

# Annual Report 2022



Norberto  
Odebrecht  
Foundation

# 20 Annual Report

22 Norberto  
Odebrecht  
Foundation

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Foreword\_

## A Message from the Superintendent

When leaders from around the world met and sealed commitments that culminated in the Millennium Declaration, released by the United Nations in 2000, we witnessed enormous progress in confronting poverty and social inequality. Imbued with these same commitments, Norberto Odebrecht created the Development and Integrated Growth with Sustainability Program (PDCIS) in 2003. Aimed at rural youth and their families, the Social Program made it possible for them to have not only decent living conditions, but also quality education and tools to produce beyond what is necessary for their own consumption. Thus, they could save, reinvest and remain in the countryside with quality of life.

It is through the coordination of the Program that, since then, we have been doing our part in addressing the many facets of poverty, such as lack of access to sewage and drinking water, lack of appropriate food, lack of decent housing, access to a regular income, exclusion from citizenship and credit opportunities.

I have mentioned only a few, but there

are many aspects that reveal the multifaceted character of poverty in our country, which we are committed to fighting together with a large network of partners and Non-Governmental Organizations (NGOs) also committed to the Sustainable Development Goals (SDGs).

In 2022 alone, 12,876 people benefited directly and indirectly from PDCIS, at 188 communities in 16 municipalities of Bahia. For example, among the communities there are 19 settlements, 9 quilombolas and one riverside community. We are talking about families, mostly black or brown, who benefit from actions ranging from technical education focused on the field, which develops young leaders capable of leading real changes in their communities, to receiving menstrual dignity and water potability kits. A new generation who is aware of their rights and duties, who understands that the environment is an ally, and who does not leave only to themselves what they receive.

When looking at these results and



at everything we have built in recent years, following the legacy left by our founder, we realize that the PDCIS has made the Foundation the holder of a portfolio of impact solutions to boost organizations, companies and people. Revisiting this path, in 2022, we decided to define the Foundation's new mission: educate to impact lives that transform tomorrow. We have also built the vision of being recognized for multiplying social and environmental impact solutions to build a sustainable future.

To achieve this vision, we intensified the PDCIS expansion agenda, reaching Macaé, in the rural community of Sana, responding to the call from leaders of Ocyan, an oil and gas company belonging to Novonor Group, who are committed to the environmental, social, and governance agenda. Also with the Company, we entered into a partnership that gave rise to Na Onda do Bem, a volunteering program that joined the countryside with the city, making the members meet young people from rural areas through life and career mentoring.



The success was such that we joined other businesses of the Group: with OEC, an engineering and construction company, we launched VOCÊ, a volunteering program that believes in the potential of people to work on diversity and inclusion. As to OR, which operates in the real estate business, we created the Refloresta Program to offset CO2 emissions from the construction of real estate.

A year of great synergies that was marked by important recognitions, such as the award for the best NGO in Bahia and one of the 100 best in the country, granted by Doar Institute, the largest award in the philanthropic area. Finally, I thank everyone who, together with us, was part of these actions of social transformation impacting the lives of so many people. None of this would be possible, alone, and so we follow the third sector's maxim of working in a shared and collaborative way to act on complex problems of society.

Happy reading!  
**Fabio Wanderley**

## Foreword\_ Big figures

We support the local NGOs so that they act at the social transformation side, enabling them to carry out our Social Program, the PDCIS, by transferring technologies and supporting the management.

In 2022, this partnership resulted in:

**185 volunteers**  
engaged in our actions

**30 thousand hours**  
dedicated by the Foundation team to strengthening the PDCIS

**6.2 million**  
raised by our annual fundraising campaign

**22 million**  
invested in the Foundation and the PDCIS by partners, social investors and companies of Novocor Group.



**12,876 persons**  
directly and indirectly benefited

**22 water springs**  
restored and 118 water ecosystems mapped and protected. Since 2012, 444 water springs have already been recovered

**R\$ 1,472**  
was the average income of PDCIS beneficiaries

of food produced

**39 thousand trees**  
planted in reforestation actions  
Since 2012, 564 thousand trees have been planted

**188 communities**  
in 16 Bahia's municipalities

**287 young people in education,**  
with above 2 thousand students educated since 2005



# Institutional Profile



## About us

We are a private, non-profit institution created in 1965 by Norberto Odebrecht and maintained by Novonor S.A. Our reference is the Odebrecht Entrepreneurial Technology (TEO), a humanist philosophy of life based on education and work, which gave rise to Our Culture, practiced by the Novonor Group.

Our actions have always had the development of human beings at their core, contributing to the fight against poverty and inequality as well as the construction of a more responsible, harmonious, and supportive society with equal opportunities for all. We drive social organizations, companies and people towards building a sustainable future by coordinating social technologies and managing non-reimbursable resources. Through this work, we contribute at the

local level to the Environmental, Social and Governance (ESG) agenda and to the achievement of the United Nations Organization (UNO) Sustainable Development Goals (SDGs). We also practice participatory governance, mobilizing public authorities, private initiative and civil society organizations for the causes we believe in.

## Recognition

The Foundation was recognized last year as the best NGO in the state of Bahia and one of the 100 best NGOs in Brazil, by the Best NGOs Award, the largest Third Sector awarding in the country, in an event held at Unibes Cultural, in São Paulo. The initiative by the Doar Institute in partnership with the O Mundo Que Queremos Institute (The World We Want) announces, every year, the non-profit institutions that stand out the most for the cause they work on and in aspects such as management, governance, financial sustainability and transparency.



## New mission

In 2022, we defined a new mission that reflects another important milestone in our history: the expansion of our activities. **Educating to impact lives that transform tomorrow** reinforces our commitment to social transformation and to an action that represents the needs of society, also reaffirming one of the main reasons why the Foundation was created: the belief in the potential of people to develop.

[Click and watch the manifesto video and learn more about the Foundation's new mission.](#)

**"Educating to impact lives that transform tomorrow".**

Institutional Profile\_

# ESG Commitment

The Foundation is committed to the ESG - Environmental, Social and Governance - agenda both internally, in its performance and management processes, and externally, based on the assessment of the positive social/ environmental impact caused by their initiatives. We believe it is not possible to make concessions in any of these aspects – environmental, social and governance – if we want to promote a more sustainable future.

## Environmental Environment

We have expanded our commitment to tackling climate change, aiming to recover ecosystems, performing environmental services and strengthening natural resources, promoting environmental education and supporting the reduction of environmental impact at urban and rural centers.

## Social (Social):

We promote productive social inclusion through education with a focus on young people and their families, generating work and income opportunities in the countryside and the city, also supporting the exercise of citizenship and social mobilization to improve living conditions in communities and the development of new leaders aware of their rights.

## Governance (Governance):

Our focus on this pillar is governance for sustainability, ensuring social management committed to all stakeholders through actions based on the pillars of responsibility, ethics, integrity, transparency, equity and accountability. We strengthen participatory governance in the places where we operate, joining forces with public authorities, private initiative and civil society to promote sustainable territorial development in vulnerable regions.





## Institutional Profile\_

# Acting axes

### Programs and Projects

To materialize our commitments to an ESG performance, we develop and take actions that positively impact people and territories, in partnership with social investors and inspired by the technologies of our Social Program, the PDCIS. We also promote campaigns, volunteering programs and other initiatives.

### Technical Consultancy

We provide services to support companies and NGOs to create ECG strategies, increase their positive impact and strengthen their management.

### Production of Knowledge

We create and disclose publications to disseminate knowledge about education, social/productive inclusion, environmental conservation, participative governance and other causes we support.







## Programs and Projects

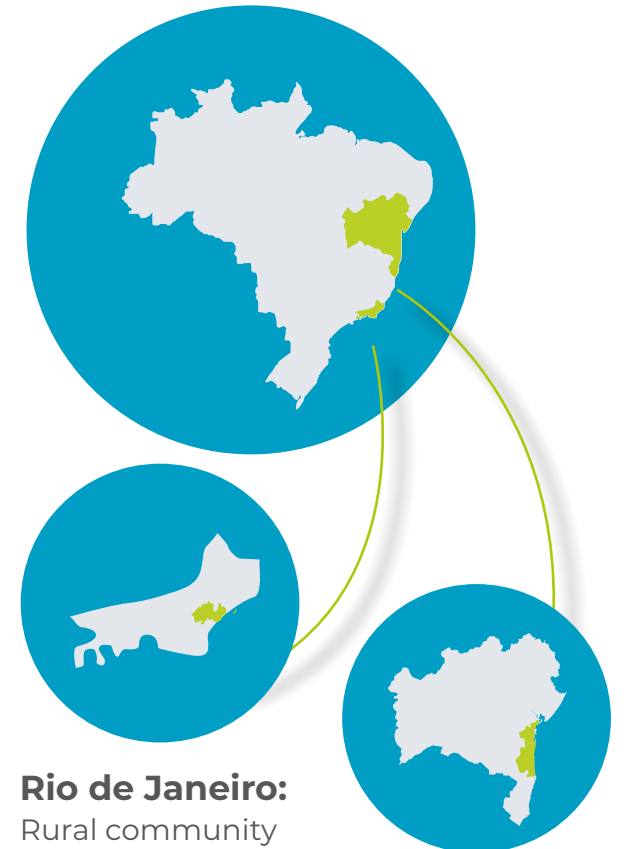
### Social Program - PDCIS

The Integrated Development and Growth Program with Sustainability (PDCIS), created in 2003 by Norberto Odebrecht Foundation, promote the sustainable territorial development in regions of social vulnerabilities. The program is made up of a series of social/environmental solutions with proven impacts that strengthen family farming in harmony with the environment, always focusing on young people. Thus, PDCIS seeks to boost economic development, prevent rural exodus and promote entrepreneurship and social inclusion.

