 municipalities. The Municipal Vulnerability Index (IVM) is created.

Attention to Covid-19 continues to mobilize iV actions and projects such as AGP Saúde and Tele UTI are created. Other projects such as the PVE, also serve as a basis for action in dealing with the impacts of Covid-19. That same year, iV Ventures (a Venture Philanthropy fund) is launched on the market.

Two decades of existence: to maintain Votorantim's social DNA, iV adapts without changing its essence. It continues to evolve guided by the systemic capacity to leverage social technologies and the solutions created in a network. For the future, a look at new and urgent issues, such as climate change, social inequality and the weakening of democracy.

# A decade of impact

A brief overview of the results achieved by the institute between 2012 and 2022.



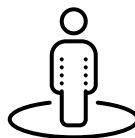
R\$ 459 million  
invested over  
ten years

2012

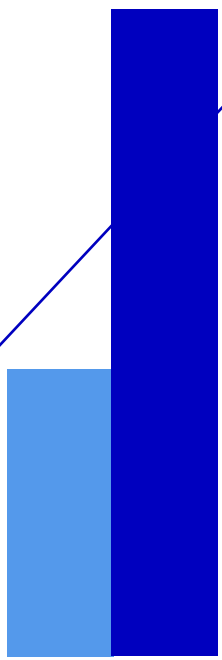
+ R\$  
**1.5**  
billion

invested in  
twenty years  
by Votorantim  
and portfolio  
companies  
through the  
Votorantim  
Institute

2022



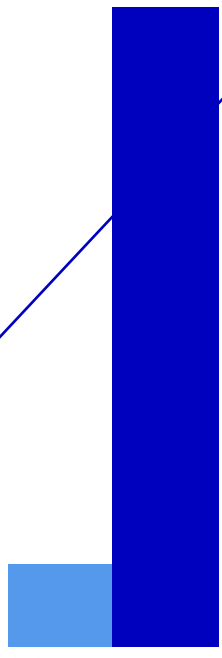
**4.6 million**  
people benefited



+ **10**  
million  
people  
benefited



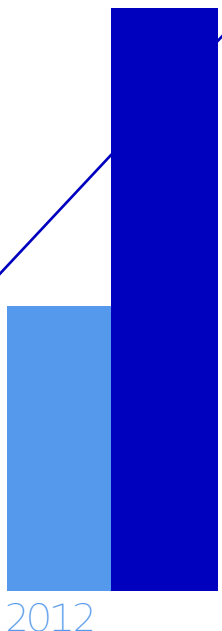
**6.5 thousand**  
actions supported



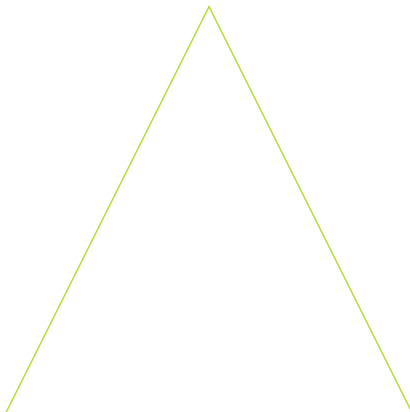
+ **10 thousand**  
actions supported



**300**  
municipalities assisted



+ **550**  
municipalities  
assisted in  
23 states





# 2002 2011

## The structure era





## The structure era

“Since its founding, the institute has helped ensure the legacy of the family’s social DNA in favor of society, through portfolio companies, with values and practices characteristic of the family and Votorantim companies.”

Clóvis Ermírio de Moraes Scripilliti,  
chairman of the board of directors  
of Hejoassu Administração S.A.



### The institute and Brazil during the first decade of the 21st

#### The institute paves the way

The first years of iV were made up of structuring and innovation within the philanthropy and social investment ecosystem. In addition to creating its own methodology, iV needed to change the culture of donations in order to implement a culture of long-term results, based on indicators and metrics. Along their path, some adjustments to the route were made, their focus expanded beyond youth activities and operations diversified, getting closer to companies and territories. In doing so, they achieved positive impact and generated value for companies and connected them with sustainability.

2011

2002



#### Brazil gets stronger

With the economy on the rise and political stability after decades of inflation and low growth, Brazil finally found the conditions and political context to advance in structuring social areas. Taking advantage of the income generated by commodities and leveraged by a state social project, the country increased its efforts to fight extreme poverty and inequality, implement social inclusion programs, protect its natural wealth and increase its prominence in international arenas.

THE INSTITUTE COMES ONTO THE SCENE: in order to maintain the social DNA of the shareholder family, iV is born with the mission of professionalizing Votorantim's social action. In the photo, a young person performs in a show in Cidade Tiradentes, São Paulo State, in 2008, an initiative supported by the institute.



# Social evolution

## The first ten years

With the legacy of social responsibility present in their DNA, the Votorantim Institute inaugurates its trajectory focusing on youth

The construction of villages for workers, vocational schools and hospitals, and wage equality between men and women were the first expressions of a business group, now centenary, which would give rise to the iV in 2012. The objective was, from then on, to maintain the legacy and expand the path of social transformation. It was time to bring the focus on company results to the social area.

iV is born in the process of strengthening Votorantim's corporate governance started in the late 1990s. The companies, which until then had been independent, become part of a holding company, and management is professionalized without losing the family DNA.



“We wanted a corporate institute – not a family one – that would serve the business and the communities connected to the business.”

Ana Helena de Moraes Vicintim,  
vice-president of the iV's board

The restructuring includes hiring executives from the market while shareholders begin to serve on the board. Philanthropic action followed the professionalization movement and is consolidated in 2002.

The fourth generation of the family ensures the focus on corporate social responsibility, and Votorantim's transformation movement inaugurates a new path, starting by way of making social investment. Donations, which had a one-off nature and little measurement of impact results, are now defined by planning. From that moment on, the investment would migrate from an assistance character to a strategic vision.

iV's initial mission accomplished that goal. Align and qualify social actions and go further by professionalizing social investment within best practices. Corporate philanthropy was preserved, and donations would be results-driven to expand impact.

The beginning of this trajectory was filled with challenges. What would the institute's causes, themes and areas of action be? These were years of structuring and change, but accompanied by persistence in the company's values. The Brazilian context at the beginning of the century, together with Votorantim's culture, provided the institute's first axis of action: youth. Through two programmatic fronts, education and professional

# The choices

Challenges at the beginning of the trajectory

- 1 Professionalize the management and social performance of the group**
- 2 Support the cause of underprivileged youth**
- 3 Make responsible use of incentive laws**





FOR THE APPRECIATION OF EDUCATION: Secretariats, managers and public schools benefit from the actions of projects developed by the Votorantim Institute and carried out with Votorantim’s portfolio companies.

qualification, iV took their first steps. The shareholder family saw an opportunity for social transformation in the young and underserved population – remembering that the first decade of the 2000s had the largest contingent of young people in the country’s history: 51 million.

The institute creates its own operating methodology for projects and engages 190 company employees. Organized into committees, they monitor the social impacts achieved and act as investment managers. The territorial capillarity of branches spread throughout the country contributes to the multiplying actions, and the results soon appear. Engagement in causes and territorial ties with the community show that the strategy is correct, and the first seeds germinate. The guidelines from the beginning of iV proved to be strong pillars, and the focus on young people drove the next step.

In 2005, a new decision consolidates the sense of perpetuity and the intention of social transformation and Votorantim’s legacy. The institute starts directing, with portfolio companies, the allocation of resources from tax incentive laws such as the Fund for Childhood and Adolescence. With that, the institute creates Votorantim for

Childhood and Adolescence (VIA), a program that contributes to the protection of the rights of children and adolescents in support of the Child and Adolescent Statute (ECA). More than allocating resources, VIA closely monitors the projects and supports its own resources to strengthen child and adolescent protection management structures with municipal councils. Thousands of children and young people benefited from projects that provided a safe environment for the development of education, leisure and health.

Committed to making the best use of incentive resources, iV institutes the Cultural Democratization Program and carries out a series of calls for public tenders for the allocation of resources. The program focuses on the diffusion, circulation and people’s access to culture. Still through the program, the International Seminar on Cultural Democratization, with 1,200 participants, is carried out.

