

NBCC

norwegian brazilian  
chamber of commerce



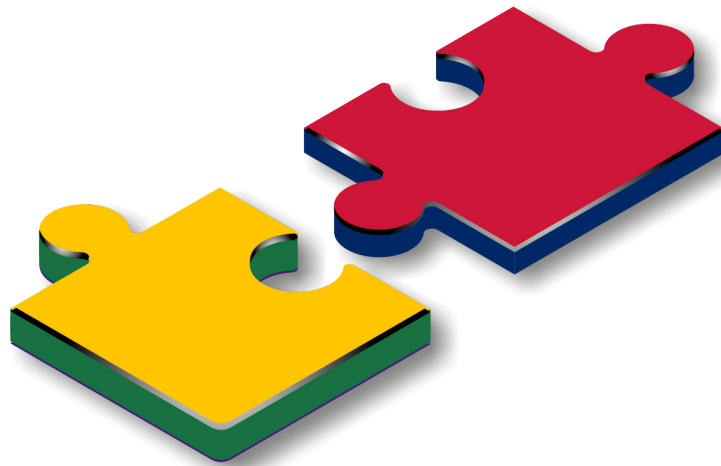
How companies in the **Norwegian**  
community are reshaping business in **Brazil**

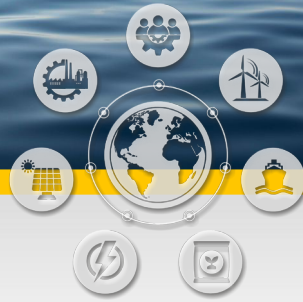


How companies in the **Norwegian** community  
are reshaping business in **Brazil**

## ■ SUMMARY

PRESENTATION	<b>3</b>
BACKGROUND	<b>5</b>
KEY TOPICS	<b>6</b>
BUSINESS SETTING	<b>7</b>
CORPORATE SOCIAL RESPONSIBILITY	<b>13</b>
RESPECT PEOPLE	<b>17</b>
CLOSING WORDS	<b>21</b>





## ■ PRESENTATION



Disseminating good business practices in the social, economic and environmental aspects, through committed and innovative leadership, has become a virtue that is sought systematically by organizations wishing to adopt governance focused on sustainable growth, which is extremely helpful in meeting the challenges faced by society. One of the greatest corporate sustainability initiatives, the UN Global Compact, has helped the world to make a profound change in the way business is run.

In this respect, the 17 Sustainable Development Goals (SDGs) and ESG (Environmental, Social and Governance), addressing the organization's environmental, social and governance practices, are the guidelines that are most used to steer companies in their commitments to the 2030 Agenda. The ESG criteria and SDGs are a feature of capital market discussions and in the decision making of any investor today.

According to the Sustainable Development Report ranking, which measures the overall performance of all 193 UN member states, Norway is in 4th place, with notable results in the SDG Indexes 1, 5, 7, 10 and 17, which respectively address the issues of: eliminating poverty; gender equality; clean and affordable energy, reducing inequalities and strengthening the means of implementing and revitalizing the global partnership for sustainable development.

Countries are ranked according to their overall score in endeavoring to meet all the 17 SDGs. <https://dashboards.sdindex.org/rankings>

## HOW NORWEGIAN COMPANIES IN BRAZIL ARE BUILDING SUSTAINABLE BUSINESSES

Heading the ranking of the world's most sustainable nations, alongside other Nordic countries such as Sweden, Finland and Denmark, Norway is managing, with a population of a little over five million people, to minimize its impact on the environment while at the same time improving the population's standard of living. This is not a coincidence, but a consequence of the posture adopted regarding leadership in governance, innovation, human capital, and environmental indicators.

Brazil has long been a strategic partner for Norwegian companies and this relationship has been stepped up as the portfolio of projects in oil and gas and renewable energy generation, among other equally promising and important areas such as Agrobusiness and Chemicals, Mining and Maritime expand. The accumulated investment by Norwegian companies in Brazil, excluding asset transfers, amounts to US\$32.5 billion. In 2019-2020, a total of US\$7 billion was invested, representing an increase of 67% over the figure for 2017-2018.





Brazil and Norway enjoy a long-standing business relationship and strong cooperation, which creates many opportunities for partnerships in the sphere of sustainable business development. In the energy field, the two nations are making great developments, involving significant transferring of technology and expertise, as well as commercial partnerships. In the transition to a low carbon economy, Norway and Brazil are interacting strategically, and the two countries have made rapid progress with investments and collaboration in many areas.