The program is put into practice through six acting fronts: **education for sustainable development; environmental conservation; economic development; innovation and technology; citizenship and governance; and cohesion and social mobilization.**

To implement the PDCIS, the Foundation creates partnerships and strengthens local civil society organizations (CSOs), supporting them in planning actions, mobilizing resources and monitoring and assessing results. This institutional strengthening work seeks to ensure transparency and efficiency to those who donate resources to support the implementation of PDCIS. In return, these institutions implement the stipulated social impact actions and encourage the social mobilization of communities around the initiative.

## Where is the PDCIS being implemented?



**Rio de Janeiro:**  
Rural community of Macaé

**Bahia:**  
Rural communities of the Lower South





Programs and Projects\_

## How does the Foundation perform the PDCIS?

It all begins with the support of the sponsor Novonor S.A. in sending financial resources to the Norberto Odebrecht Foundation, via the Group's companies. The Foundation carries out the PDCIS through Technical and Financial Cooperation Agreements entered into with the NGOs in the territory where they will operate.

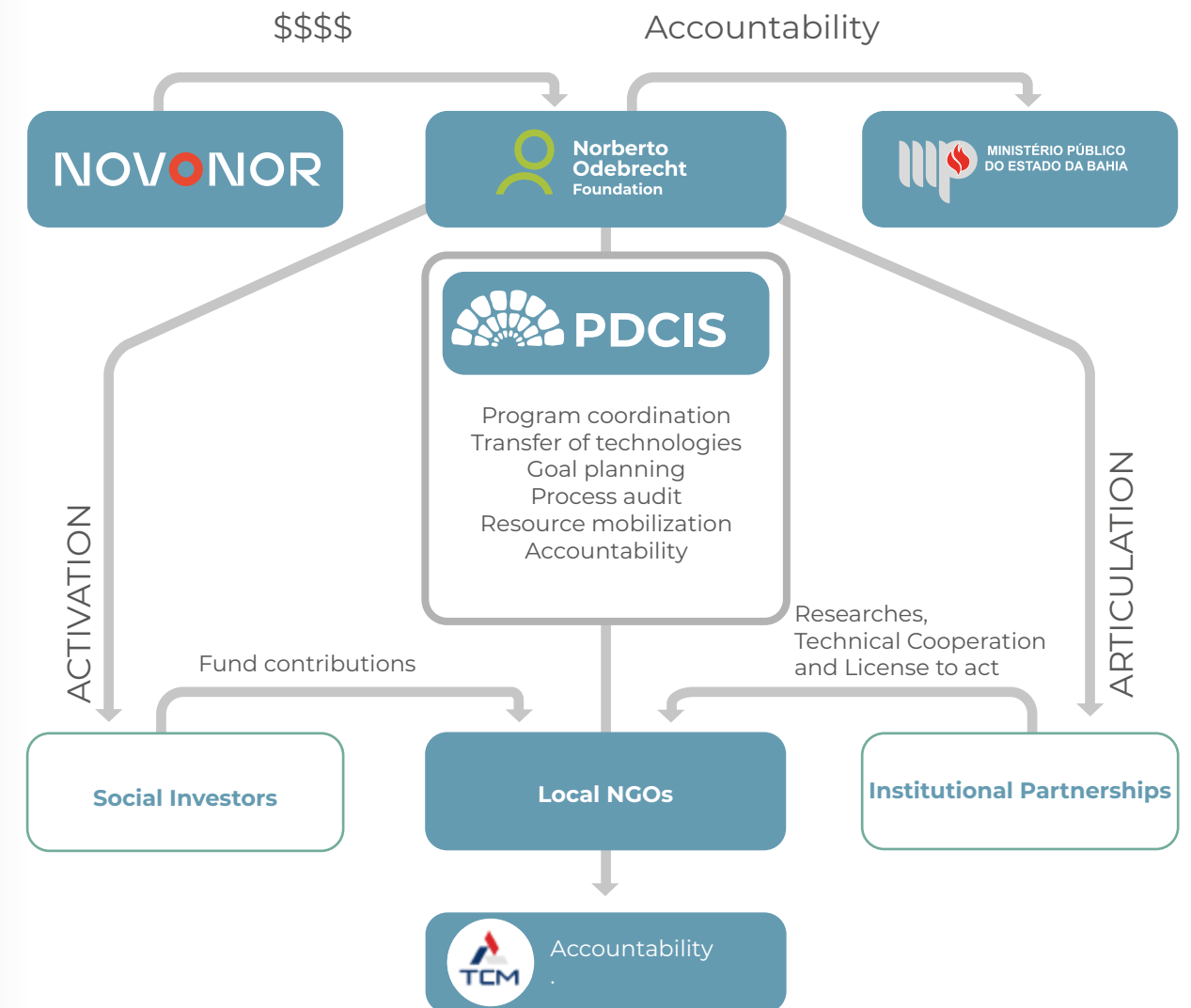
In these agreements, the Foundation is responsible for the following activities: coordinate the program, transfer technologies, plan goals, audit processes, mobilize resources for the PDCIS and support accountability.

In addition, these NGOs sets up several partnerships: institutional ones, through articulation performed by the Foundation to carry out research, technical cooperation and license to operate, with Institutes, Universities and Public Bodies; and partnerships with social investors, through the activation of donors, who can be

natural persons or legal entities. These donors, like large companies, provide funds directly to NGOs.

The NGOs, with the support of the Foundation, are accountable to all investors and, when it comes to resources from tax waivers, this provision is also made to the Court of Auditors of the State Municipalities. We also need to be accountable and we do this for our sponsor, for society and the Public Prosecutor's Office, the supervisory body of institutes and foundations.

The main goal of all this governance is to guarantee the financial sustainability of PDCIS with consequential realization of the commitments undertaken by the Foundation and their stakeholders aiming to cause social, economic, and environmental impact on the lives of thousands of beneficiaries.





Programs and Projects\_

## PDCIS and ODS

In 2022, the Social Program coordinated by the Norberto Odebrecht Foundation for

### 14 of the 17

Sustainable Development Goals (ODS), supporting

### 49 of the 169 goals.



## PDCIS in Bahia Lower South

In Bahia Lower South, the PDCIS is carried out by the Norberto Odebrecht Foundation together with four local NGOs: three Family Houses and the Land Conservation Organization (OCT), as well as institutional partners and social investors. Together, we made a commitment to ensure that young people in the region and their families can live in the countryside in harmony with the environment.

In 2022, the Foundation held several workshops to boost the leaders responsible for these organizations, such as pedagogical consultancies and workshops to qualify the teams with mathematical, linguistic and literary knowledge. In addition, the Foundation followed up on the already established Planning Cycle, when the Foundation supports these institutions to analyze global trends and agendas as opportunities in building their Action Programs (annual goal planning).

The results achieved by them in 2022 can be found as of page 31.

[Survey of](#)

## PDCIS Beneficiaries

Last year, the Foundation conducted the PDCIS Beneficiary Survey, an unprecedented study that launched a new overview of the impact by the actions promoted in the last decade, detailing how the Program has improved the lives of young people and farmers benefited in the Lower South.

Conducted between August and November 2022, the survey interviewed 653 people, including active students and graduates of the Family Houses, as well as rural producers benefited by the OCT. There were 24 categories analyzed, such as census profile, access to water and income and marketing.

[For more information on the methodology that underpinned the PDCIS Beneficiary Survey, listen to the episode "Everything starts at Ground Zero" of our Impact Dialog Podcast.](#)



Programs and Projects\_

## Partner institutions

### Family Houses

Schools with the title of Civil Society Organizations of Public Interest (OSCIP), recognized by the Ministry of Education (MEC) and the Department of Education of Bahia, the Family Houses offer High School education integrated with technical courses. They use the pedagogy of alternation as a methodology, promoting the necessary adaptations to rural life and the region, through a contextualized education. Students spend one week at school full-time, with theoretical and practical hands-on classes, and two weeks at their family's properties, applying the new knowledge in their productive projects under the supervision of specialized monitors.

To implement the projects, they also receive inputs to start the crops, obtaining income and reinvesting the profit in new productive cycles. These teenagers also act as important disseminators of the knowledge learned at school to their communities, becoming a reference and contributing to family and social transformation.

This occurs, for example, through multiplier actions, in which they train other farmers in the region where they live.



#### Agroforestry Family House (CFAF)

Since 2005, CFAF has trained **521 students** in the technical course in Forestry, which addresses sustainable and agroforestry practices for food production. One student had his life story told in a special report of Criança Esperança (Child Hope) in the break of **Jornal Nacional** (National News), in 2022, the year in which the institution was supported by the Rede Globo initiative. [Watch by clicking here!](#)



#### Igrapiúna Rural Family House (CFR-I)

The technical course in Agribusiness offered by CFR-I has already benefited **419 students** since 2007, when the school was founded. Located in the city of Igrapiúna (BA), this OSCIP serves students living in rural communities, including members of traditional communities such as quilombolas. CFR-I was contemplated, for the second year in its history, in the Bid **Criança Esperança 2022**. [Check out Rede Globo's report on the selection!](#)



#### Rural Family House of Presidente Tancredo Neves (CFR-PTN)

Above **554 young people** have graduated from CFR-PTN since 2002, obtaining high school and agricultural technician degrees. In 2022, 40% of the graduated students were girls, evidencing the institution's commitment to promoting gender equity in the countryside. In 2022, CFR-PTN received the **LED - Light in Education Movement Award**, from Rede Globo and Roberto Marinho Foundation. [See the Special LED Movement!](#)





## Building the future itself

At the age of 6, Tainá Silva dos Santos already heard from her grandparents that she would be a family farmer. And what was a childhood joke became a vocation: today, at 18, she is a beneficiary of PDCIS and receives a quality education to become a rural producer and generate income for the family.