**YOUTH AND PROGRAMS IN FOUR AXES**

The necessity to increase the focus on youth inspires the concept “Creating paths for the future”, which systematizes programmatic axes dedicated to young people: education, work, culture and sport. Sport, in particular, is greatly recognised by society. All in all, as a result of iV actions focused on the four axes of action with young people, 2007 sees a total of 119 supported projects, in addition to the creation

**What is VIA**

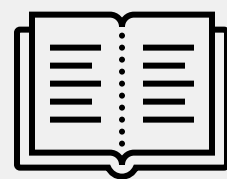
Votorantim for Children and Adolescents (VIA) is a program dedicated to combating and reducing violations of the rights of children and adolescents, improving policies and service opportunities by strengthening practices and management instruments of municipal councils for children and adolescents. It was created in 2005 and expanded over the following two decades. In 2017, it applied its own resources in the qualification of the councils and resources encouraged in the execution of Votorantim projects on the subject. In addition, the project creates a campaign to encourage the culture of donation among employees, which has raised more than R\$ 3.9 million since its launch, benefiting service policies to children and adolescents.

[LEARN MORE AT:](#)



## Youth as a focus

For Votorantim, young people dialogue with the company’s values, such as the desire to grow and do business. The institute works with youth initially in education and professionalization. In 2007, this focus is expanded to four major axes:



### Education

Programs work for the rights of children and adolescents, improving the quality of public education, strengthening youth leadership and preventing school dropouts.

#### LEGACY

Thousands of children and young people benefited from long-term programs in communities in all territories where Votorantim companies operate across the country, strengthening the local public education network and public policies aimed at improving education through the PVE.

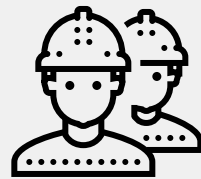


### Culture

The institute and the Votorantim companies develop important cultural promotion initiatives, mobilizing projects throughout Brazil. In 2007 alone, 315,000 young people benefited.

#### LEGACY

Cultural democratization through investments in the dissemination, circulation and access of the population to culture. One of the initiatives that will guarantee the continuation of this legacy is the production of the *Manual to support the elaboration of cultural democratization projects*.

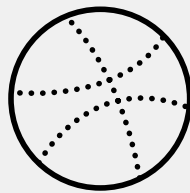


### Work

Vocational training, as well as the focus on generating employment and income in the communities, have always been on the Votorantim Institute’s radar.

#### LEGACY

With the increased focus on “local development”, the response to community challenges is improved. The partnership with BNDES generates the creation and implementation of the ReDes program in 25 municipalities across the country, with the aim of reducing poverty by generating income.



### Sport

The institute’s decision to include this axis in the youth focus is in line with Votorantim’s vision that sport is a powerful means of human development and citizenship.

#### LEGACY

With the structuring of the Sport Program, the institute strengthens educational sport, a fundamental modality less valued by the business community until then. Votorantim gains recognition and is awarded the Business Friend of Sport award, by the Ministry of Sport.

of the Social Leader Award, aimed at employees committed to social actions in the communities, monitored until today.

Work with education progresses and, in 2008, the institute launches the Parceria pela Valorização da Educação (PVE) program, focused on improving public education. It is important to note that a year earlier, in 2007, the Basic Education Development Index (Ideb) was created, and the guidelines and goals of the federal government’s national education plan influenced the institute’s creation of the PVE. The program was born from this understanding of mobilizing Votorantim’s social capital and the strength of the institute to promote long-term projects. The PVE will reach its peak ten years later, in 2018, the same year as Votorantim’s centenary. iV reaffirms its role in supporting and disseminating public policies using Votorantim’s capillarity in the territories and employee engagement as social impact assets.

Also in 2007, when the institute completes five years of operation, a new approach is proposed for the future based on lessons learned in the territory and with the communities: the importance of strengthening relationships with Votorantim companies. A look at portfolio companies begins, focusing on social transformation based on their sustainability-aligned businesses.

#### What is the PVE

The Parceria pela Valorização da Educação (PVE) program supports municipal public education by strengthening the professional skills of educational and school managers and social mobilization, with the aim of accelerating the learning levels of male and female students. Ten years after launch, it would reach the mark of one hundred municipalities, and by 2022 more than 150 municipalities had already been supported by the program.

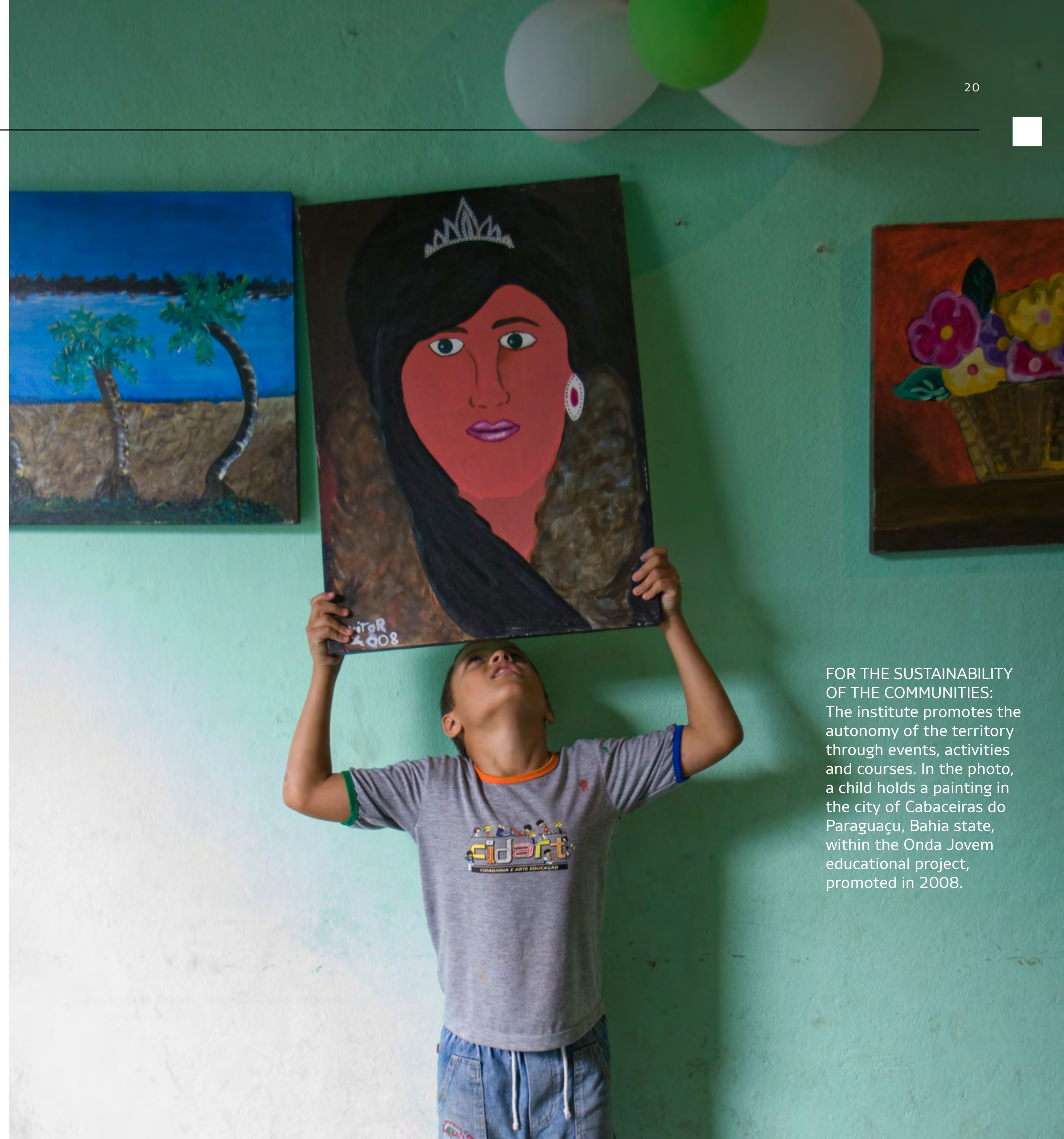
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“We want to help each community discover its vocation and develop its potential by laying the foundations for its autonomy and sustainability.”

José Ermírio de Moraes Neto, shareholder and former chairman of the IV board



FOR THE SUSTAINABILITY OF THE COMMUNITIES: The institute promotes the autonomy of the territory through events, activities and courses. In the photo, a child holds a painting in the city of Cabaceiras do Paraguaçu, Bahia state, within the Onda Jovem educational project, promoted in 2008.