The ESG agenda, connected to the business strategy, has transformative power, as it provides a change of mindset and possibilities to develop new business models, new technologies and solutions. In a context where we need actions to tackle the urgency of the challenges we face, the first version of ESG report and business environment from the Norwegian Brazilian Chamber of Commerce (NBCC) has the intention to demonstrate how Norwegian organizations are positively impacting Brazil in this arena and the opportunities for enhancing even further this long standing and successful collaboration.

*How Companies in the Norwegian Community are reshaping business in Brazil* is a survey carried out with companies from the Norwegian community in Brazil and NBCC members, and aims to provide a better understanding of the strategies and actions employed by these actors to, through their local operations, contribute directly or indirectly to economic, social and environmental development as well as to provide source of information and knowledge for enhancing further business, investment, trade and collaboration, between Norway and Brazil.


**Volmir Korzeniewski**  
President at Norwegian Brazilian Chamber of Commerce








■ BACKGROUND

 **65%** of the companies participating in the survey are Norwegian.

 **72%** are members of the Brazil-Norway Chamber of Commerce (NBCC).



The companies operate in key business areas between the two countries

Oil, Gas & Maritime	<b>64,71%</b>
Renewables Energies	<b>23,53%</b>
Agribusiness & Chemicals	<b>16,67%</b>
Others	<b>11,11%</b>



Nature of the work

Services	<b>82%</b>
Manufacturing and/or assembly + Services	<b>24%</b>
Manufacturing and/or Assembly	<b>18%</b>

The number of direct jobs generated by the companies interviewed is approximately **17.000**.





■ KEY TOPICS



The proportion of **companies that declared** themselves **profitable in the financial year 2021 was 59%**. With the post-pandemic improvement in the economy, **94% of the companies intend to maintain or increase their investment in Brazil** over the next 12 months.



## Main challenges of doing business in Brazil

In spite of the investment growth and generation of business in the country, the companies still face **significant challenges**, the main ones identified being:

Taxes, Bureaucracy	88, %
Logistics and Legal uncertainties	41%



**67%** of the companies say they are already investing in technology and innovation to the decarbonization of operations to contribute to the energy transition.



**88%** of the companies say they have a clear non-discriminatory hiring policy that addresses: gender, race, disabilities, political opinion, sexual orientation, age and religion.







# ■ BUSINESS SETTING

- INVESTMENTS
- CHALLENGES IN THE BRAZILIAN BUSINESS ENVIRONMENT
- RENEWABLES AS A BUSINESS



## ■ BUSINESS SETTING

Ranked among the world's major economies, Brazil is one of the leading destinations for foreign investment. The Brazilian Central Bank revealed that the country attracted US\$39.71 billion in the period from January to May this year. That is the biggest influx during the first five months of the year since 2011, when it amounted to US\$41.94 billion. It represents the largest inflow of investment funding in the last eleven years, according to the institution.

Data compiled in a report by the Norwegian Consulate General show that, as far as Norwegian capital is concerned, the accumulated investment, excluding asset transfers, amounts to US\$32.5 billion and the trend of the latest indices is for continued growth. In comparison with 2017-2018, there has been a 67% increase in the investment volume, with the compilation showing a total of US\$7 billion invested in Brazil in the period 2019-2020.

Norwegian companies have shown soundness in their projects in Brazil, with short-term local investment aimed at continual improvement of the infrastructure and operational conditions.

### COMPANY'S FINANCIAL PERFORMANCE IN BRAZIL IN 2021



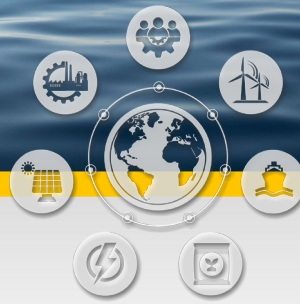
**94%** of the companies surveyed say they will maintain or increase investments in the country.