"I have always been a country girl. I've never liked to stand still, no. And since I joined the House, I started to have more responsibility and more patience to reach my goal".

She refers to the Agroforestry Family House (CFAF), a school that is part of the Norberto Odebrecht Foundation's Social Program, where she attends

High School integrated with the Forestry Technical Course. There, the young woman has not only built a professional future, but has also developed as a person. This is what her mother, Mrs. Carla, guarantees: "she became more focused. I see that she is dedicated, she runs after a better future", she says.

With the support of the school, Tainá has already implemented banana, clove, vegetable, and cocoa crops on the property where she lives with her parents and younger sister. And she has been conducting exchanges with farmer's associations in the region to learn more about food processing and social mobilization in the countryside – and to dream about the future. "We used to manage cocoa conventionally, but I'm learning about pulp production, cocoa honey, chocolate...", she says. "And now, my family and I want to set up a small craft chocolate factory. That way, we will have a higher income and a better quality of life," she says.

Programs and Projects\_

## Survey of PDCIS Beneficiaries Among the active students:

### 84% declare themselves as

black or brown and 2% of the young people declare themselves indigenous.

### 77% recognize the

impact of the Family Houses in increasing the crops in their properties. This figure grows to 87%, among the graduates.

### 78% have no intention

to leave the countryside.

### 79% declared to have

assurance and reliance to share knowledge.



## Programs and Projects\_ Partner institutions

### Land Conservation Organization

An institution that has already been considered the best environmental NGO in the country, in 2019, OCT works to promote productive conservation, with technical support for sustainable agriculture, and environmental conservation, promoting reforestation actions, among others. Created in 2001, it has already conserved more than 12 thousand hectares of areas and promoted the planting of more than half a million trees.



#### Activity lines

1. Landscape planning;
2. Integrated Property Plan (PIP)
3. Environmental regularization;
4. Technical assistance;
5. Restoration of APP (Permanent Preservation Area);
6. Organic Certification;
7. Adequacy of rural sanitation in productive backyards;
8. Producer empowerment;
9. Carbon neutrality;
10. Promotion of Environmental Services (PSA);
11. Production and selling of Atlantic Forest seedlings; and
12. Conservation of remaining Atlantic Forest fragments.



### Guiding new generations in the countryside

Silvana Maria de Jesus, 62, is proud to have been born in the countryside. With an easy smile, she explains the secret to living a good life: "it's waking up early in the morning every day and feeding the chickens, watering the tomato and jiló plants... working hard," she says. Daughter of farmers, at the age of 40 she decided to go back to school – and not only did she finish school, but she went to college and became a teacher, a profession she combined for years with agriculture.

Now, she can fully dedicate herself to her crop and has the support to achieve great results: the Land Conservation Organization (OCT), one of the partner

institutions of PDCIS in Bahia Lower South, provides technical assistance to the farmer. Through visits and training, Ms. Silvana has learned more productive and sustainable techniques for planting, harvesting and processing cocoa, coffee, cloves and rambutan existing in her property.

**"We didn't have much knowledge. And, very slowly, we are starting... We lived in isolation. Now we have someone, a technician, always giving us support to produce more".**

The example of how family farming can bring a dignified life to those who produce and sustainability to nature has contaminated those who live with it.



Programs and Projects\_

## Lower South

Bahia's Lower South was the birthplace and incubation of the PDCIS. This identity territory has in rural production and tourism – the region concentrates remnants of Atlantic Forest – the engine of its economy. But its riches coexist with great social vulnerability: according to the Atlas of Human Development in Brazil (UNDP Brazil, Ipea and FJP, 2022), the region has an average Municipal Human Development Index (MHDI) of 0.583, classified as low; an even lower index in the case of Education, when it has a "very low" index of 0.480.

Check the map to see the municipalities served by the partner institutions in carrying out the PDCIS.



SALVADOR

**Rural Family House of Igrapiúna**  
Camamu  
Ibirapitanga  
Igrapiúna  
Ituberá  
Itacaré  
Maraú (South Coat of Bahia)  
Nilo Peçanha  
Pirai do Norte  
Taperoá

**Rural Family House of Presidente Tancredo Neves**  
Itamarí (Medium Rio de Contas)  
Laje (Vale do Jiquiraçá)  
Pirai do Norte  
Presidente Tancredo Neves  
Taperoá  
Teolândia  
Valença  
Wenceslau Guimarães

**Agroforestry Family House**  
Igrapiúna  
Ituberá  
Nilo Peçanha  
Taperoá  
Teolândia  
Valença

**Land Conservation Organization**  
Camamu  
Ibirapitanga  
Igrapiúna  
Nilo Peçanha  
Nova Ibiá  
Pirai do Norte



## Programs and Projects\_

### ESG-Environmental

The practices of PDCIS Environmental Conservation encourage the preservation of the environment and biodiversity and the fight against climate change. The actions implemented include the protection of water resources such as rivers and lakes, the restoration of riparian forests and water springs, the promotion of agroecological practices with family producers and the neutralization of carbon from reforestation.

## PDCIS Results in the Lower South

### Acting front: Environmental Conservation

# 39 thousand trees

planted, reaching 564 thousand in the last decade.  
(Year's goal: 30 thousand)

# 67 hectares

of preserved areas. Above 12 thousand hectares of native forest have been conserved since 2012.

# 1,680 hours

of training in environmental education

# 73 septic tanks

installed.  
(Year's goal: 60)

# 644 tons of

carbon neutralized from the planting of trees and monitoring of preserved areas.

# 22 water springs

restored, and 118 water ecosystems mapped and protected.  
(Year's goal: 10 water springs)

# 51 kits

of water catchment and treatment installed at family farmer's properties.  
(Year's goal: 50)

# 186 PIPs

Integrated Property planning performed. This tool guides the management of rural properties to improve productivity according to sustainability criteria.  
(Year's goal: 186)



One of the technologies tested in 2023 focused on water treatment was Aqualuz, a device for disinfecting water from a rainwater harvesting cistern using solar radiation.







Programs and Projects\_

## ESG-Social

The actions that are part of this acting front seek to provide vulnerable populations, especially youth, with the skills, competencies and knowledge necessary to act for sustainable development. Initiatives such as the education of young people through vocational courses in the agricultural and environmental areas, and the training of people to promote environmental conservation and sustainability, make up these efforts.

## PDCIS Results in the Lower South Acting front: Education for Sustainable Development

287 young people in education,

in vocational courses regarding the agricultural and environmental areas, in association with High School. (Year's goal: 287)

2% unoccupied

from among young graduates. Lower than the national unemployment rate, which was 19.2% among individuals between 18 and 24 years of age in 2022 (Continuous PNAD).

3.7% school

transfer (Year's goal: 4%).

7.7 of school concept

of partner schools, regarded as optimal (classification with school marks between 7.5 and 8.9). (Year's goal: 7.5)

862 trained

to perform a more sustainable agriculture. (Year's goal: 500)

111 graduates

from the previous year remain at the field in agricultural activity. (Year's goal: 101)



School transfer occurs when a student changes schools, unlike school dropout, which is when young people leave school and do not continue with their studies – what did not happen in 2022.





Programs and Projects

## ESG-Social

Economic Development actions promote the social/ productive inclusion of vulnerable portions of the population. By encouraging entrepreneurship and decent work, these actions promote real opportunities for income generation and improved quality of life, either by supporting rural producers in their management, production, processing and marketing processes; or by encouraging young people to create their first crops in the countryside, being able to generate income from family farming for themselves and their families.

## PDCIS results in the Lower South Acting front: Economic Development

**37% beneficiaries**

decreased their dependence on income distribution programs, such as Bolsa Família and/or Auxílio Brasil.

**88 hectares**

of crops have been implemented.

**1.3 tons**

of food produced.

**R\$ 1.2 million**

total billing, obtained from food production.

**322 PEPs**

first crops implemented on adolescent and youth properties, in the so-called Educational/Productive Projects (PEPs). (Year's goal: 291)

**241 farmers**

technically assisted.  
(Year's goal: 240)

**R\$ 1,472.96**

was the average income generated by the PEPs for the PDCIS beneficiaries.  
(Year's goal: R\$ 1,275)

**120 young people**

obtained an income with the PEPs.



Educational/Productive Project (PEP) is the implementation of crops on young people's properties for the application of skills acquired in the education process and income generation.





Programs and Projects...

## ESG-Social

The gathering of people around a common goal has the potential to generate concrete changes, which strengthen over time. To promote this transformation, the Cohesion and Social Mobilization front encompasses actions to educate new leaders, encourage them to remain in the countryside and create and boost social/productive associations, strengthening people's cultural identity and sense of belonging to their communities.

## PDCIS Results in the Lower South Acting front: Cohesion and Social Mobilization

**12,876 people**

directly and indirectly benefited by the PDCIS.

**16 municipalities**

from Bahia Lower South and adjoining territories served.

**188 communities**

in 16 municipalities from the Lower South and adjoining territories.

**88% traditional municipalities**

served presents a low IDHM.

**270 actions**

for multiplying the knowledge carried out. (Year's goal: 185)

**6% traditional communities**

among the benefited: 5% are quilombolas communities, and 1% are riverside communities.

Led by beneficiaries of the Program, the multiplier actions help to train communities on topics of interest to them and value the learning passed down through generations.