# Achievements

In the first ten years

1

**Professionalized and qualified the group's social actions**

2

**Implemented and supported programs of great social impact**

3

**Strengthened engagement of employees and with the community**

**4.6 million**  
people benefited

**R\$ 459 million**  
invested in ten years

**1,204**  
supported projects

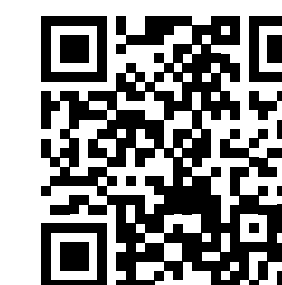
**+ than 40**  
partners involved

In 2008 and 2009, iV leads discussions on sustainable development and begins to understand its role as a promoter of sustainability practices and strategies within Votorantim companies. This movement also seeks to implement processes and indicators that qualify the management of social action within companies. It is in this context that iV adopts the GPSV (Votorantim Social Project Manager) in 2009, fulfilling their commitment to monitor and measure the social results generated.

The maturation of iV brings in strategic partnerships with organizations outside Votorantim. The cooperation established with BNDES begins, and the ReDes program is created in 2010 with the aim of reducing poverty through income generation and social mobilization. Like PVE, ReDes is born in the first decade, but it will consolidate itself over the next. Both bring together characteristics such as capillarity, efficient technical management, robust governance, opening even more doors for other partnerships in the future, in addition to bringing historical repertoire for iV itself to conceive other projects, such as Public Management Support (AGP), which would be created in 2012.

This cooperative movement between the institute and portfolio companies, partners and public management which began in the

[LEARN MORE AT:](#)

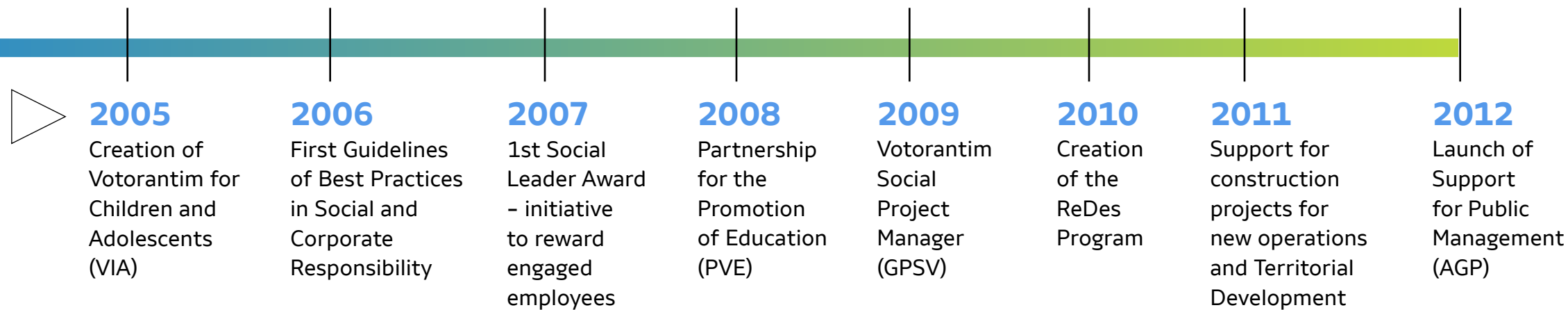


## What is ReDes

ReDes is a program dedicated to strengthening inclusive businesses to generate jobs and income, as well as improving the quality of life for its participants. It was created in partnership with the BNDES to offer productive technical assistance and management qualification for cooperatives and productive associations. It is currently present in 36 municipalities in eleven states and the Federal District.



Timeline



“The [BNDES] partner has to be the eyes and arms in the locations, reaching unimaginable places and not letting the projects get lost. And the institute was able to do this.”

Marcos Matias Cavalcante, BNDES productive inclusion coordinator

mid-2000s, has intensified and focused on local development. iV’s work ends up directing other themes in the territories, boosting development and engaging stakeholders within the communities. The institute also transforms itself internally to enhance its own path. A time of transition begins and, in 2010, a mandala is adopted to guide actions focused on territorial development. The objective is to be a strategic compass to direct the social actions of the portfolio companies. Formed by four axes – human capital, economic dynamism, social capital, institutional capital – it ends up bringing iV closer to business. Another guiding resource for the performance of the companies was the *Social Planning Guide*, known as the *ISE Guide*, an adaptation for the field of social investment of the annual planning flow of the portfolio companies.



FOOD ON THE PLATE: Gastronomy classes in Itamarati de Minas, Minas Gerais state. The course was promoted by the institute and Companhia Brasileira de Alumínio (CBA) in 2008 within the Evoluir project, aimed at generating local income.



Social investment  
mandala



STRATEGIC  
AXES

Human capital

Expands potentials and contributes to the formation of citizenship and brings together actions on the fronts of education, work, culture, sports and the rights of children and adolescents.

Economic Dynamism

Encourages entrepreneurship and income generation with a focus on developing the local economy and reducing the area's economic dependence on major economic agents.

Share capital

Encourages the formation and development of networks and alliances, providing social dialogue and greater engagement of communities and businesses.

Institutional Capital

Strengthens local institutions (public and of a social nature) so that they can play their role as development agents for communities and municipalities.

TRANSITION

On its ten-year anniversary, iV reviews strategic planning and positions itself as a business institute to qualify and intensify the social activities of portfolio companies. They become protagonists of the projects, which brings a significant change of decentralization and expansion of thematic focuses. In its trajectory in the first decade, iV develops a series of competences and decides to expand its causes beyond youth, which becomes an axis of action and a legacy for the future. The beginning of the second decade of the century brings new perspectives and demands for companies, and the need to include sustainability goals and ESG commitments becomes fundamental. The institute connects with the new times and begins to support investments in the development of strategies focused on sustainable transformation, consolidating and expanding social management programs focused on socio-environmental solutions that generate value for society. This will be the challenge for the coming years.

# The legacy

A model for implementing and managing impactful social programs based on best governance practices, with processes supported by indicators and results that point to sustainable transformation.



# 2012 2022

## The impact era





The impact era

“The institute plays an important role in advancing investments in the sustainability agenda. The focus in favor of portfolio companies makes Votorantim S.A’s portfolio more robust.”

Eduardo Vassimon, Chairman of the Board of Directors of Votorantim S.A.



2012

The institute and Brazil during the second decade of the 21st

The institute consolidates itself as a socio-environmental intelligence center

The second decade saw fundamental moments for the institute. The PVE, ReDes and AGP programs are among the highlights that, together, managed to bring great social impact to millions of people in 23 states of the country. It was the decade of improving skills and knowledge for the institute, which reached the end of 2022 with a catalytic profile, positioned as an intelligence center on topics relevant to Votorantim and society. iV continues to articulate and develop sustainable solutions and shared social technologies within portfolio companies.

2022



Brazil facing new social challenges

After running out of public investment, Brazil went into economic crisis, compromising its growth and bringing the statistics of poverty and unemployment back to the scene, starting in the second half of the decade. Added to this, in 2020, the health emergency of Covid-19 marginalized millions of Brazilians and left small municipalities with increased costs and loss of life, as well as generated permanent negative impacts on the education of young people.



# Legacy for the future

iV adopted a management model similar to that of the Votorantim portfolio companies, consolidating a partnership relationship that intensifies each year. With this attitude, iV contributed to the increase in relevance of the social agenda in the sustainability strategies of Votorantim companies. The look at the socio-environmental impact was passed on to new executives, and the long-term social vision was an asset preserved to face crises, such as the 2020 pandemic. The legacy is present in the value generated for the business models of the portfolio companies and for improving the quality of life in the communities where the companies operate. On the side, three reflections that guide tomorrow, according to Cloves de Carvalho:

## CLIMATE CRISIS

“The most vulnerable sectors in our country are always the most affected by crises, and the climate crisis will not be any different. It is fundamental to consider the historic Brazilian social inequality.”

## INEQUALITY

“Unplanned progress without looking at opportunities is a generator of inequalities. The institute enters this point to ensure sustainability happens as a structuring vector of change.”

## SUSTAINABILITY

“It is a priority for companies to unite their business and sustainability strategies into a single business strategy that positions them as a partner for lasting solutions.”





# New paths

## The last ten years

The consolidation of the institute's projects in the territories and the sustainability agenda in Votorantim's companies are the hallmarks of the second decade.

Between 2012 and 2021, iV consolidates itself as a corporate institute. If in the first half of these twenty years it was Votorantim's model of governance and social action, in the second half it starts to position itself as an intelligence center and an agent for promoting sustainability in portfolio companies. The acquired social expertise in the first ten years transform the institute into a strategic partner for the companies and for Votorantim itself, in a synergy of value integration.

The decision to approach portfolio companies is a milestone for the institute as of 2012. In this new path, it develops solutions and companies invest in programs and projects formatted as social technologies. Another important change was the

FLOWERING IN THE FIELD: Woman from a flower cooperative supported by iV in Itabaiana, Sergipe State. ReDes project carried out with Votorantim Cimentos (VC) in 2014. The focus on the territory ensured harvests and impact during the decade.