#### Investment areas

Personnel and/or trainings	<b>64,71%</b>
New products and services	<b>47,06%</b>
Machinery replacement or other capital investments	<b>29,41%</b>
Sales structure, marketing campaigns	<b>33,33%</b>
Research & Development & Innovation	<b>23,53%</b>
New manufacturing plants or expansion	<b>17,65%</b>
Merger & Acquisitions, joint ventures, startup equity	<b>17,65%</b>



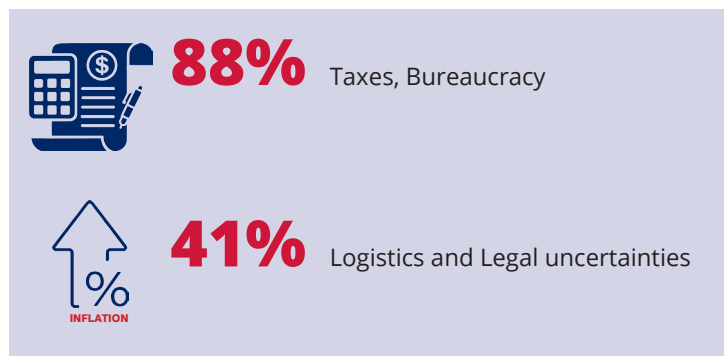


## BUSINESS CHALLENGES

When the subject is investment, companies tend to prioritize countries that offer economic stability.

The current geopolitical scenario – with uncertainty about the direction of monetary policies in the United States and Europe, on top of a troubled international scenario, with tensions between Russia and western countries and between China and the United States, plus concerns about the Chinese economic slowdown and the growing risk of a global economic recession – favors Brazil's position within the global outlook.

However, the study shows that Norwegian companies still face challenges in doing business in Brazil:



## WORKING WITH RENEWABLE ENERGIES IN BRAZIL

According to the Energy Expansion Ten Year Plan (PDE/2031), developed by the EPE (Energy Research Office), among the notable forecasts for the next ten years is that Brazil will expand from 200 GW in 2021 to 275 GW in 2031. And of that total, 229 GW, equivalent to 83%, will be derived from renewable sources, while just 46 GW, or 17%, will come from non-renewable sources.

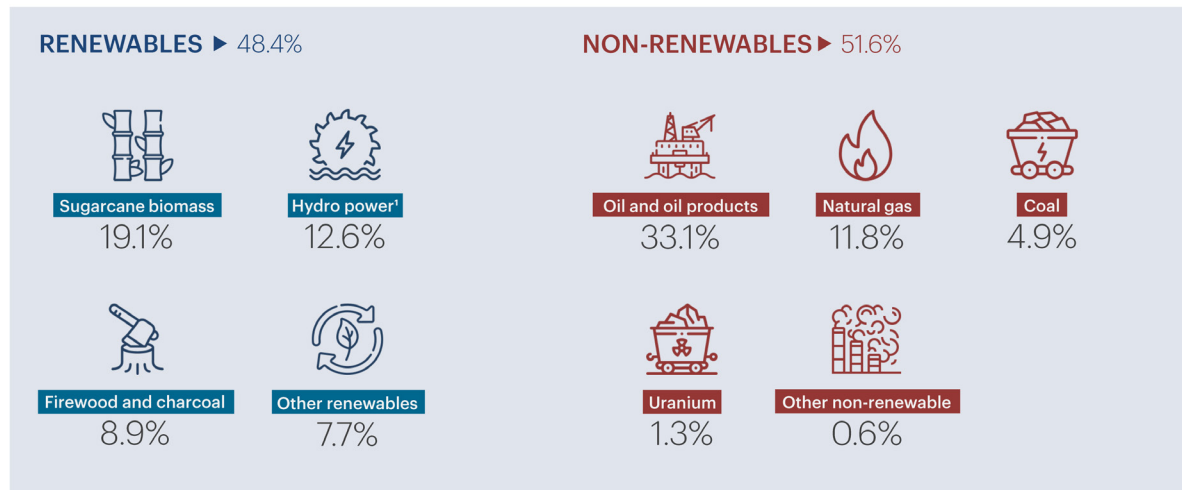
In the light of the positive forecasts, 59% of the companies interviewed said they intend to develop new businesses in the renewables segment, as an integral part of their Brazilian operating strategy. Most of the projects relate to offshore wind, biofuels and solar power.

It is worth pointing out that Norwegian investment in Brazil in the renewable energy field already represents 4% of the total invested in the energy sector, according to the report Norwegian Investment in Brazil, published by the Norwegian Consulate General in Rio de Janeiro.