Programs and Projects\_

## ESG-Social

It is essential that the population can exercise their economic and social rights regardless of gender, age, race or social condition. For this reason, the Citizenship and Governance front works to equalize the access of our beneficiaries to self-development opportunities, encouraging the presence of women in the countryside and in spaces of power, and supporting access to public policies and rights protection systems.

## PDCIS Results in the Lower South Acting front: Citizenship and Governance

**48% female**

presence among young people studying vocational courses.  
(Year's goal: 40%).

**57% of women**

in leading positions at partner institutions for performing the PDCIS.

**1,148 kits**

of menstrual dignity distributed to beneficiaries and women and girls from vulnerable communities.  
(Year's goal: 1,104)

**40% of women**

among members of partner institutions.

**588 women**

in trainings oriented to family farming.



Along with the delivery of the menstrual dignity kits, the Foundation's partner Family Houses carried out seven actions on women's health, well-being and empowerment in 2022.





Programs and Projects\_

## ESG-Social

With the purpose of modernizing the rural economy, the Innovation and Technology front aims to foster creativity and inventiveness in the countryside, encouraging the development of new products, the opening of markets and the adoption of cutting-edge technologies to increase productivity and crop diversification. This way, family farmers can produce on a more sustainable, efficient and profitable way – and help develop their communities economically.

## PDCIS Results in the Lower South Acting front: Innovation and Technology

**R\$ 865 thousand**

was the annual billing with the 60 crop and technology demonstration units.

**2 scientific articles**

published in scientific journals mentioning the PDCIS Social Program.  
(Year's goal: 3)

**7 units**

of new crops and technologies implemented, it being 3 of hydroponics, 1 of coffee, 1 of peach palm and 1 of biogas.  
(Year's goal: 7)

**73 trained**

with several partners.  
(Year's goal: 8)

**23 study travels**

held by partner Family Houses to expose young people being educated to other practical and theoretical learning environments.

**5 researches**

in progress for improving sustainable crops and farming practices.  
(Year's goal: 5)



In 2022, the partner institutions held talks with the National Rural Learning Service (SENAR), the Brazilian Agricultural Research Corporation (Embrapa), the Federal University of Recôncavo da Bahia (UFRB), the Federal University of Bahia (UFBA), the State University of Santa Cruz (UESC), the Executive Commission of the Cocoa Farming Plan (Ceplac), the Federal Institute of Bahia (IF Baiano), Brazilian Service in Support of Small Business and Small-Sized Company (Sebrae) and the Solidarity Economy Superintendence (SESOL).





## Programs and Projects\_

### ESG-Governance

The actions of the Cohesion and Social Mobilization front also unfold themselves in the Governance (ESG) agenda, since they promote the active and engaged participation of society in decision-making processes. Initiatives such as meetings, transparency with partners and investors and a dialogical relationship with the community strengthen trust between people and institutions and increase the legitimacy of social projects, contributing to the development of a collective consciousness.

## PDCIS Results in the Lower South

### Acting front: Cohesion and Social Mobilization

**212 participants**  
in governance meetings of the PDCIS partner institutions.  
(Year's goal: 212)

**30 institutional**  
partners of the PCDIS actions.

**342 participants**  
in talks about ethics and integrity promoted by and to our partner institutions. (Year's goal: 300)

**37 social investors**  
of the PCDIS actions.

The aim of the seminars on ethics, integrity and transparency is to create an environment for discussion about appropriate conduct and situations, not only within PDCIS institutions, but also for partners and the entire community.







Programs and Projects\_

## ESG-Governance

PDCIS Citizenship and Governance practices affect not only people, but also organizations and their governance. Whether it is strengthening the Child and Adolescent Rights Guarantee System, to which we connect to carry out actions in an integrated and collaborative manner, or boosting access to public policies of economic and social well-being for beneficiaries. This front helps create a network of more aware, ethical, and up-standing citizens and institutions.

## PDCIS Results in the Lower South Acting front: Citizenship and Governance

50 beneficiaries

with real estate properties made regular with the Rural Property Forest State Registry (CEFIR). (Year's goal: 50)

50% women

on the boards of the Foundation's partner institutions.

6.2 millions

mobilized to the PDCIS via Childhood and Adolescence Funds. (Year's goal: 6.8 million)

742 thousand  
for social projects

via Childhood and Adolescence Funds, as a consideration for fundraising for PDCIS partner rural schools (10% retention of FIA). (Year's goal: 680 thousand)

20 beneficiaries

with access to public policies for fostering and strengthening the sustainable agriculture and development (PRONAF, PAA, PNAE, PSA and Rural Sustentável). (Year's goal: 50)

Access to public policies enables a greater agricultural production capacity, generation of work and income, adding value to products and property, through the modernization of the production system, in addition to valuing rural producers.





## Programs and Projects\_

### PDCIS in Macaé

In 2022, in line with the desire to expand our operations, we began to promote the application of PDCIS practices at the Sana community, in Macaé (RJ). The initiative is carried out in partnership with Ocyan, a Novonor Group company, which invested in the implementation of the Social Program in the state, with the Municipality of Macaé and the Association of Family Farming Producers of Sana (APAF-SANA), founded in 2013 to support the existing community of farmers in the region, in the production, processing and distribution of food. It is expected that 30 families will benefit directly, comprising about 100 people.

One of the first actions carried out during the year was the Social Diagnosis in the Community, promoted by the Foundation and carried out by a partner consultancy. The study allowed the identification of vulnerabilities and potentialities in the region for the

planning of social and environmental impact actions that would be carried out.

Family farmers in the region were then trained to implement Integrated Property Planning (PIP). A practice developed from the experience of the Foundation and PDCIS organizations in Bahia Lower South, the PIP promotes an overview of the beneficiary's property, helping them to learn what are the best places to plant, maintain the legal reserve, raise animals and build.

Concurrently with the performance of these actions, the Foundation initiated an Institutional Strengthening work of the partner organizations, supporting management in the pillars of Governance, Compliance, Sustainability and Planning; and established a partnership with the National Rural Learning Service, SENAR-Rio, to provide technical assistance to the beneficiaries.

In July, the Foundation entered into a Cooperation Agreement with the Public Authority and Ocyan, beginning the PDCIS implementation in Macaé (RJ).





Programs and Projects\_

## Sana District

At 70 km from downtown Macaé (RJ), which population is approximately 260 thousand inhabitants, and at 165 km from Rio de Janeiro capital, the district of Sana (or Arraial do Sana) is a tourist destination that brings together natural beauties typical of the Atlantic Forest, such as waterfalls, hills, rivers and lakes. The environmental potential of Sana is matched only by the human potential of its population, especially the community of family farmers that is being supported by the Foundation's Social Program, through which hundreds of people grow vegetables, bananas, coffee, yams, cassava and other foodstuffs, in addition to raising small animals.

*"The Foundation is a source of pride for everyone in Novonor Group, precisely because it brings a bit of work and solidarity of each of us. Seeing the size of this contribution, Ocyan decided to apply the PDCIS model in Macaé, in order to reap the same rewards of Bahia Lower South".*

Nir Lander - Vice-President of People and Management of Ocyan, and a member of the Board of Trustees of Norberto Odebrecht Foundation.







Programs and Projects\_

## Growing to support the community



Adevanildo Moreira follows the tradition left by his parents: just like them, he lives in the farm and works in family farming. The producer has even left the country in search of other opportunities, but the vocation spoke stronger and for more than 10 years he and his wife have planted bananas, yams and coffee on their property in the community of Sana, in Macaé (RJ).

But, despite the love for the land, difficulties exist. Marketing the coffee that, in addition to being planted, is dried and roasted by the couple, is one of them – and it is precisely one of the problems the implementation of PDCIS in the region wants to help solve.

The farmer has started to benefit from estate planning practices to under-

stand how to plant more and better on his land. And he is hopeful that the Social Program will make a difference for him and his entire community.

"With more people coming to help us sell our products, we will even be able to plant more. Who knows, there might be money left over to buy machines, or we might even help create more jobs for those who need them."

For him, the initiative will also help prevent young people from leaving the region due to lack of opportunities. "Those who are younger need to have an incentive to work in farming. They need to be encouraged to plant and learn where that product will be sold... That's how you start," says the hopeful producer.

## Results PDCIS in Macaé

In the PDCIS of Macaé, the actions taken encompass a number of acting fronts, with emphasis on Economic Development, Education for Sustainable Development and Social Cohesion and Mobilization. Among the efforts made, we highlight -- in addition to the promotion of Integrated Property Planning (PIP) on beneficiary's properties -- the initiatives to map the natural aspects of the region, such as rivers, lakes and water springs, as well as soil analysis and farming potential.

These are important actions carried out in the first phase of the program, which will support the implementation of new crops on the properties planned for the second stage of PDCIS.