“We got very close to the institute at the beginning of operations of renewable energy. iV was an important partner in building this history of socio-environmental impact and actively participated through the programs in the first Auren wind farm.”

Raul Cadena, Vice President of Customers and Marketing of Auren

incorporation of executives from the portfolio companies into the institute’s board.

The construction of this convergence began between 2009 and 2010 when the institute led the first discussions on sustainability with the Votorantim Board. But it gains more defined contours at the beginning of the second decade, with the strengthening of a specific area to act in corporate relations. The new perspective brings with it, in 2013, an expansion in the themes with which iV works. That same year, iV implements the revised strategy and expands articulations and partnerships, such as the cooperation agreement established with the Ministry of Development, Industry, Commerce and Services (MDIC) through Pronatec. Support for the qualification of labor for young people had an important boost in the following years, uniting programs within the institute by connecting basic education and professional training and training for work.

In this movement, the institute sees the social investment of portfolio companies as the very way of doing business and generating value and impact on society. The year of 2014 is marked by the exchange of experiences between the institute and the companies for the joint construction of knowledge. In this sense, working groups are organized to discuss strategies for social action and program development. It is a clear moment of renewal in which the institute redesigns its own governance, creating strategy and finance committees with the companies aiming to connect guidelines.

## The choices

The challenges of the trajectory of the last decade

1

**Greater closeness of portfolio companies, consolidating itself as a strategic partner in socio-environmental issues.**

2

**Focus on the territory with the aim of causing positive impacts in the communities where the group’s companies operate.**

3

**Acting as an intelligence and consulting center, contributing to the inclusion of ESG concepts in the business.**



### What is AGP

The Public Management Support Program (AGP) operates in the qualification of cities with lower HDI and aims to contribute with public managers in local development. The project brings partnerships and resources together and aims to support municipalities in three areas: modernization of processes, territorial organization and health. AGP Saúde played an important role in the fight against Covid-19.

[LEARN MORE AT:](#)



It is within this period that methodologies for measuring impact results and internal tools for monitoring efficiency indicators and beacons are created. The institute also consolidates its portfolio with programs segmented by themes, results and territories, and offers structured solutions for portfolio companies. It is in this context that the Public Management Support Program (AGP) is created in 2012. The program management area is strengthened in the development and implementation of socio-environmental projects and solutions aligned with public policies, complex social problems and trends that are aligned with the challenges of Votorantim.

Of the total projects carried out and supported, 90% of the investments are in locations for which the companies have established short, medium and long-term social action plans. The territorial approach is strategic and a consequence of the social evolution of the portfolio companies, with the support of the institute.

As well as the connection with the portfolio companies, the focus on the territory gains relevance and also becomes a very strong brand of this second decade. Votorantim acts with the premise of positively transforming the places where it operates and being an actor that generates a positive impact on communities. The portfolio companies and their employees are “citizens in the territory”, and this becomes powerful social capital, a socio-environmental asset that catalyzes change.

In this sense, the institute’s portfolio gains strength, whether by boosting and strengthening existing programs, especially PVE and ReDes, or by creating connections and partnerships. The Public Management Support Program is the perfect translation of the strength of joint action, carried out with the sum of forces between iV and BNDES, its strategic partner since 2010. The three major programs mark the decade: PVE, ReDes and AGP connect through the logic of developing territorial competences in cooperation with the portfolio companies and local governments.

## The portfolio companies and iV

The iV develops strategies to support companies to make a sustainable transformation with goals of sustainability and ESG commitments. Leaves the promotion of the SDGs as a legacy.



In 2020, iV developed the ESG strategy and sustainable supply projects with CBA.



Also in 2020, iV formulated its ESG strategy with Citrosuco.



In 2019, iV supported Votorantim Energia’s (current Auren) sustainability strategy. In 2021, iV supported the ESG diagnosis of hydroelectric consortiums, at the time managed by Auren.

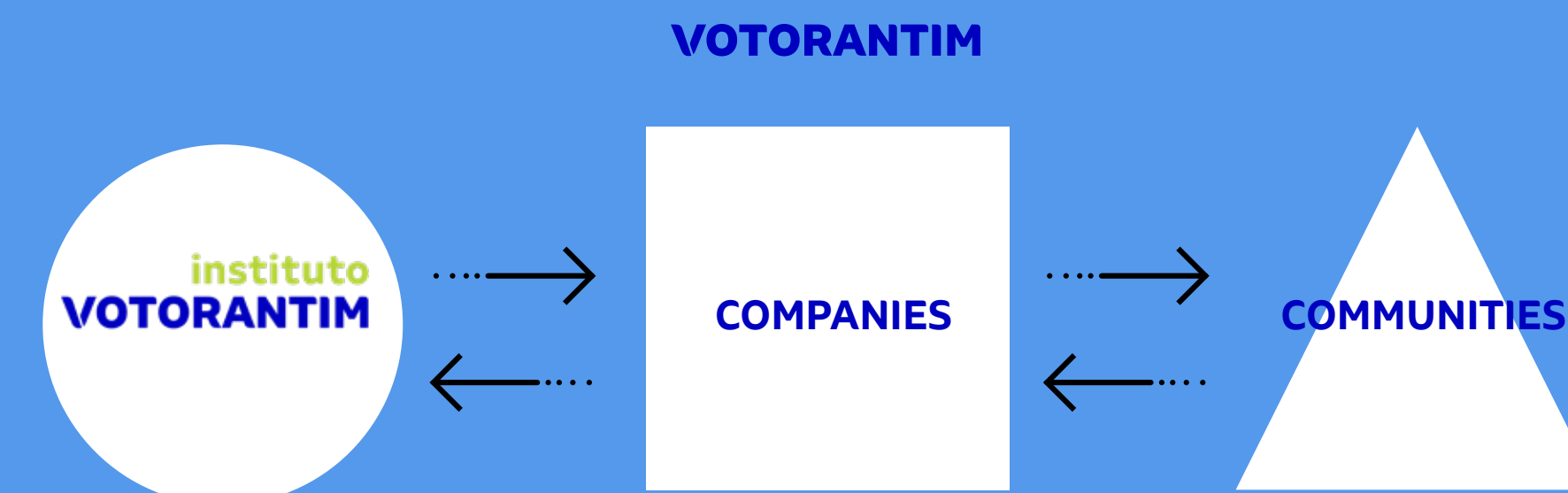
“Our way of doing business goes beyond achieving good results. As an engaged and responsible investor, we are committed to generating a positive impact on society, promoting local development and environmental conservation. The work of the institute is essential to achieving this goal. Twenty years leading projects that have become a reference for Brazil and in key sectors, such as education and public management. For the future, the expectation is to have the institute as a partner for portfolio companies, whether with already consolidated initiatives or bringing more social innovation, in order to have scale and be able to generate a positive impact.”



João H. Schmidt  
CEO, Votorantim S.A.

## STRATEGY

**THE VOTORANTIM INSTITUTE WORKS IN PARTNERSHIP WITH PORTFOLIO COMPANIES TO CONTRIBUTE SOCIAL AND ENVIRONMENTAL SOLUTIONS THAT CREATE VALUE FOR SOCIETY**



“iV works as a knowledge hub. They have the intelligence to understand what companies are doing and bring best practices at home. They have very strong potential for oxygenating cross-cutting themes, a differential of the institute.”

José Roberto Ermírio de Moraes Filho,  
shareholder and board member of iV



“iV is the result of a strong focus on people, on working together, on challenging and being challenged.”

Alvaro Lorenz, global director of Sustainability, Institutional Relations, Product Development and Engineering at Votorantim Cimentos and member of the iV

“The AGP provides us with knowledge to better understand the challenges of each location and generates value in the territories where we operate.”

Cristiane Holanda Moraes, Social Management Manager at Nexa

The generation of shared value and the impact generated with portfolio companies (in twenty years)



**2,826**

initiatives in **128** municipalities



**2,227**

initiatives in **39** municipalities



**855**

855 initiatives in **44** municipalities



**490**

490 initiatives in **80** municipalities



**282**

282 initiatives in **23** municipalities



**69**

69 initiatives in **10** municipalities

“The great legacy of iV is education, especially PVE, which changes lives. It is proof that improvement in education depends on collective contribution.”

Sergio Malacrida, CFO of VSA and CEO of Altre

“iV provokes and challenges us, enabling high-level deliveries with a lot of impact on various topics.”