The Brazilian Energy Balance, produced by Energy Research Office based on the year 2021, offers statistics on energy supply and consumption in Brazil, covering exploration and production of primary energy resources, conversion into secondary forms, imports and exports, distribution and final energy use. The report shows that Brazil uses 48.4% of renewables in the energy matrix.



Breakdown of total energy supply – TES in 2020



<sup>1</sup> Includes import of electricity from a hydraulic source.



The Brazilian Energy Review, for the base year 2021, published by the Brazilian Ministry for Mining and Energy, points out that the average **participation of renewables in the energy matrix in the world is 13.8% and in OECD countries it is 11%.**







## ■ CASES



Since 2021, the Norwegian company has invested more than R\$100 million (US\$19 million) to expand its local capacity and double the number of employees, in order to fulfill its local and international contracts.

The workforce increased by more than 600 employees, to serve São José dos Pinhais (in Paraná, where the company's factory is located) and in Rio das Ostras (Rio de Janeiro state), where our service unit is located.

In terms of Capex, the company invested another R\$40 million in 2021 and expects to have added a further R\$80 million by the end of 2022.



Statkraft is a global corporation operating in the energy market, with more than 4,500 employees in 19 countries. In Brazil, there are 18 wind and hydroelectric power generation assets, with a combined total installed capacity of 450 MW. The company has been investing in assets, personnel and operations to become a benchmark in the generation of renewable energy for the Brazilian market.

Another important distinction is that the company is the first generator to offer traceable renewable energy with a guarantee of origin. The International Renewable Energy Certificate (I-REC) certifies the source of the energy and ensures that the operation is sustainable, according to the rules and procedures of the International REC Standard.

By investing 10% of the net income from the sale of RECs, Statkraft is supporting socio-environmental projects to expand activities in favor of the Sustainable Development Goals (SDGs) determined by the United Nations (UN).



## ■ CORPORATE SOCIAL RESPONSIBILITY

- IMPACT OF THE ENERGY TRANSITION
- INNOVATIONS FOR DECARBONIZATION
- CONTROL OF CARBON EMISSIONS
- EMS
- ANTI-CORRUPTION POLICIES
- CIVIC ENGAGEMENT







## ■ CORPORATE SOCIAL RESPONSIBILITY

Norway's development policy is based on the Sustainable Development Goals adopted in 2015 by all the UN member states. Those goals provide a framework for efforts to promote global sustainable development, peace and justice by 2030.

According to the Embassy of the Kingdom of Norway in Brasilia, there are five priority areas in Norway's development policy: education; health; climate change, environment and oceans; development of the private sector, agriculture and renewable energy; and humanitarian aid. Human rights, gender equality, climate change and the environment, and fighting corruption are issues that traverse all those areas and are therefore an essential part of the country's policies.

### HOW WILL ENERGY TRANSITION AFFECT YOUR BUSINESS?

Organizations are wanting to vigorously incorporate sustainability into their business strategies, operations and culture, which is why they are investing in the development of new technology and sustainable operations that will reduce GHG emissions. Of the Norwegian companies consulted, **82% confirm that they will be affected by the energy transition** and **67% say they are already investing in technology and innovation** geared to **decarbonization**.

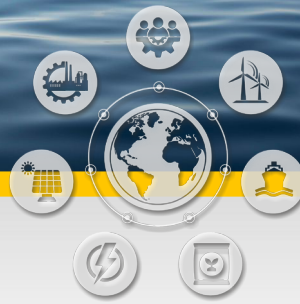
### WHAT ARE THE ENVIRONMENTAL EFFICIENCY PRACTICES OF YOUR COMPANY'S OFFICES AND PLANT FACILITIES?

Although not all companies are at the same stage in their journey towards sustainability, most of the interviewees have already set up structured activities, as they understand the importance of combating climate change and how much ESG issues affect the business, the attraction of investment and the promotion of new business models.

Buildings employ energy saving strategies (e.g.: energy use monitoring, efficient appliances and lighting, renewable energy use)	<b>59%</b>
Buildings use systems for increasing water efficiency (e.g.: water efficient appliances, fixtures and landscaping)	<b>41%</b>
New building sites are chosen based on sustainability considerations (e.g.: minimizing impact on ecosystems and waterways)	<b>29%</b>
Buildings use systems to monitor and improve air quality (e.g.: increased ventilation)	<b>24%</b>
Buildings are LEED certified or LEED equivalent certified Other	<b>18%</b>



**59%** of the companies that responded to the survey already utilize energy derived from renewable sources.



## DOES YOUR COMPANY HAVE AN ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)?

Of the companies that participated the study, 100% stated that they have a policy for documenting the organization's commitment to the environment.