**97 beneficiaries,** of which 48 are directly involved in family farming and 23 are women.

**30 PIPs** Integrated plannings of Properties implemented

**42 hectares** mapped for planting.

**28 water bodies** identified

**13 water springs** geolocalized



## Programs and Projects\_

### PDCIS Current partner institutions

National Development Bank (BNDES)  
BR Carbon (Climatetech)  
Executive Commission of the Cocoa Farming Plan (Ceplac)  
Ouro Verde Cooperative  
Brazilian Agricultural Research Corporation (Embrapa)  
Sucupira Farm  
Boticário Group Foundation for Nature Protection  
Federal Institute of Bahia (IF Baiano)  
Sucupira Institute  
Maneje Bem (Technology Startup)  
Michelin  
United Nations Educational, Scientific and Cultural Organization - Associated Schools Program (Unesco/PEA)  
Ibirapitanga City Government  
Igrapiúna City Government  
Nilo Peçanha City Government  
Presidente Tancred Neves City Government  
Ituberá City Government  
Macaé City Government  
Nova Ibiá City Government  
Piraí do Norte City Government  
Eco-Schools Program  
Forest's People Agroecology Network  
Brazilian Service in Support of Small Business and Small-Sized Companies (Sebrae)  
Rural People's Organizations Advisory Service (SASOP)  
National Rural Learning Service (SENAR)  
Industry Social Service (SESI)  
Feira de Santana State University(UEFS)  
Southwest Bahia State University (UESB)  
Santa Cruz State University (UESC)  
Recôncavo da Bahia Federal University (UFRB)

### PDCIS current social investors:

Airsteel  
AirLiquid  
Agropalma  
Banco do Nordeste  
BB Seguros  
B3  
Bayer  
Braskem  
BrasilSeg  
Municipal Council for the Rights of Children and Adolescents (CMDCA) of Igrapiúna  
Nilo Peçanha CMDCA  
Presidente Tancred Neves CMDCA  
Coca-Cola  
Criança Esperança  
Elo Serviços S.A  
Embasa  
Banco do Brasil Foundation  
Cargill Foundation  
O Boticario Group (Vbio)  
Group GPS  
Horiens  
Itaú Social  
LAVORO Agro  
Minalba  
State of Bahia Prosecution Office | José Silveira Foundation  
Nutrien  
Novonor  
Ocyan  
OEC  
OR  
Natural Persons (1.750 donors)  
Productive Bahia Project (SDR/CAR)  
Santander – Amigo do Valor  
Sascar (Michelin Group)  
State of Bahia Education Department (SEC)  
Taesa  
TKE  
Zurich





Programs and Projects\_

## Volunteering Programs

We believe that volunteering can help boost communities, strengthen organizations and transform lives. That is why the Foundation, in 2022, started implementing volunteer programs connecting people from the business with people who benefit from the Foundation's actions.

Two such programs were started last year, both in partnership with Novonor Group companies: Na Onda do Bem, which was developed to serve Ocyan, acting in the oil and gas sector; and VOCÊ program, in partnership with OEC, an engineering and construction company.

Up to the end of 2022,  
the initiatives have resulted in:

**120 participants**

60 mentors and 60 mentored  
individuals  
250 mentoring  
meetings

Above

**1,600 hours**

of volunteer work

*"It was inspiring to see in her eyes [Mávila Nunes, her mentored person] the wish to take another step. All this was even more gratifying to me, I believe, than to her".*

Gabriela Clink, member of OEC and a volunteer in the VOCÊ program.

[Click here and check out other statement in the VOCÊ video.](#)

*"I had a great learning. Not only to my personal life, but also professionally. My mentor gave me support to open my mind even more, and I appreciate it very much."*

Tairone da Silva, mentored at Na Onda do Bem and student at Casa Familiar Rural de Igrapiúna (CFR-I)

*"We grew as people. It was a true cycle of learning, which brought about positive changes in each of us who participated in this journey".*

Caroline Mozer, member of Ocyan and volunteer in the Na Onda do Bem program.

[Click here and check out other statements in the Na Onda do Bem video.](#)





## Programs and Projects\_

### Strong NGO Project

The Strong NGO (ONG Forte) was launched in 2022 by Norberto Odebrecht Foundation, in partnership with Maria Emília Foundation (FME) to institutionally strengthen a non-profit organization in the capital of Bahia with personalized advice from the FNO, especially in the areas of management and governance, and the contribution of R\$ 25,000, granted by FME, which works to encourage researches, technology and projects that generate social inclusion based on education and health.

In November, a public notice for releasing the award with the selection rules was made available on the Prosas portal, a platform for selecting and monitoring social impact initiatives, with approximately 5,000 views and 30 NGOs registered. In addition to a great visibility of the public notice, the platform provides the necessary structure for monitoring proposals, voting and

results.

After four selection stages, with judging committees that evaluated aspects such as compliance, social action, partnerships and budget, including face-to-face interviews at the headquarters of the semi-finalists, the big winner was announced in a special live session, held on the Norberto Odebrecht Foundation's social networks, in February 2023: the Association of Santa Luzia Complex Residents. Created in 1989, the Association works to mobilize residents of Uruguay neighborhood to guarantee their basic rights such as housing, basic sanitation, education, health and leisure.

### 30 NGOs from Salvador signed up for the initiative



"Institutional strengthening is the 'teaching how to fish' by the Third Sector. It paves the way for the sector to professionalize and become increasingly independent. Having an efficient management makes these institutions even more attractive to social investors, who naturally want to donate to reliable organizations".

Fabio Wanderley, the Foundation's superintendent, in an article for the newspaper Correio\* (03/16/2022).



# Management Practices

## Governance Structure

At the Norberto Odebrecht Foundation, in addition to the Bylaws, we rely on the Code of Conduct and four other policies that anchor our governance. These documents reflect the values that permeate all of our actions.

Access:

-  [By-Laws](#)
-  [Code of Conduct](#)
-  [Corporate Governance](#)
-  [Compliance](#)
-  [Sustainability](#)
-  [People and Well-Being](#)

## Organizational Structure

Our organizational structure consists of a Board of Trustees, an Audit Committee, an Investment Committee and an Executive Superintendence. The Board of Trustees acts in making strategic decisions for the Foundation, guiding our actions and approving and implementing policies, and is made up of eight members. As to the Audit Committee it is responsible for overseeing and protecting the interests of the Foundation and its Supporter. Finally, the Investment Committee, which was set up in March 2023, is the advisory body that assists the Board of Trustees in defining the strategic guidelines for management of the Foundation's Endowment Fund.

'The Endowment Fund was created in May 2023 with the aim of constituting a stable and perennial source of funds for the Foundation, contributing to its long-term financial sustainability, as well as the costing, maintenance and expansion of its activities, to achieve its social purpose.

## Relationship with stakeholders

In our corporate environment, governance comprises the management system, including communication and processes, through which we are guided. This involves our relationship with the partner institutions in the conduction of PDCIS and its beneficiaries, with the State Public Prosecutor's Office, governments, the press, partners and social investors, civil society and other stakeholders.

## Structure Governance

Through our social technology, we join forces to fight poverty and inequality, mobilizing public authorities, private initiative and civil society to promote sustainable territorial development in vulnerable regions. Participatory governance is one of the differentiators of our action, occurring through a process in permanent construction that aims to develop and consolidate the constant practice of dialog and articulation among all the social players involved. Thus, it directly includes the communities in their different modes of social organization and the constituted powers on various levels. The joint action between the first, second and third sectors allows for the creation of a collaborative space that strengthens the commitment of the journey to sustainability.

## Board of Trustees - 2023



**Daniel Villar**  
Board's President

Daniel is Civil Engineer graduated from Rio de Janeiro Pontificia Universidade Católica (PUC-Rio), and has been in Novonor Group since 1995. He worked for OEC in Brazil, Ecuador, Peru, Argentina and Libya. In 2011, at OR, Daniel was responsible in Brazil for the low-income real estate segment. From 2013 to 2019, he was responsible for People and Communication at Novonor S.A. and a member of the Boards of Directors of its subsidiaries. He was Advisor to the CEO of Novonor S.A. He is currently a member of the Board of Directors of Novonor S.A. and a member of the Board of Directors of OEC.



**Héctor Núñez**  
Vice-President of the Board

CEO Novonor S.A. and also Chairman of the Boards of Directors of OEC, Ocyan and OTP, as well as a member of the Board of Novonor S.A. and Braskem. He has also served as an executive or advisor to companies such as Coca-Cola, Walmart, RD, Ri Happy, Hertz Brasil and Lojas Marisa. Currently, he is also part of Amigos do Bem Council. He has an international background in Business Administration, with an MBA from Florida International University and stints at The Wharton School (University of Pennsylvania) and Tuck School of Business at Dartmouth. He is a multilingual US citizen and international business strategist with over 25 years of experience.



**Alexandre Baltar**

Civil Engineer with a master's degree in Environmental and Water Resources Technology, is PhD from the Colorado State University (USA). After working in the Sustainable Development Department of the World Bank, he joined OEC, where he led the areas of climate change and social/environmental management. He was Sustainability Officer in Peru, returning to Brazil in 2016 to support the structuring of the compliance program, serving as Director of Integrity and Risk Management at OEC between 2020 and 2022. He is currently ESG Officer at Novonor and OEC.



**Cristiane Giansante**

Officer of People, Planning and Communication at OR, she has 19 years of experience in the People and Planning area, with stints at Braskem, Atvos, Novonor and OEC. She is an Administrator from Getulio Vargas Foundation (FGV), and holds specializations from Escola Superior de Propaganda e Marketing (ESPM), Columbia University, Dom Cabral Foundation, INSEAD, Monterrey Institute of Administration and Technology Foundation. Currently, she also acts as a mentor for startups.



## Board of Trustees - 2023



**José Mauro da Cunha**

Graduated in Mechanical Engineering from the Catholic University of Petrópolis and the Executive Program in Management at the University of California Anderson School, USA. He began his career as an employee of the National Bank for Economic and Social Development (BNDES). He has already served on the boards of directors of companies such as Telemar and Vale S.A. He has already served as CEO of Novonor S.A. and is currently the Chairman of its Board of Directors. He also presides over the Board of Directors of Braskem and is a member of the OEC.