Orlando Nastri Neto, socio-environmental manager at Citrosuco

# Achievements

In the last ten years

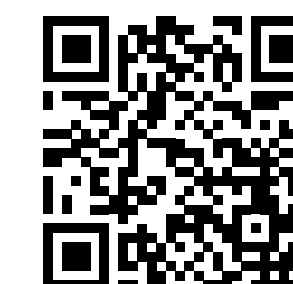
- 1**  
**Social expertise to support and generate value for companies**
  - 2**  
**Support for local governments and public policies**
  - 3**  
**Long-term programs with great impact on territories**
- 955**  
initiatives carried out in **81 municipalities** by the AGP Saúde program, in 2021.

## STRENGTHENING PUBLIC POLICIES

As it advances in a vision of long-term social planning, the institute and the portfolio companies aim the expansion of the positive social impact in territories where Votorantim is present. And one of the paths adopted for impact was the adoption of programs that strengthen local public policies. The PVE and the VIA, with training methodologies for public managers to improve the provision of services, ensured the expansion of this model. Support for Public Management (AGP) is proof of this connection. It strengthens the management capacity of municipal governments and, consequently, the development of territories. The program brings together partnerships and resources, training managers and supporting local development, as it helps municipalities in the implementation of public policies related to important issues such as territorial organization, basic sanitation, among others.

The PVE is also characterized by the use of the capillarity of Votorantim and its employees as agents of local transformation. The persona of the mobilizer for education is an employee, and this is the essence of the program. By placing it at the forefront of engaging and mobilizing for the common good, the institute articulates its strength and human capital on behalf of society. It is this collective construction of citizenship that will give birth to other projects in the late 2010s. Civic engagement and commitment to the collective take shape through the Citizenship Program in 2018, a project that is born to promote

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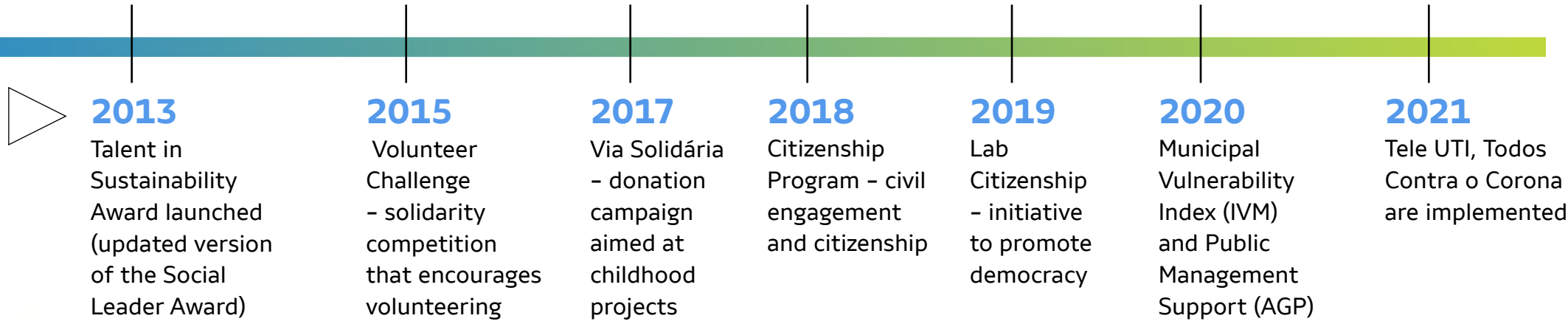


### What is Citizenship

The Citizenship Program aims to contribute to the strengthening of Brazilian democratic culture for citizens to be able to make conscious political choices. Its action takes place through a series of political and citizen engagement actions, support for young leaders and strengthening of organizations, generating knowledge and innovation on the subject.



Timeline



Territorial impact

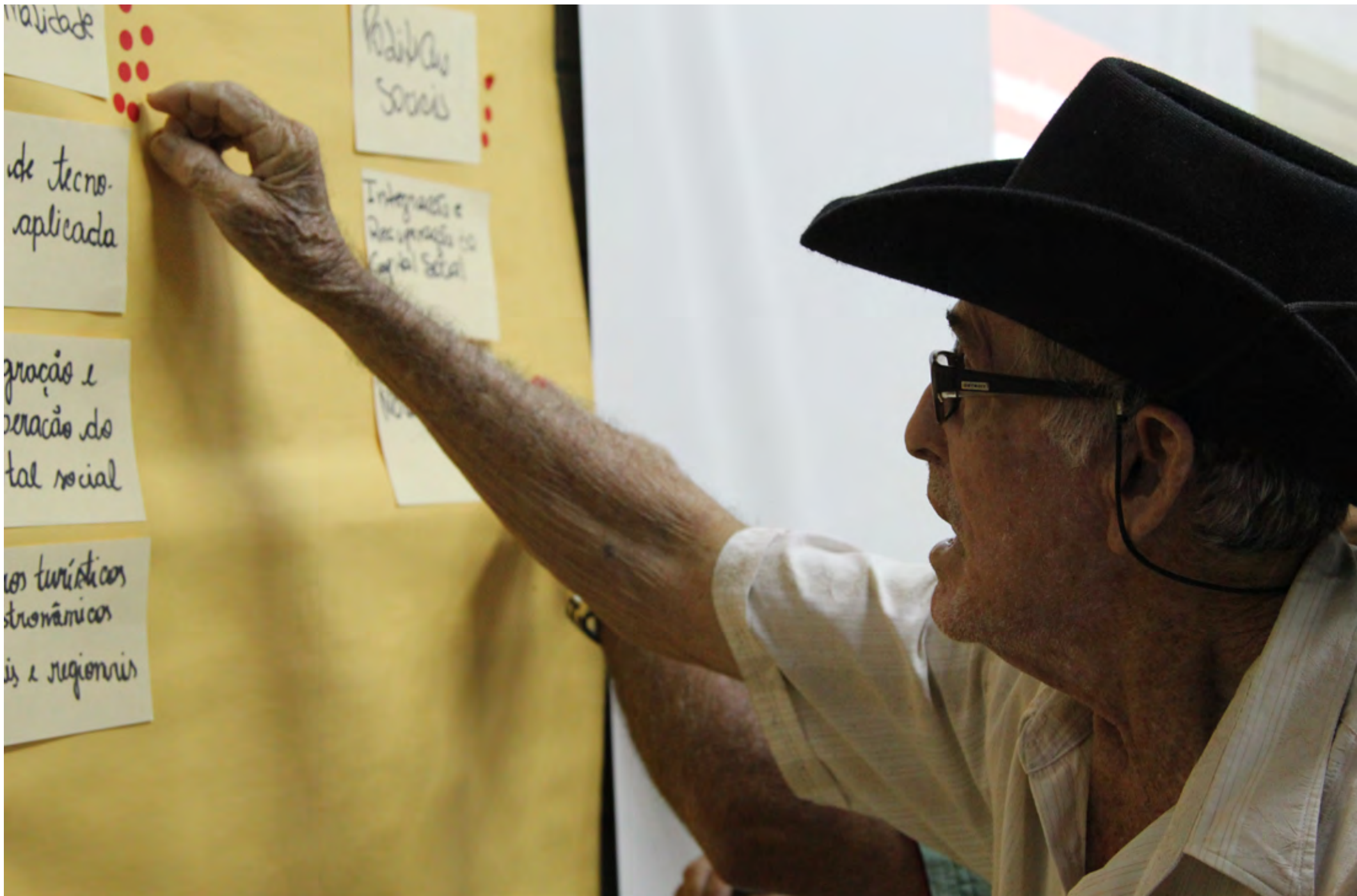
PVE **15**  
The scope of the PVE is 15 Brazilian states (2021)

ReDes **36**  
municipalities reached since the beginning of the program until 2021

AGP **2,800**  
Actions were developed by municipal managers in the fight against Covid-19 through the AGP program (2020)

democracy and the strengthening of civil society in a social context of polarization and weakening of trust. Attentive to social transformations, the institute continues to change so as to contribute to society and the country.

**CENTENARY**  
In 2018, Votorantim celebrated its 100th anniversary. To mark the centenary, the company sought to leverage its legacy by contributing to one of its main lines of action: improving the quality of public education in the country. In this sense, iV brought the challenge of expanding the presence of the PVE to 100 Brazilian municipalities for a period of four years. It was a process and a historic milestone for the institute. In 2016, the PVE was present in seventeen municipalities and in 2017, in 51. In 2018, 104 municipalities benefited. In this year alone, the project practically impacted more than 1,200 schools, 360,000 students and more than 3,000 professionals, including teachers, managers and coordinators of education departments. The legacy materializes through education and joins the first social investments in schools promoted by Votorantim in the mid-1930s.