Policy statement documenting our organization's commitment to the environment	<b>76%</b>
Assessment undertaken of the environmental impact of our organization's business activities; Stated objectives and quantifiable targets for environmental aspects of our organization; and Periodic compliance reviews and auditing to evaluate programs conducted	<b>65%</b>
Programming designed, with allocated resources, to achieve these targets	<b>59%</b>
Third-party auditing and certification of EMS. We have no environmental management system	<b>48%</b>

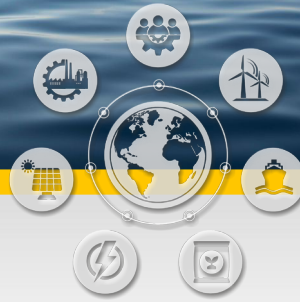
## HOW DOES YOUR COMPANY MANAGE ITS GREENHOUSE GAS EMISSIONS?

Norway's long-term strategy for reducing emissions by 2050 was adopted by the Norwegian parliament in October 2019. Following a change in government towards the end of 2021, Norway committed itself to strengthening its 2030 target, to achieve a reduction of at least 55% below the 1990 level, as shown by the Climate Action Tracker. However, that goal has yet to be formally confirmed.

Within the sphere of the Norwegian community in Brazil, 65% of the companies demonstrate the same concern and affirm that they control their GHG emissions.

We regularly monitor and record emissions and have set specific reduction targets relative to previous performance (e.g.: a 5% reduction of GHGs from baseline year)	<b>35%</b>
We regularly monitor and record emissions and have set specific science-based targets necessary to achieve global goals to address climate change	<b>24%</b>
We have met the specific reduction targets set during this reporting period	<b>18%</b>
We regularly monitor and record emissions but have not set any reduction targets	<b>18%</b>





## SUSTAINABILITY THAT GOES FURTHER

Corporate sustainability must embrace environmental, social and financial factors and, at the organizational level, the thinking must be not only about the results that can be achieved internally, but about the repercussions for society as a whole.

Many Norwegian companies seek to incorporate a sustainable compliance program, giving structure to the business development through action that transcends the concern for the company's integrity and reputation and promotes social change and opportunities for everyone. This is also demonstrated in their international operations, such as in Brazil, as confirmed by the survey.



The main anti-corruption reporting and prevention systems in place in the companies are:

Written employee whistle-blowing policy with confidentiality policy	<b>88%</b>
Anonymous mechanisms to report concerns and grievances	<b>82%</b>
Circulation of whistle-blowing policy to all employees and business partners	<b>86%</b>
Annual training on the anti-corruption system	<b>71%</b>
Communication of the anti-corruption system at least annually to the relevant internal and external stakeholders	<b>65%</b>
Providing supporting tools and guidance (e.g.: self-assessment survey for high-risk departments)	<b>53%</b>
We take part in collective action/coalition with governments, community-based organizations	<b>41%</b>
NGOs and other businesses to act against corruption	<b>41%</b>

## HOW DOES YOUR COMPANY TAKE PART

**76%** state that they are engaged in civic causes, the main activities mentioned being:

- Financial or in-kind donations (excluding political causes)
- Community investments
- Partnerships with charitable organizations or membership of community organizations
- Advocacy for adopting improved social or environmental policies or performance



## ■ CASES



Leader in the production of nitrogenous inputs, Yara has advanced its sustainable agenda, through the decarbonization of its plants and provision of low carbon solutions to industrial and agricultural segments. With its ambition to cultivate a positive food future for nature, Yara has increasingly focused its efforts on clean ammonia production, for application in the field or in industry, thereby reducing greenhouse gas emissions to attain the zero emissions level.

In 2021, the company announced the first commercial contract for the acquisition of renewable natural gas (biomethane), produced by Raízen from waste generated by the ethanol production process – using vinasse and filter cake – under a five-year agreement.

The biomethane will be used by Yara at its plant in Cubatão (São Paulo state) to manufacture green ammonia, which can be used in the production of nitrogen fertilizers at the company's industrial complex, serving as a renewable alternative marine fuel or used in the production processes of various industrial segments, with the potential to reduce greenhouse gas emissions by at least 80%.