**Ludmila Lavigne**

Graduated in Psychology from the Federal University of Bahia (UFBA), she specialized in Business Management at Getúlio Vargas Foundation (FGV) and in Finance at Accounting, Actuarial and Financial Research Institute Foundation (FIIPECAFI). Her professional career began at ABB Brasil and then moved to the Novonor Group. She also worked at Ocyan, OR and, more recently, Atvos. Ludmila is currently RAE of People, Planning and Organization at OEC, and People at Novonor S.A.



**Nir Lander**

Born in Israel, he is an engineer with a graduate degree in Information Security and an MBA in Business Management. He made his career at Oi (telecommunications) until 2016, when he joined Ocyan as Compliance Officer and, since 2019, has held the position of Vice-President of People & Management, and is responsible for the areas of People, Communication, Information Technology and Administrative, in addition to Supplies and Logistics. He is a member of the Audit Committee of the Board of Directors of Fundação Sistel de Seguridade Social.



**Roberto Faldini**

Administrator from Getúlio Vargas Foundation (FGV) with specialization in Advanced Management, Entrepreneurship and Corporate Governance, he is a Board Member certified by the Brazilian Institute of Corporate Governance (IBGC). He is a member of the Brazilian Institute of Finance Executives (IBEF) and the Family Business Network. He is a member of the Board of Directors of Novonor S.A. and Braskem, the Advisory Board of ETCO, and several other boards such as of Vulcabras / Azaleia S.A.. He is part of the executive board of the Ema Gordon Klabin Cultural Foundation.

In May 2022, the Board of Trustees visited the Bahia Lower South and met young people, farmers and families benefiting from the PDCIS. **Click here and check it out!**

Management Practices

## Planning Cycle

Planning Cycle is a determining practice for PDCIS, the Foundation's Social Program. As a first step, we support our partner institutions in building an Action Program (AP), a strategic tool through which priorities are defined, deadlines and budgets are listed and the responsibilities of each party involved are agreed. This cycle then continues throughout the year, when the Foundation continuously assesses the agreed goals and the results achieved by the institutions. This monitoring allows us to verify what is being accomplished, pointing to what needs to be improved and supporting the institutions in their actions and strategies to achieve and overcome the goals. As a final step of the cycle, the annual effectiveness of partner institutions (agreed versus realized) is measured.



In 2022, the PDCIS reached

**98%**  
of efficacy



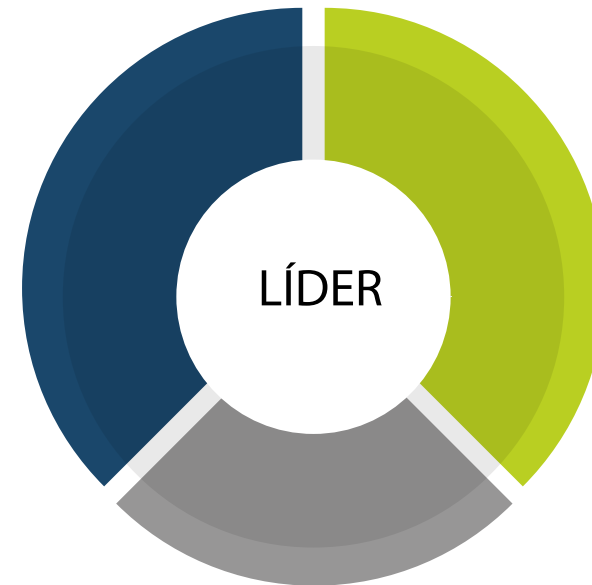
## Management Practices

### Compliance

The commitment to an ethical, honest and transparent performance increasingly requires organizations to work on the concepts of Governance and Compliance. These reinforce the institution's reputation, ensuring the benefits of acting with integrity, ethics and recognition as a reliable institution, giving even more transparency to internal and external relations.

The Norberto Odebrecht Foundation's Compliance Program generates value for partner institutions and their processes through effective risk monitoring, acting in a preventive and coordinated manner to address uncertainties that may prevent or hinder the achievement of their results. This Program aims to support managers to know the exposure to risks and maximizes decision making to achieve what is proposed.

We guide and promote compliance in the Third Sector based on three pillars: (a) prevention, (b) detection and (c) remediation, which are covered by ten different elements, and much of it refers to prevention, since prevention is always better and less costly than detection and remediation.



### Prevent

- Compliance governance;
- Policies and other guidelines;
- Assessment of risks and controls;
- Communication and training;
- Compliance by third parties;
- Engagement in collective actions

### Detect

- Monitoring of risks and controls;
- Receipt and investigation of complaints.

### Remedy

- Remedy risks and strengthen controls;
- Disciplinary measures.

Compliance highlights in 2022:

- 1 Adequacy of risk mapping (Risk Assessment) carried out with the support of Horiens, a Novonor Group company: application of context analysis considering the scenario, strategic positioning of FNO and the macro processes worked on.
- 2 Implementation of a panel to monitor the audit results of partner institutions in the implementation of the PDCIS.
- 3 Preparation of the Compliance Manual and the Third Sector Accountability Booklet.
- 4 Accountability of the projects executed by the institutions PDCIS approved without exceptions.





Management Practices

## Resources Mobilization

Mobilizing resources in a planned and coordinated manner is a determining component for structuring the Norberto Odebrecht Foundation and its social activities. This practice anticipates the internalization of the investments necessary to fulfill the planned actions and goals.

There are various forms of mobilization: donations from civil society, tax incentive mechanisms, private investments, promotion of and participation in events, collective financing and support made possible through public notices prepared by companies or public agencies, in addition to investments made by maintaining companies. In this case, Ocyan, of the Novonor Group,

has been playing this important role of contributing resources directly to the Foundation so that we can act in line with our corporate purpose and on behalf of PDCIS.

In 2022, there were

## R\$ 22 million

invested in the PDCIS Social Program by several social investors and partners with the Foundation support.





Management Practices

## A Tribute to the Future

Every year, the Norberto Odebrecht Foundation carries out a campaign to raise funds, via incentive laws, for the rural schools participating in PDCIS, our Social Program: the Tribute to the Future (TF). In 2022, the year of the World Cup, the initiative adopted the championship as part of its narrative, under the slogan "An Amazing Goal for Education".

One of the unprecedented actions carried out for the campaign was the *live* session for launching Tribute to the Future, broadcast directly from the Fonte Nova Arena stadium, in Salvador (BA), the stage for major national and international matches. The event was presented by a sports journalist and was seen

Throughout the year's second half, when it is done, the campaign also promoted meetings between donors and beneficiary adolescents in online meetings and in face-to-face visits; actions such as family farming product fairs, to mobilize more donations; a strong digital presence, having reached more than 2.9 million people on social networks; and promoted direct fund raising with interested companies and organizations.

This mobilization, in 2022, resulted in the raising of:

**R\$ 6.2 million**  
for the campaign, donated by 1.750 people and 33 companies.

From this total,

**R\$ 2.2 million**  
were raised with natural persons, of which 82% of them participate in the Novonor Group.

### Did you know?

The Tribute to the Future is a donation campaign via the Municipal Fund for Children and Adolescents (FIA), which main method of fundraising is through the allocation of Income Tax (IRPF). But the initiative also collects spontaneous donations (from people who do not declare or cannot deduct donations from the IRPF) and contributions from companies and organizations. [Click here](#) and access the website to learn more!

Management Practices

Financial Statements

See in full the 2022 financial statements, reviewed by an independent audit.

Access

Balancos patrimoniais						Demonstrações do resultado		
Em 31 de dezembro de 2022 e 2021						Exercícios findos em 31 de dezembro de 2022 e 2021		
(em milhares de Reais)						(em milhares de Reais)		
Ativo	2022	2021	Passivo e patrimônio líquido	2022	2021		2022	2021
<b>Circulante</b>			<b>Circulante</b>			Receitas	9.615	8.456
Caixas e equivalentes de caixa	3.303	980	Impostos, taxas e contribuições	186	153			
Outros ativos	227	245	Salários, encargos e contribuições sociais	461	377	Despesas	(7.804)	(8.212)
	<u>3.530</u>	<u>1.225</u>	Outros passivos	<u>336</u>	<u>64</u>			
<b>Não circulante</b>				<b>983</b>	<b>594</b>	<b>Resultado operacional</b>	<b>1.811</b>	<b>244</b>
Imobilizado	247	242	<b>Patrimônio líquido</b>					
Intangível	61	51	Patrimônio social	924	631	Resultado financeiro, líquido	120	(49)
	<u>308</u>	<u>293</u>	Superávit do exercício	<u>1.931</u>	<u>293</u>			
				<b>2.855</b>	<b>924</b>			
<b>Total do ativo</b>			<b>Total do passivo e patrimônio líquido</b>	<b>3.838</b>	<b>1.518</b>	<b>Superávit líquido do exercício</b>	<b>1.931</b>	<b>293</b>
	<b>3.838</b>	<b>1.518</b>						



Highlights

The year 2022 included training and health, safety and well-being actions aimed at Members:

- Talks on Mental Health Care; the importance of Information Security; Diversity and Inclusion: Racism and Unconscious Biases and on the Importance of Diversity at Organizations;
- Education for Work: courses taken by members in ESG and International Fundraising, as well as training with Vexty on Financial Health and the importance of private pensions;
- Receipt, for the second consecutive year, of the Ethnic Racial Diversity Seal for the coordination of the PDCIS Social Program;
- 100% of the Action Programs (PAs) of the members agreed and 100% of the Performance Assessments carried out.

Did you know?

The principles, concepts and criteria of Odebrecht Enterprise Technology (TEO), which gave rise to Our Culture, practiced by Novonor Group, are shared with the benefits of our social Program, the PDCIS. Thus, young entrepreneurs from the rural area and family farmers are given important teachings for the development of their businesses at the countryside.