**HANDS-ON EXPERIENCE:** Resident of Sobral, Ceará State, participates in an integrated planning activity for the city – Projeto Sobral de Futuro –, as part of the Public Management Support Program (AGP) carried out by the institute, Votorantim Cimentos, BNDES and the Instituto Arapyau in 2016.



“The Votorantim Institute – with the strength it has – only exists because of the principles and values of the family. The institute had and still has a huge influence on the group’s businesses, but also on the market as a whole. I consider it the main institution of this nature, in Brazil, or even in the world.”

Carlo Pereira, CEO of the  
UN Global Compact in Brazil

The company’s 100th anniversary is also celebrated with the systematization of Votorantim’s social DNA, which has as its main concept, the idea that Votorantim companies generate a positive impact for the world based on their actions, in their core business, in their relationships and in their value chain. More than a brand, the document formalizes the business model of social action that iV has been promoting since 2013.

#### THE RADAR FOR THE FUTURE

iV continues to be structured to serve companies. They invest in studies, diagnoses and evaluations, in addition to strategic planning and portfolio management. They consolidate themselves as a socio-environmental center of excellence with the aim of adding value to portfolio companies. A social strategy that is increasingly connected to the business to make it sustainable today and in the future. Sustainable business is the way forward, as it generates value for the world. This is the institute’s vision, which now sharpens its focus to the ESG concept in the onslaughts towards a transformation capable of bringing solutions to the climate crisis, social inequality and strengthening of trust and democracy. In its vocation to implement processes and indicators that qualify social management, the institute once again began to transform itself as an organization in 2021 and revisited its strategic planning. It seeks to be the common thread between the private sector, socio-environmental organizations and public authorities for the problems of this century.

## The legacy

The inclusion of sustainability in the operation of portfolio companies as an axis capable of generating changes in lives of citizens and territories.



# Action during the pandemic

## How the institute used its social expertise and skills in dealing with Covid-19.

The arrival of the pandemic was overwhelming in early 2020, and waves of infection continued throughout 2021. The institute did not stop its activities and intensified them during the pandemic by creating an internal committee to assess the scenario for quick and efficient decision-making in support of those most vulnerable. Two axes were created: Emergency Actions and Project Portfolio Adaptation.



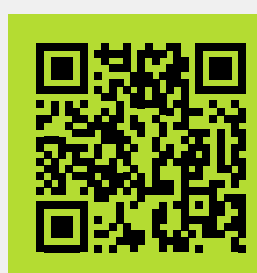
Partnerships with the Beneficência Portuguesa hospital and Votorantim's companies, including donations and joint campaigns, were also part of the actions carried out and monitored by committees, validating actions and investments on a daily basis. With the aim of ensuring priorities and gaining effectiveness in actions in the midst of the crisis, iV created, in May 2020, the Municipality Vulnerability Index (IVM), a support tool for planning actions in the pandemic.

In 2020, iV focused its AGP program mostly on the health front to strengthen management skills. Throughout the year, the program provided support to municipalities with up to 350,000 inhabitants, in calls and actions with emphasis on: flow of epidemiological data and contact tracing, communication campaigns, primary care coverage, among others.

### Emergency actions carried out in 2021

- Donation of personal protective equipment (PPE): **17 million PPE units in 168 municipalities.**
- Donation of basic food parcels and food vouchers: **R\$ 8.8 million invested in the donation of food parcels and food vouchers.**
- Donation of hospital equipment: **1,056 pieces of equipment and around R\$ 17.7 million in investment.**
- Repair of respirators: **667 respirators repaired and calibrated and around R\$ 1.2 million invested.**

In September 2021, the Votorantim Institute was invited to present the update of the Municipal Vulnerability Index (IVM) in a public hearing at the Federal Senate's Covid-19 Temporary Commission.



### What is the IVM?

A tool capable of classifying all Brazilian municipalities in relation to their degree of vulnerability in relation to their capacity to respond to health emergencies, such as the pandemic. Classification is done using a scoring system ranging from zero to one hundred. The higher the IVM, the more vulnerable the municipality is to the impacts of Covid-19. The index is made up of eighteen indicators distributed across five thematic pillars, with different weights according to their relevance to the context of the pandemic. The thematic pillars are: population over sixty years of age, primary care coverage, dependence on the public health system, ICU beds and normal beds, and number of health professionals.



**What is leep:** The Effectiveness Index in Combating the Covid Pandemic (leep) measures the results of actions taken by municipalities in the fight against the new coronavirus. The index calculates the difference in deaths that occurred and those expected in relation to the characteristics of the municipality.

### Action insights

- Municipalities less vulnerable from an economic point of view tended to register proportionally more deaths resulting from Covid-19.
- Greater availability of hospital beds has shown a relationship with a higher number of deaths resulting from Covid-19.
- The greater the proportion of elderly people or the larger the population enrolled in the single registry, the greater the relative number of deaths.
- Likewise, the greater the demographic density, the greater the relative number of deaths.

### Strengthening competencies

To face Covid-19, the objective of iV was to positively impact on:

**(1)** reduction of Coronavirus cases and deaths, **(2)** more efficient health care and **(3)** savings of public resources.

As of 2022, it began to work with municipalities, focused on increasing the resolution of primary care in light of the main current challenges:

**(1)** sanitary voids, **(2)** care for the chronically ill and **(3)** adaptation to the current funding program.

### AGP-Saúde Impacts and results - pandemic

- In all assessments carried out since 2020, a reduction in the number of deaths was observed in the municipalities that were intervened.
- The total number of municipalities that had the program in 2020 and 2021 saw **a reduction in deaths of 25.8 per 100,000 inhabitants.**
- The municipalities that had the program for two consecutive years saw **a reduction of 96.9 deaths per 100,000 inhabitants.**
- It is estimated that around **194 municipalities** have participated in the AGP Corona-Saúde program.
- Simulating a situation in which all Brazilian municipalities received AGP Corona, it is estimated that more than **56,000 lives would have been saved between May 2020 and December 2021.**



# 2022

## Present & future

# Sustainable link

The year of 2022 was marked by lessons learned from the pandemic in connection with the future of iV

In 2022, the institute remained on its path towards sustainability. Programs and projects were not interrupted, and the pandemic provided lessons to strengthen iV's skills.

After two decades of experience working with Votorantim's portfolio companies – and with a consolidated and diversified portfolio of solutions with socio-environmental impact –, iV advanced in projects and continued to add sustainability to the business. After all, they are the ones who generate value and make a difference in the world.

The year saw some highlights: record collection of VIA, diversification of actions through the Citizenship Program, implementation of a new PVE cycle, among other advances in ReDes and AGP Saúde. The Volunteer Challenge also marked the year with the motto "Citizenship that Transforms". Some of these results and numbers are shown below:



A brief  
overview  
of the results  
achieved by  
the institute  
in 2022

- **19.3 million people**  
had access to the Conscious Vote campaign for the Citizenship Program
- **49 participating municipalities**  
benefiting around 600 schools through the PVE program
- **R\$ 915,000**  
raised in the Via Solidária campaign in the VIA program
- **+ than 33,000 people**  
benefited from around **164** institutions in the Volunteer Challenge edition.  
There were **287** actions involving more than **2,100** Votorantim employees
- **R\$ 40 million**  
raised in partnership with BNDES for a new productive inclusion fund managed by iV



ACCESS OUR SITE  
TO FIND OUT MORE  
ABOUT THE IMPACT  
AND NUMBERS  
ACHIEVED BY  
PROJECTS IN 2022.

Total social investment by  
Votorantim and portfolio  
companies in 2022:

**R\$ 94 million\***

\* does not include investments by Nexa Peru and Banco BV.

# Evolution of projects

The learnings and progress of the projects during the year

PVE

THE VOICE OF  
THE THOSE WHO  
BENEFITED

## PVE in 2022

**122** THOUSAND STUDENTS

**574** SCHOOLS

**1.400** MANAGERS

**49** CITIES

“Três Marias has participated in the PVE since its first edition. Only three municipalities in the whole country participated, and Três Marias was one of them. We have an immense appreciation for PVE, always taking us out of our comfort zone and introducing us to new methodologies and improving our processes to seek to improve education in the municipal administrative unit. Through all of it, we recognize the role of the PVE and are grateful for the opportunity to participate today, in 2022, as graduates.”