The company will produce the first batch of green ammonia as soon as 2023.



Hydro is a leading energy and aluminum company that is committed to a sustainable future.

In Brazil, the company has been investing in changing the energy matrix of its operations, such as at the Hydro Alunorte alumina refinery. This is one of Hydro's initiatives to make its operations carbon neutral by 2050. The company's targets are to reduce its own emissions by 10% in 2025 and by 30% in 2030.

Hydro Alunorte has signed two contracts for the purchasing of solar and wind energy and it is also investing in the installation of electric boilers. The first, already in operation, involved an investment of R\$42 million.

Another project is the replacement of fuel oil with natural gas, at the refinery, involving an investment of R\$1.3 billion. The company has signed a contract with New Fortress Energy (NFE), with the aim of receiving LNG supplies over a period of 15 years.



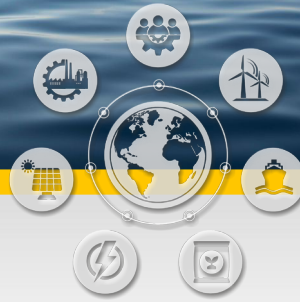




## RESPECT PEOPLE

- INCLUSIVE HIRING POLICY
- WORKPLACE
- EQUITY
- GRIEVANCE
- HUMAN RIGHTS





## ■ RESPECT PEOPLE

The National Business and Human Rights Action Plan for implementation of the UN's Guiding Principles by Norway recognizes that Norwegian companies play a role in creating thousands of jobs worldwide and internationalizing of the Norwegian business sector is crucial for Norway's competitiveness.

According to the UN Guiding Principles, which aim for more sustainable and socially beneficial economic development, the promotion of human rights is both directly and indirectly linked to environmental protection, the climate and anti-corruption efforts.

For example, the right to health can be affected by hazardous substances and pollution of the air, soil and water. Measures to prevent deforestation and forest degradation can safeguard the climate and, at the same time, promote the rights of indigenous peoples and local communities.

Many multinational companies are actively engaged in coming up with solutions to global issues, from poverty to climate change and from population growth to increasing pressure on resources.

That is how Norwegian organizations are responding also in Brazil. According to the survey, 53% of the companies provide high-quality jobs or professional development (workforce development programs) for individuals facing chronic barriers to employment, for example.

### HOW DOES YOUR COMPANY CREATE AN INCLUSIVE RECRUITING AND HIRING PROCESS?

Norway is among the top five countries in the ranking of the Global Gender Gap Report 2022, while Brazil is in 94th place. This could be yet another area in which the partnership with Norway can bear fruit.

**53%** of the companies said they include a statement in all job advertising showing the commitment to diversity, equity and inclusion.