Available in three languages, the works are marketed on our website and all proceeds obtained are directed to PDCIS actions.

[Click here to buy!](#)

*"The presence of Dr. Norberto is greatly felt at the Foundation. In the practice of education for and through work and in the way we see Our Culture, which is used in the development of the human being, so that he/she can be the protagonist of his/her own destiny".*

*Daniel Villar, President of Norberto Odebrecht Foundation's Board of Trustees*

Values

Like all members of the Novonor Group, we are guided by the values of Our Culture.

	We trust in the potential of every human being		We act with respect to serve		We are ethical, upright and transparent
	We practice the planned delegation		We focus on customer satisfaction		We are diverse and inclusive
	We prioritize the innovation and creativity		Our actions benefit society		We promote the sustainable development



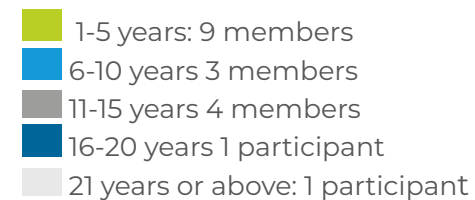
## People\_

### Current team

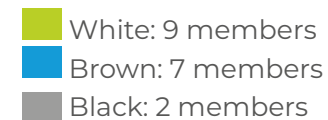
Our 18 members make up an interdisciplinary team with expertise in Management, Finance, People, Governance, Compliance, Fundraising, Monitoring and Assessment, Sustainability, Partnerships and Communication.



#### Novonor Group time division



#### Ethical/racial division

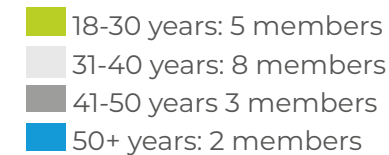


In 2022, our staff dedicated

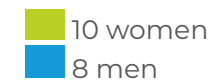
**30 thousand hours**  
for strengthening the partner  
institutions in performing the PDCIS



#### Age division



#### Gender division



## Our team:



**Adécio Menezes**  
Social  
Partnerships



**Aline Azevedo**  
Compliance



**Ana Jaqueline**  
Social  
Partnerships



**Beatriz Lepikson**  
People, Compliance  
and Finance



**Caroline Magalhães**  
Communication



**Camila Giuliani**  
Communication



**Cláudia Pimentel**  
Sustainability



**Cristiane Nascimento**  
Sustainability, Social  
Partnerships and  
Communication



**Eduardo Fraguas**  
People and  
Finance



**Fabio Wanderley**  
Superintendence



**Fabrício Lebre**  
Compliance



**Fernanda Visco**  
Governance and  
Legal



**Jonas Nogueira**  
Sustainability



**Manuel Abdon**  
Administrative



**Marcus Valadão**  
Communication



**Murilo Dantas**  
People and  
Finance



**Núbia Almeida**  
Administrative



**Wendy Wicks**  
Sustainability



# Image and Network Acting

## Visibility

Coordinating programs and initiatives that drive social transformation, the work to which the Foundation is dedicated, goes hand in hand with engaging other organizations, people and companies to work with us. For this, communication is essential, whether to publicize our results, report on our causes or show transparency to social investors and society as a whole.

In 2022, we promoted a number of actions to give visibility to our performance, our partner organizations and the people benefited by our work.

Among them, the promotion of six live events in our social networks, which were seen by more than 2.2 thousand people, stand out. These live events address subject-matters such as carbon neutralization, professional and labor education, gender equality, and relied on the participation of representatives of Itaú Education and Labor, Day to Donate,

Sustainable Frontier, National Agroecology Articulation (ANA), and other organizations.

We also kept holding the Impact Dialogs, a broadcast program for Novonor Group members, which got together more than 300 participants in two editions throughout 2022.

In 2023, the Dialogs became a podcast! The program, available on Spotify and YouTube, interviews guests on topics such as social transformation, donation, environmental sustainability and much more. [Listen to the podcast by clicking here!](#)



## Digital presence

**13 million**

was the number of views of Foundation's contents in the social networks.

**40 thousand**

interactions of users on all social networks

**56 thousand**

visits to the Foundation's website [fundacaonorbertoodebrecht.com](http://fundacaonorbertoodebrecht.com)

**406 thousand**

followers on all social networks



## Network Acting and Image\_

# Highlights

FNO, OCT and OR, company of Novonor Group, created the **Refloresta Program**, a partnership to neutralize the carbon emissions resulting from the construction of Monvert, an Or's enterprise in Salvador (BA).

### Passa a Integrar (becomes integrated)

Foundation  
the Municipal Council for the Rights of Children and Adolescents of Salvador (BA).

Recognition as a member of the Network Managing Committee  
**ODS Strategy**

Participation in the  
**I ESG Salvador Forum**,  
with a booth about our Social Program.

Talks at the International Forum on Strategic Philanthropy

### Structure

Governance



## Awards and acknowledgments (2022)



### 100 Best NGOs and Best NGO of Bahia:

we were included in the list of 100 best nonprofit organizations of Brazil and were given the title as the best organization in the State of Bahia. The selection, done by Doar Institute, brings together institutions that represent good options for donors and investors for efficient management and performance.



### Doar A+ Seal:

granted by the Doar Institute, this recognition attests to organizations that comply with strict criteria of transparency and management quality. The A+ is the highest possible rating within the seal.



### Ethnical Racial Diversity Seal:

Recognition given by the Municipality of Salvador to non-profit organizations that work towards valuing diversity, also aiming to raise awareness in society and the labor market about the fight against racism.



### ODS Brazil Strategy Award:

Two practices from our Social Program, PDCIS, were selected by the award: Septic Tanks (Top 10), and Educational/Productive Projects (Top 3).



### See other awards we have received:

**2008:**  
2nd ODM Brazil Award, granted to projects that contribute to the Millennium Development Goals

**2013:**  
CFI Awards Programme for a "Better Community Engagement"

**2019:**  
NGO Seal Transparent

**2005:**  
Top Social, the most important social responsibility award in the North/Northeast

**2010:**  
United Nations Public Service Award

**2014:**  
National and Latin America Award in Educational Excellence

**2021:**  
10 Most innovative solutions in promoting the ODS by the GT Agenda 2030

## Grow and perpetuate

Based on an assessed and systematized Social Program, the PDCIS, the Foundation has increased its capacity to expand its benefits in the last year, contributing to the construction of a more harmonious, fair and equal opportunity society for all, associated with the protection and conscious use of natural resources.

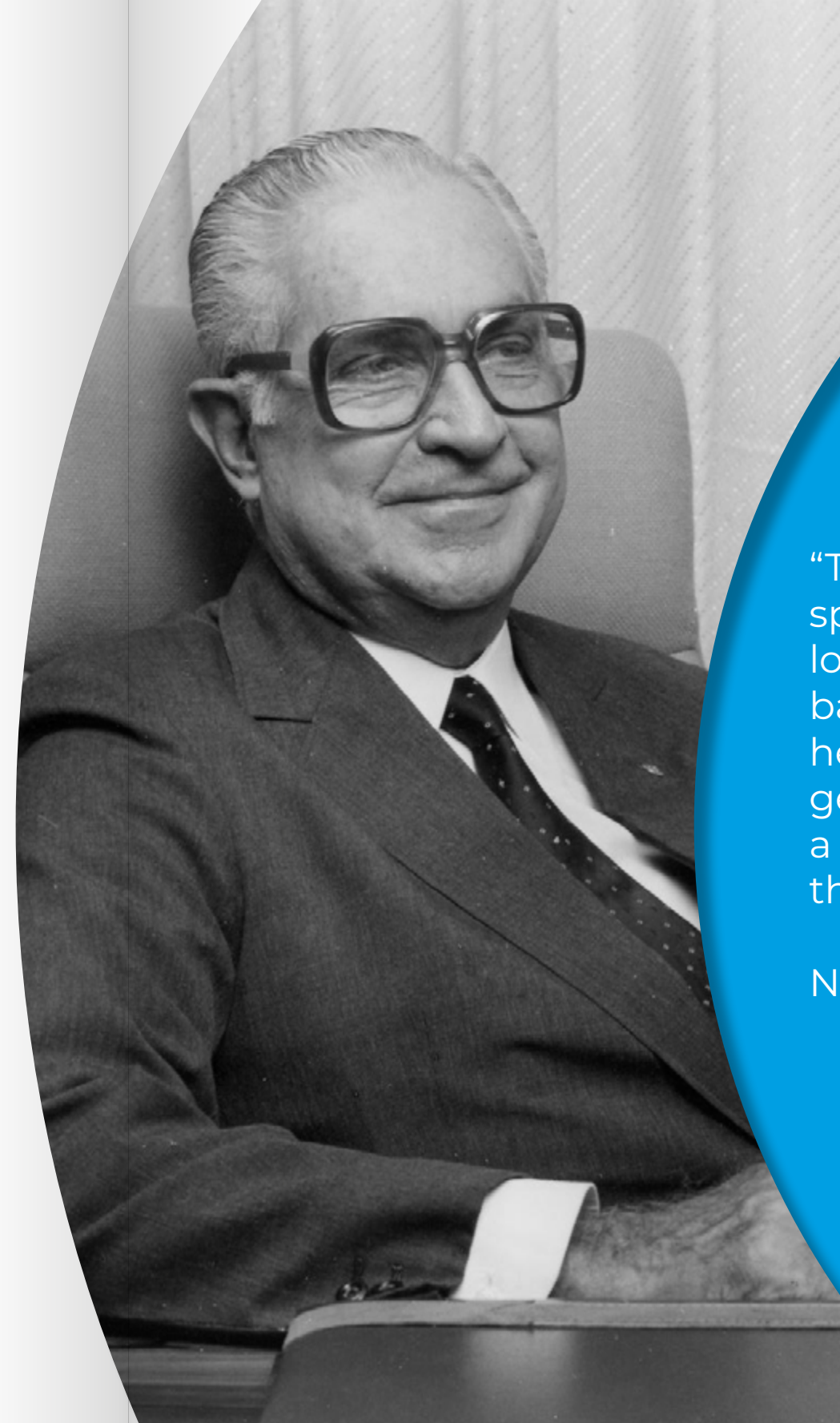
We have taken on even greater challenges that bring us ever closer to achieving the vision of **"being recognized for multiplying solutions of social/environmental impact for building a sustainable future"**.