Cléria Maria de Oliveira Melo, municipal secretary of education of Três Marias, Minas Gerais state, municipality supported by Nexa

## PVE Graduates

PVE Graduates was conceived in 2019 but due to the pandemic, was implemented to start in 2022. Its main objective is to raise students' learning levels by investing in reducing educational inequality among them. The program is a continuation of the work of the Parceria pela Valorização da Educação (PVE) for municipalities that were considered graduated in the previous methodology and offers even more specialized support to the municipal education departments, working on new school and educational management skills, based on advice to **education secretaries** to implement, collaboratively with their technical teams and school managers, actions and practices aimed at learning management and relationships with families. Also in social mobilization, PVE Graduates provides the coalition for education, an approach capable of calling and uniting strategic actors, such as leaders of social organizations, city councilors, businessmen and school coordinators, to support and influence education policies and actions in the municipality. All of them discuss the desired education for the municipality and work together with the Department of Education.

“We embraced PVE from the beginning. We always raise the flag to strengthen education, and the project helps us a lot. It brings benefits to our schools. The institute has been contributing, and we have managed to raise our Ideb index. After the pandemic, the goal is to maintain the index we achieved. PVE Graduates came to join and is engaging the network.”

Wesley Campos Gomes Soares, municipal education secretary of Niquelândia, Goiás State, municipality supported by CBA





## ReDes

In 2022, ReDes completed twelve years as a program and ten years as business support. Long-term productive inclusion and the vision of financial management of the enterprises remained as the project's structuring axes. However, during the pandemic, many businesses struggled to stay open, a challenge the program helped to address. Around **70% of the supported businesses** continued to operate, a figure that confirms ReDes' long-term efficiency. The year was also a period that allowed for a more detailed look at the sustainability of these businesses based on diagnoses of income and management of activities. The indicators showed small rural businesses, associations and cooperatives, for example, that for a business to be successful it is not enough to remain open, but to be perennial during crises, whether health-related or not.



THE VOICE OF  
THE THOSE WHO  
BENEFITED

ReDes

"The project was important for learning. It guided us on animal handling, genetic improvement, and also helped us with the acquisition of equipment and technical courses."

Ivanildo Coelho de Carvalho, from Curral Novo, Piauí state. Sheep and goat management project carried out in partnership with Auren.

Projects supported by ReDes are monitored for an average of three to four years.



"The motto of the Community Association of Quizanga for the Votorantim Institute is gratitude, for promoting, awakening and valuing collective work."

Alex Sandro Vieira da Cruz, from Pedra do Cavalo, Bahia state. Project with small rural producers carried out in partnership with Votoratim Cimentos.

ReDes  
in **2022**

**13** PROJECTS  
**365** BENEFICIARIES

## AGP Saúde

In 2022, the program focused its efforts on increasing the resolution of primary care in light of the main challenges left by the pandemic. Caring for the chronically ill and for the population that did not have access to the health system generated a demand that AGP Saúde sought to respond to. The support to municipal management and health secretariats aimed to improve skills and management processes, observing the capacity of municipalities to attend to their territory. The program offered several fronts of support, such as mentoring, to improve the quality of health services, in addition to complementary solutions aimed at reorganizing teams and integrated data management. All this support resulted in important numbers for the program which, in 2022, had impacted **21** municipalities, **431** initiatives and **1,708** hours of mentoring. It was possible to measure the result of the program through the advancement of skills. Of the skills worked on in each municipality, 90% of them saw progress in their indicators and processes.

AGP Saúde  
in **2022**

**500** CAREER  
COACHES  
INVOLVED

## Citizenship

In 2022, the Citizenship Program developed strategies and initiatives of national and territorial scope to encourage citizen participation in the exercise of citizenship. The program worked on the pillar of conscious voting, encouraging youth participation in the electoral process in which more than **19.3 million** young people had access to the digital campaign across the country, in addition to supporting technologies and social media as attributes of scalability of the theme for different audiences. It also acted in the generation of knowledge, with three studies of national scope: Electoral Alienation in Democratic Brazil, which points out that there is a growing process of abstention among Brazilian voters, more common among young people; Electoral Vitality Index, which analyzes data from Brazilian municipalities and proposes a classification based on pillars such as engagement, representativeness and competitiveness; and Citizenship Routes, which proposes levers and paths for democratic exercise. In addition, it contributed to the strengthening of people and projects, with initiatives present in four states and fourteen municipalities, with more than 8,000 people trained with skills for participation, networking and political education.

## Citizenship in 2022

**3** STATES (SÃO PAULO, MINAS GERAIS and BAHIA)  
**14** MUNICIPALITIES  
**8** THOUSAND GRADUATES  
**19.3** MILLION  
 HAD ACCESS TO THE  
 CONSCIOUS VOTE CAMPAIGN  
 IN THE COUNTRY



## VIA - THE VOICE OF THE PARTNER

“We are very proud of this partnership. Congratulations to the Votorantim Institute for its history of commitment and investment in such important social causes.”

**Marcia Maria da Cruz e Campos,** from Instituto Aliança, about projects carried out in partnership with iV and portfolio companies in Mato Grosso, Piauí, Goiás e Pernambuco.

## VIA Solidária

VIA Solidária is a Votorantim Institute campaign that encourages the donation of part of its employees' income tax to municipal councils for the rights of children and adolescents. The year of 2022 was the campaign's best performance since 2017, when the project started. In the last year, VIA supported seven municipalities with **R\$ 915,000**, and helped to foster a culture of donation and solidarity, especially strengthening the fight against violations of the rights of children and adolescents. With the record donation, the municipal councils are able to promote more and more activities for the protection of children and adolescents, relying on resources from individuals and companies. The campaign also joined the public ministry and health and education departments in setting up a protection network against the vulnerability of children.

## Reflora

With the increasingly evident and urgent interdependence between extreme weather events and social impact, the Votorantim institute and companies have drawn up sustainability plans that seek to provide greater resilience to the companies and territories in which they operate. In 2022, the Institute, Reservas Votorantim and CBA consolidated a pilot initiative, the Reflora Program, which started in 2021 and combines social inclusion of small rural producers through the preservation and planting of native seedlings. In 2022, it expanded to the second cycle with **200 hectares** in Vale do Ribeira in the state of São Paulo, Niquelândia in Goiás, and Zona da Mata in Minas Gerais. The project is long-term and aims at the positive impacts of carbon reduction. Reforestation is an effective and necessary action for the territory, for Brazil and for the planet, recovering ecosystems that were previously devastated from Legal Reserves (RL) or Permanent Preservation Areas (APPs) of smallholder properties.



# FUTURE

## The sustainability era





# A look at tomorrow

The Votorantim Institute expands its perspective to deepen and continue the legacy



LEGACY & PRESENT:  
images of projects  
carried out in 2022,  
in Primavera, Pará state

The institute's resilience is written in its own twenty-year trajectory. To maintain Votorantim's social DNA and respond to new challenges, iV has adapted without changing its essence. Its evolution has seen social responsibility transform into sustainability within companies, where the impact is not only on the result, but on the systemic capacity to leverage social technologies and the solutions created in a network. This is the main legacy so far. Reflection of a consistent strategy capable of contributing to the future.

Climate change, social inequality and the weakening of democracy require collective action to mobilize and articulate new realities. For this reason, iV has expanded its way of looking and acting, seeking to ensure scale and qualification of the impact generated. In fact, the new strategy is a consequence of Votorantim's social action in line with current global ESG guidelines. The secular reputation and high-performance culture continues to direct the institute and invests to generate value in the world.

The strategies and paths presented below demonstrate an impact thesis that unites philanthropy and impact investing. A continuum of capital with social rigor. These are solutions based on consultancy, projects, knowledge and investment, axes that will continue to support Votorantim's portfolio companies on the path towards sustainability. An avenue where the environment, social justice and democracy are part of the same path.