**41%** say they shape job description requirements to ensure that they are always inclusive and equitable.

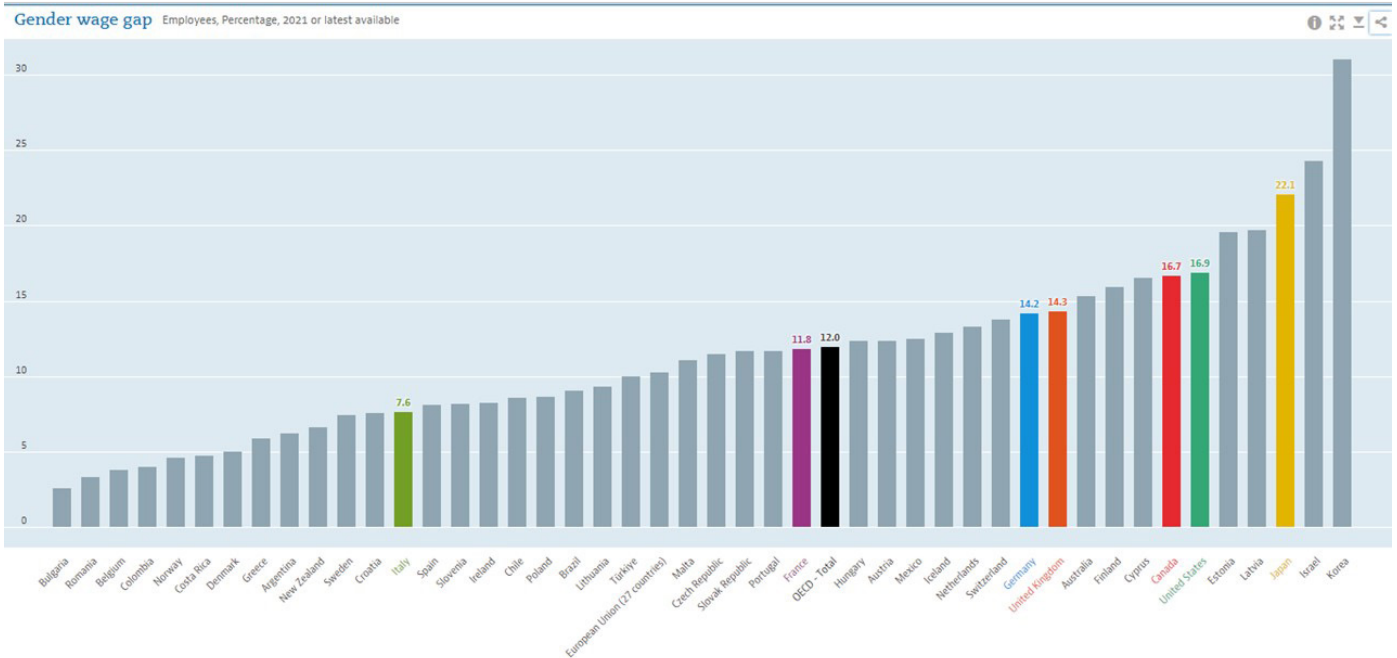
### HOW DOES YOUR COMPANY CREATE AN EQUITABLE AND INCLUSIVE WORKPLACE FOR EMPLOYEES?

According to the Global Gender Gap Report, Norway is also at the top of the list of countries with the smallest wage gap between men and women. The findings are based on the difference between the median earnings of men and women relative to the median earnings of men. The data refer to full-time employees, on the one hand, and self-employed, on the other.





How companies in the **Norwegian** community are reshaping business in **Brazil**



Compare countries on [data.oecd.org](https://data.oecd.org)

<https://data.oecd.org/earnwage/gender-wage-gap.htm>

IN BRAZIL, THE COMPANIES ALSO SHOW COMMITMENT TO MAINTAINING A MORE EGALITARIAN WORKING ENVIRONMENT.

We have designated an individual or group explicitly responsible for diversity, equity and inclusion (i.e.: a Diversity Manager or Inclusion Committee)	<b>65%</b>
We offer training for all employees on topics related to diversity, equity and inclusion	<b>59%</b>
We have voluntary employee resource or affinity groups	<b>35%</b>



## HOW DOES YOUR COMPANY INTEGRATE SOCIAL AND ENVIRONMENTAL PERFORMANCE INTO DECISION-MAKING?

Employee training that includes social or environmental issues material to our company or its mission	<b>65%</b>
Board of Directors review of social and environmental performance	<b>47%</b>
Manager roles with job descriptions that explicitly incorporate social and environmental performance	<b>35%</b>
Performance reviews that formally incorporate social and environmental issues	<b>35%</b>
Remuneration and job descriptions of executive team members that include social and environmental performance	<b>29%</b>

## DOES YOUR COMPANY HAVE ANY PRACTICES TO ADDRESS STAKEHOLDER GRIEVANCES AND/OR HUMAN RIGHTS ALLEGATIONS?

On July 1, 2022, the Norwegian Transparency Act (hereinafter “the Act”) came into force and sets out the mandatory legal requirements for companies operating in Norway to report on the work they carry out and to ensure compliance with basic human rights and decent working conditions at the companies themselves, in their supply chains and among their business partners.

The Transparency Act will apply to “larger companies” based in Norway and offering goods or services within or outside the country. Furthermore, it will also apply to foreign “large companies” that supply goods or services in Norway and are tax residents in the country. The Act is based on the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises.

IN BRAZIL, 71% OF THE COMPANIES THAT PARTICIPATED IN THIS SURVEY HAVE MECHANISMS TO MANAGE STAKEHOLDER COMPLAINTS AND/OR HUMAN RIGHTS ALLEGATIONS. NOTABLE AMONG THESE ARE THE FOLLOWING:

Human rights policies, reviews and diligence mechanisms are overseen by the Board of Directors	<b>41%</b>
Company has implemented or revised company practices, and publicly reported those changes, to mitigate concerns raised via grievance mechanism in the last year	<b>35%</b>
Company has evidence of successful remedy (to the satisfaction of the stakeholder affected) for all grievances in the last year	<b>29%</b>





## ■ CASES

**AkerSolutions** Aker Solutions, in partnership with Firjan Senai Sesi in Macaé, in the state of Rio de Janeiro, introduced the Women on Board Program to accelerate the insertion of women within the oil and gas sector. The company is funding a full five-month professional qualification program for newly graduated technicians, including offshore-specific training and soft skills development.