As a strategy, we have expanded our portfolio to execute Programs and Projects in partnership with NGOs, public authorities and social investors, in addition to holding technical consultancies that positively impact people and territories. From our experience and trajectory, we wish to contribute to the production of publications on topics related to our work, such as youth, education and the environment, thus generating debates in society, aware that the Third Sector has great power

and influence to inform and mobilize public opinion.

As seen throughout the pages of this report, our performance is based on strengthening agriculture through coordinated actions, but we also want to take PDCIS to the cities, using the consolidated experience in the field to work on the sustainable development of peripheral communities through education, income generation, environmental and citizenship actions, with young people as the main agent of transformation.

Thinking about this future horizon, we created the Endowment Fund, because we know that by gaining strength, with democratic and participatory governance, we can not only expand but also give perpetuity to our social performance, impacting more and more people, in the countryside and the city, preserving the legacy of Norberto Odebrecht.



"Those who have the spirit of time do not look at themselves or back: they look ahead, help prepare future generations, work as a team for the good of the community."

Norberto Odebrecht



## References

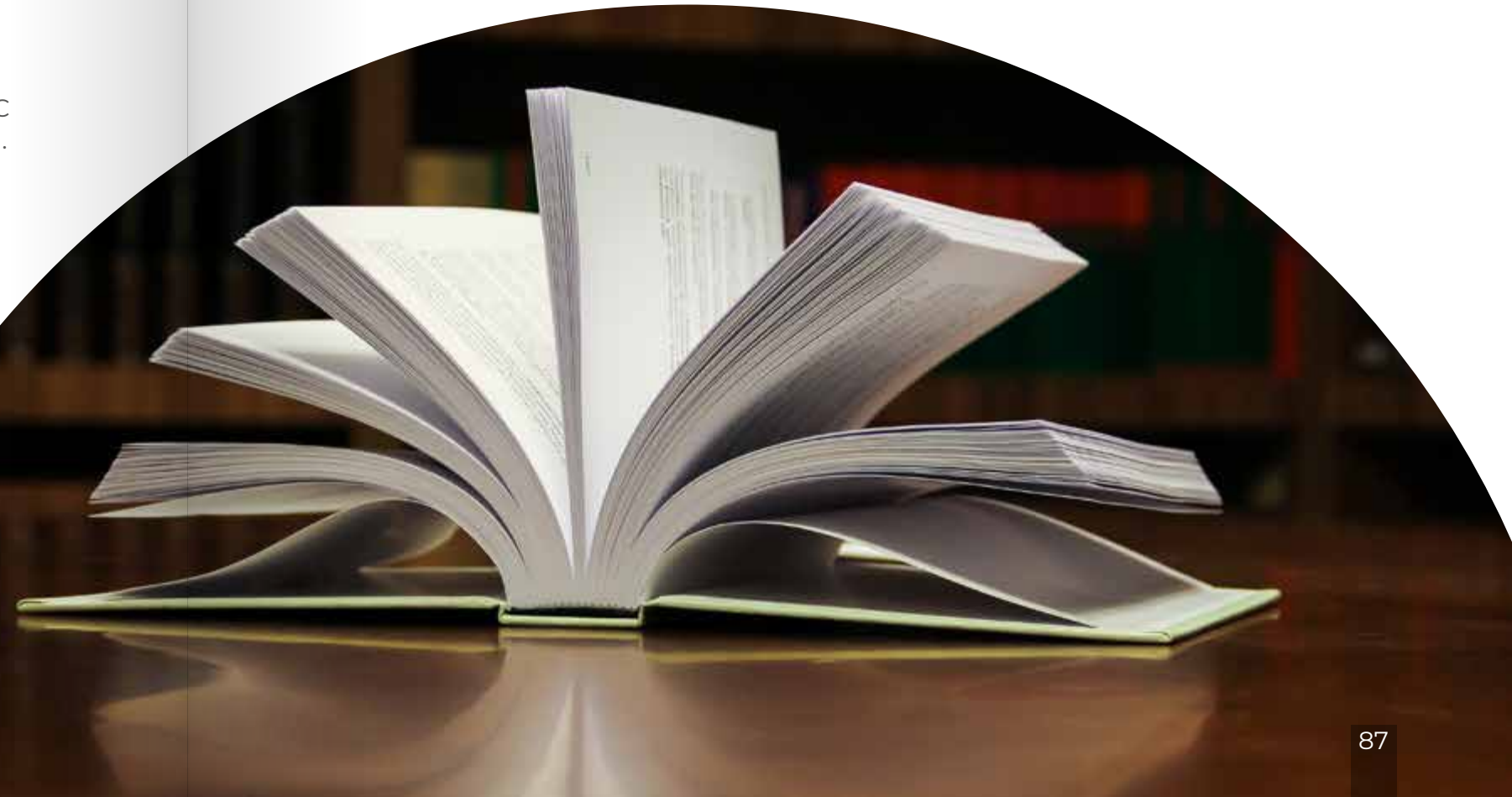
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## Picture legend

**Cover** – Student from the Agroforestry Family House (CFAF), Graziele Santos Costa holds a cocoa tree leaf.

**Page 3** - Gustavo Lacerda, 18, walks through the banana plantation of the Rural Family House of Presidente Tancred Neves (CFR-PTN).

**Page 8 and 9** - From left to right, top to bottom: Mário de Andrade, family farmer; Graziele Santos Costa, student at CFAF; Roney de Souza Brito, student at CFR-PTN; and Klécia Santos, young graduated at CFAF.

**Page 13** - At right, Neto Paixão, technician of the Land Conservation Organization (OCT). Top left, Tainá Silva learns planting techniques from her CFAF instructor, Railda Santos.

**Page 15** - Harison Yogo, former president of the Igrapiúna Rural Family House (CFR-I), with one of his pitaya trees.

**Page 16** - Young students from the three Family Houses (center, Wesley Tavares, from CFR-I) raise a cocoa seedling together.

**Page 18** - Family farmers assisted by OCT, Romarcos Paixão and Jailda, and the couple's son.

**Page 20** - Jovan Nascimento holds a seedling used in the recovery of his water spring, made by OCT.

**Page 22** - From top to bottom: Tailane Souza and Evilly dos Santos from CFAF; Willian de Jesuse from CFR-PTN; and Clebson Quaresma, graduated at CFR-I.

**Page 24** - With the support of CFAF, Tainá Silva implemented cocoa and banana crops and started raising poultry in the property where she lives with her parents and brother.

**Page 27** - Silvana Maria, a producer benefited by OCT, shows one of her work fruits: a cocoa tree.

**Page 32** - Student Jadson Conceição in the CFAF library.

**Page 34** - Arikson Souza Yogo, a young graduated at CFR-I, walks with his father, family farmer Harison Yogo.

**Page 36** - Young Elias Nascimento, student at CFR-PTN, with his parents, Vandernir and Maria Aparecida.

**Page 38** - Silvaneide de Jesus looks fondly at her son, Willian Santos, who is in his first year of education at CFR-PTN.

**Page 40** - Colleagues at CFR-PTN, Israel Inácio Golçalves and Gislane dos Santos.

**Page 42** - Laiane Nascimento is a monitor at CFR-PTN.

**Page 44** - Young Roney de Souza in one of the CFR-PTN demonstration units.

**Page 47** - Family farmers from the Sana community (Macaé, RJ), members of the Foundation and Ocyan leaders.

**Pages 48 and 50** - Records of the waters of the Sana River and the mountains of the region.

**Pages 54 and 55** - On the left page, Carolina Mozer smiles with her mentor, Alan Silva. On the right, mentor Juliana Leite and mentored young Jaíne da Silva take a selfie.

**Page 56** - Team from the Association of Residents of Conjunto Santa Luzia (AMCSL) together with leaders of the Foundation and the Maria Emília Foundation.

**Page 57** - Fabio Wanderley, superintendent of the Foundation, and Maria de Lourdes Nascimento, director of AMCSL.

**Pages 64 and 65** - Members of Foundation: Wendy Wicks (standing), Adelcio Menezes and Ana Jaqueline Ferraz.

**Page 69** - Romarcos Paixão and Jailda de Jesus show cocoa fruits to little João Miguel, the couple's first child.

**Page 70** - Young Caíque Durgel, a student at CFR-I, with a soccer ball.

**Page 79** - Caroline Magalhães, a member of the Foundation, presents a live session.

**Page 80** - At the center, Silvana Maria, a family farmer benefited by OCT. In the bigger circle, young people Klécia Santos, Thayssa Oliveira, Maíra de Sena, Jônatas Santana, Arikson Souza and Wadison Figueredo.

**Page 83** - Young people being educated at CFR-PTN (from left to right): Cibelle Pereira, Gislane dos Santos, Israel Inácio Gonçalves, Josely Souza, Gustavo Lacerda and Roney de Souza.

**Page 85** - Norberto Odebrecht, founder of the Foundation and the Novonor Group.