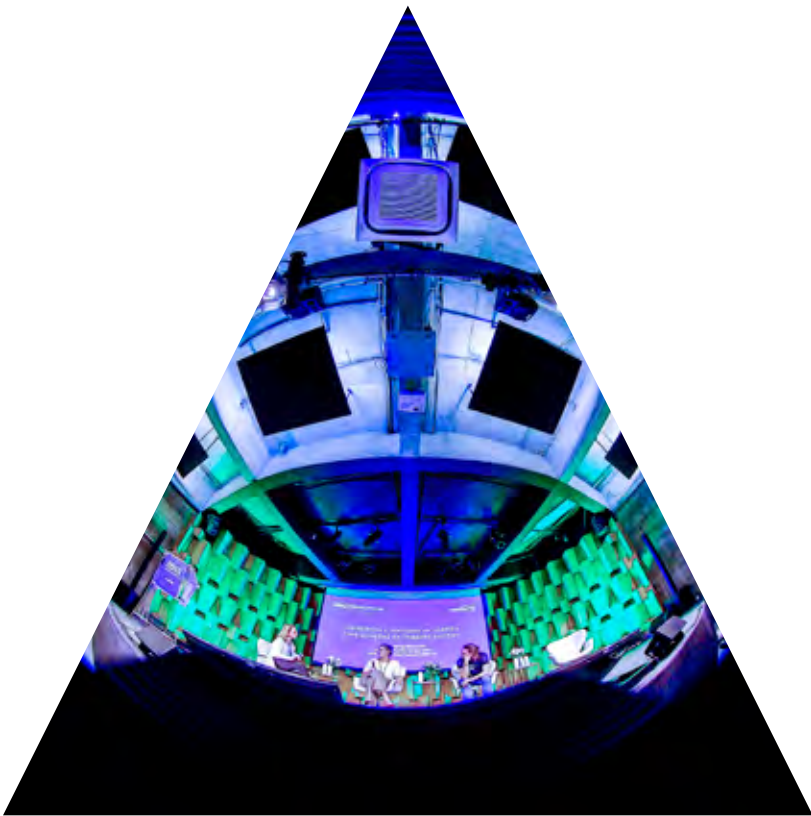
# PERFORMANCE

Act as a hub for sustainable business transformation based on:

- 1 Socio-environmental technologies
- 2 Impact investments
- 3 Sustainable transformation

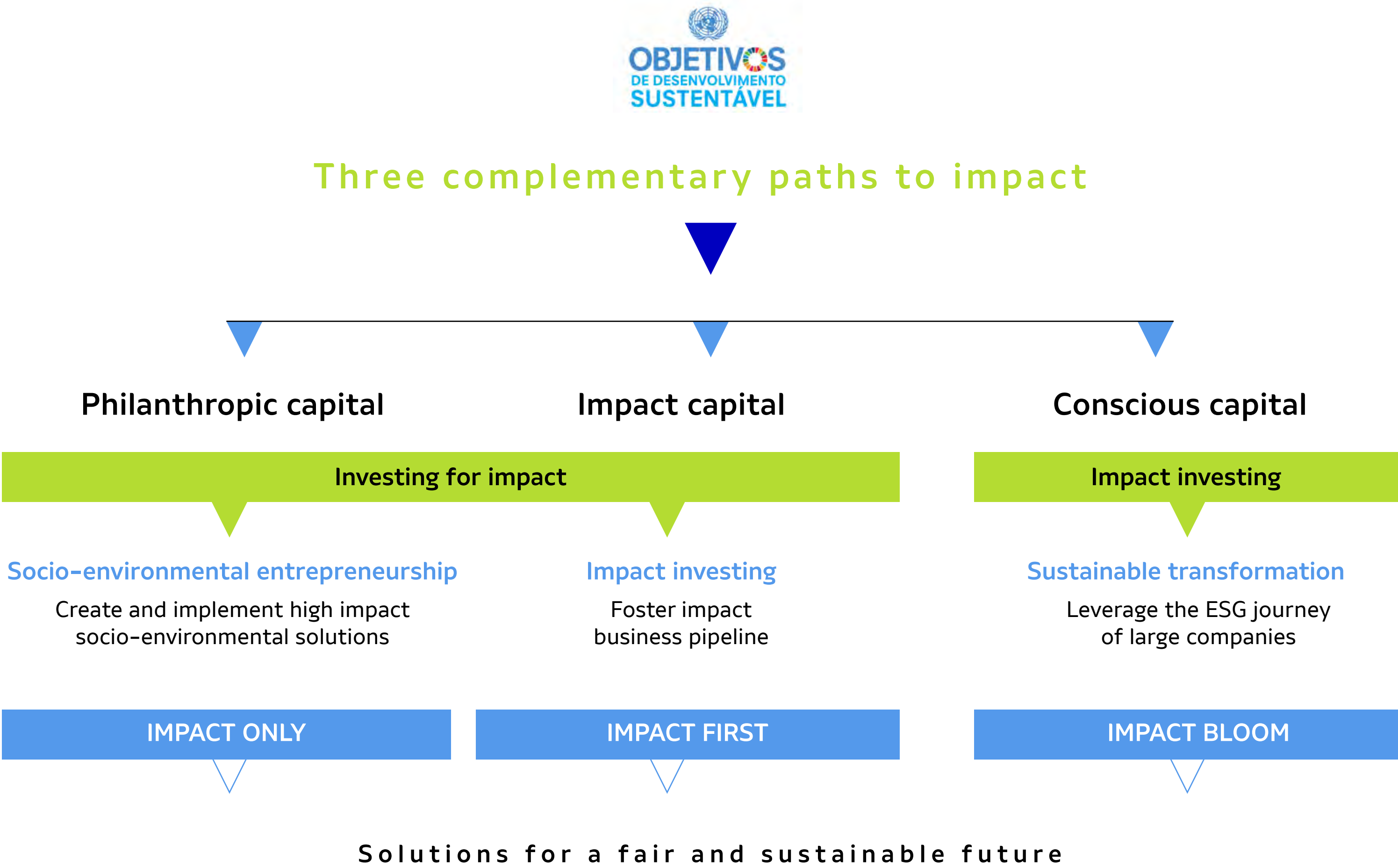
# PATHS

With more than R\$ 1.5 billion invested in more than 10 thousand actions since its foundation, iV intends to align its knowledge in order to respond to the challenges of the decade. Its mission includes contributing to the socio-environmental impact ecosystem and promoting a sustainable development environment for the communities where Votorantim companies operate. The paths are still expanding from a patient and conscious investment strategy, capable of fostering innovation allied to the corporate responsibility of the business. A long-term vision based on the capital continuum and on three investment axes.



# CONTINUOUS CAPITAL

Investing in the generation of value and socio-environmental legacy in partnership with companies and civil society actors is the focus of the institute. The model on the side combines performance in three types of capital: philanthropic, impact and conscious, guided by the Sustainable Development Goals of the United Nations (UN).







Associations and Institutional Support



Signatory



GOVERNANCE

**DELIBERATIVE COUNCIL**  
Collegial decision-making body

**Ricardo Rodrigues de Carvalho** (Companhia Brasileira de Alumínio)  
President

**Ana Helena de Moraes Vicintin** (Hejoassu)  
Vice president

**Helena Ferreira Scripilliti Velloso** (Hejoassu)

**José Roberto Ermírio de Moraes Filho** (Hejoassu)

**Alvaro Lorenz** (Votorantim Cimentos)

**Fábio Rogério Zanfelice** (Auren)

**Felipe Baldassari Guardiani** (Nexa)

LEADERSHIP

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Director-president of Votorantim Institute

**Rafael Luis Pompeia Gioielli**  
General Manager of Votorantim Institute

**Ana Paula Bonimani**  
Program Management Manager

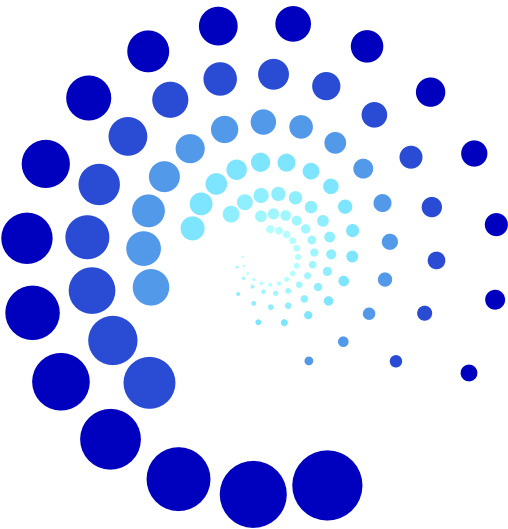
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**Diogo Afonso Rodrigues Da Silva**  
Legal Manager / Risks & Compliance

**Renato Rebelo De Moraes**  
Impact Investment Manager

**Wilian Lourenço da Silva**  
Institutional Strategy Manager

**Anna Carolina Bruschetta**  
Human Capital Coordinator



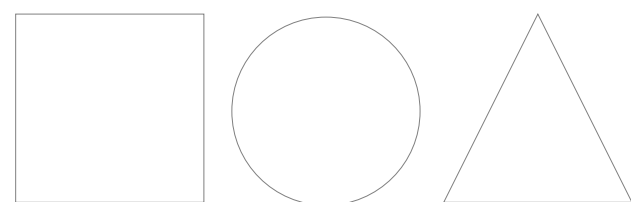
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**Matheus Cardoso Lavorenti**  
Impact Investment Coordinator

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**Rodolfo Garuba de Menezes Mota**  
Public Management Support Coordinator  
and Regenerative Economy



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instituto  
**VOTORANTIM** 20 YEARS

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