Also in partnership with Senai, in São José dos Pinhais, in the state of Paraná, Aker Solutions has launched an exclusive program for young female apprentices, focused on the industry's manufacturing line. The 20 young women selected also had the support of the company's Diversity Committee, to accelerate inclusion and drive professional development from the beginning of their career, in addition to building a more diverse talent pipeline for the future generations of company leaders.



Dream Learn Work is a non-profit organization founded by Norwegian companies in Brazil. It was created to support the entry of young Brazilians from less developed areas into the labor market. The initial idea was to train young Brazilians so that later, the companies themselves could recruit and insert them in the job market.

Nowadays DLW has several youngsters that are working, no longer limited to the founders, as other companies realized the effectiveness of the program and wanted to become part of this mission, as in the case of Aker Solutions, DNB, Equinor, Kongsberg, Subsea 7, Jotun and Yinson.

To date, more than 1,000 young people have been benefited and 65% are already employed.



Between 2017 and 2022, Equinor has been investing in institutions and social projects focused on education for young people,

Trilha Empreendedora is a project developed by the NGO Junior Achievement and, through the IBP (Brazilian Petroleum, Gas and Biofuels Institute), several companies in the sector have supported this initiative, including Equinor. The project allows employees of the companies involved to volunteer hours of their time to share their experience with young people about the job market, financial education, entrepreneurship and other topics.

Increasing Brazilians' access to cultural initiatives and creating local value for the country, Equinor has been sponsoring the MAR (Rio Art Museum), Galpão Aplauso project and Urece Goalball Institute, since 2018.

Located in Praça Mauá, in the port area of Rio de Janeiro, the museum presents a transversal approach to the history of the city of Rio, examining social issues, challenges, expectations and conflicts.

With an approach that blends culture and social inclusion, Galpão Aplauso has been working for 18 years with the professionalizing of socially vulnerable youth, offering training in fine arts, circus, dance, music and theater.

The Urece Institute, on the other hand, promotes inclusion through sports and educational practices, such as Goalball, for young people and children with visual impairments and in vulnerable situations.





## Closing Words

**A**t NBCC we work to connect our members, facilitating the promotion of business and motivating industries to work for a more sustainable planet and a better place to live.

We carried out a survey with companies from the Norwegian community in Brazil to learn about best practices in ESG and Energy Transition to create our Annual Report – How companies in the Norwegian community are reshaping business in Brazil.

We see that Norway and Brazil are leading the energy transition, creating unique opportunities through the integration of Norwegian technology and Brazilian natural resources. Both countries are creative and proactive in these areas, with many fronts to be explored.

The commitment to renewables is a purpose that is here to stay and the joining of forces between the two countries is a sure way to obtain better results. When talking about ESG, we see that people and collaboration are the key success factors.

Creating business models that engage and value a more diverse and productive workforce and promote a fairer society for all is the purpose of this partnership, which is already long-standing and has been changing the way business is done in both countries and contributing positively to the creation of creative and connected industries.

NBCC hopes that you will enjoy this first report and that together we can develop valuable networking arenas, business growth, investments and collaboration between Norway and Brazil.

Yours sincerely,

**Jeanette Lorvik**

General Manager - NBCC



PRESIDENT:  
VOLMIR KORZENIEWSKI

EXECUTIVE MANAGER:  
JEANETTE LORVIK

CREATION OF THE QUESTIONS:  
ELISA MAGALHÃES, COORDINATOR OF THE COMMUNICATION COMMITTEE

REPORT PRODUCTION:  
ZOOM OUT COMMUNICATION GROUP

VERIFICATION AND COMPILATION OF ANSWERS:  
FERNANDA FALCÃO

CONTENT CURATION:  
BIANCA GOMES

COPYWRITER:  
BIANCA GOMES

TRANSLATION:  
INSIGHT LANGUAGE

GRAPHIC PROJECT:  
FELIPE DANIEL

