



ACTIVITY REPORT

2025



FGV

SÃO PAULO SCHOOL OF
BUSINESS ADMINISTRATION

*Center for Sustainability
Studies*

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MESSAGE FROM THE COORDINATION

2025 was, for me and for FGVces, a year of intense work and great learning.

It was the first full year in which I led the Center's general coordination, taking on the direction of an institution with more than two decades of history, recognized for its public contribution to the sustainability agenda in Brazil. Throughout the year, my commitment was to care for this legacy while strengthening strategic paths to respond, with rigor and relevance, to the challenges of the present.

In a context of intensifying climate crisis and growing demand for concrete responses, FGVces has consolidated its work on central agendas for sustainable development. Adaptation to climate change remained a structuring core pillar of our work in 2025, guiding research, methodologies, data production, and training processes aimed at governments, businesses, territories, and civil society organizations. We advanced in the strengthening of environmental governance, supporting the formulation and implementation of public policies, and developing instruments that connect technical knowledge to decision-making.

The year was also marked by Brazil's preparation to host COP30, in Belém. This horizon gave even greater meaning and urgency to the Center's work. Our projects engaged directly with key themes of the international agenda — such as adaptation, climate justice, financing, nature, territories, and institutional capacities — reinforcing the importance of a Brazilian perspective, grounded in the realities of local territories, in strengthening the public sector, and in producing public knowledge goods.

In this same movement, we deepened our territorial work across different regions of the country. From the Amazon to the semi-arid region, from urban areas to rural territories, we continued working from the premise that sustainable solutions need to be developed within their specific contexts integrating various scales, forms of knowledge, and stakeholders. Local development, value chains, family farming, ecosystem restoration, protection of human rights, and socio-environmental justice were at the center of initiatives aimed at responding to concrete challenges and establishing long-term pathways.

Another important milestone of 2025 was the strengthening of dialogue with the private sector and the financial system, especially around themes such as transparency, climate risk management, adaptation, and governance. Initiatives such as the Brazilian Corporate Reporting Program on Climate Change Adaptation reflect the effort of FGVces to fill critical gaps in data, references, and methodologies, contributing to decisions that are better informed and aligned with the public interest.

None of this would be possible without the collective work that sustains FGVces. In 2025, a diverse, multidisciplinary, and deeply committed team led projects, research, training initiatives, and spaces for dialogue with technical rigor and social sensitivity. We worked in networks, in partnership with governments, businesses, civil society organizations, communities, academia, and international organizations, reaffirming our conviction that sustainability is built through collaboration.

This report encapsulates a significant part of that effort. More than an institutional record, it reflects a way of working grounded in rigor, attentiveness and a commitment to the public interest. At a decisive moment for the global climate agenda and for Brazil's role in that debate, we remain dedicated to producing applied knowledge, training people, and strengthening institutional capacities as concrete contributions toward fairer, more resilient, and more sustainable futures.

Enjoy the reading.

Fernanda Cassab Carreira

Coordinator-General of FGVces



WHO WE ARE AND HOW WE WORK

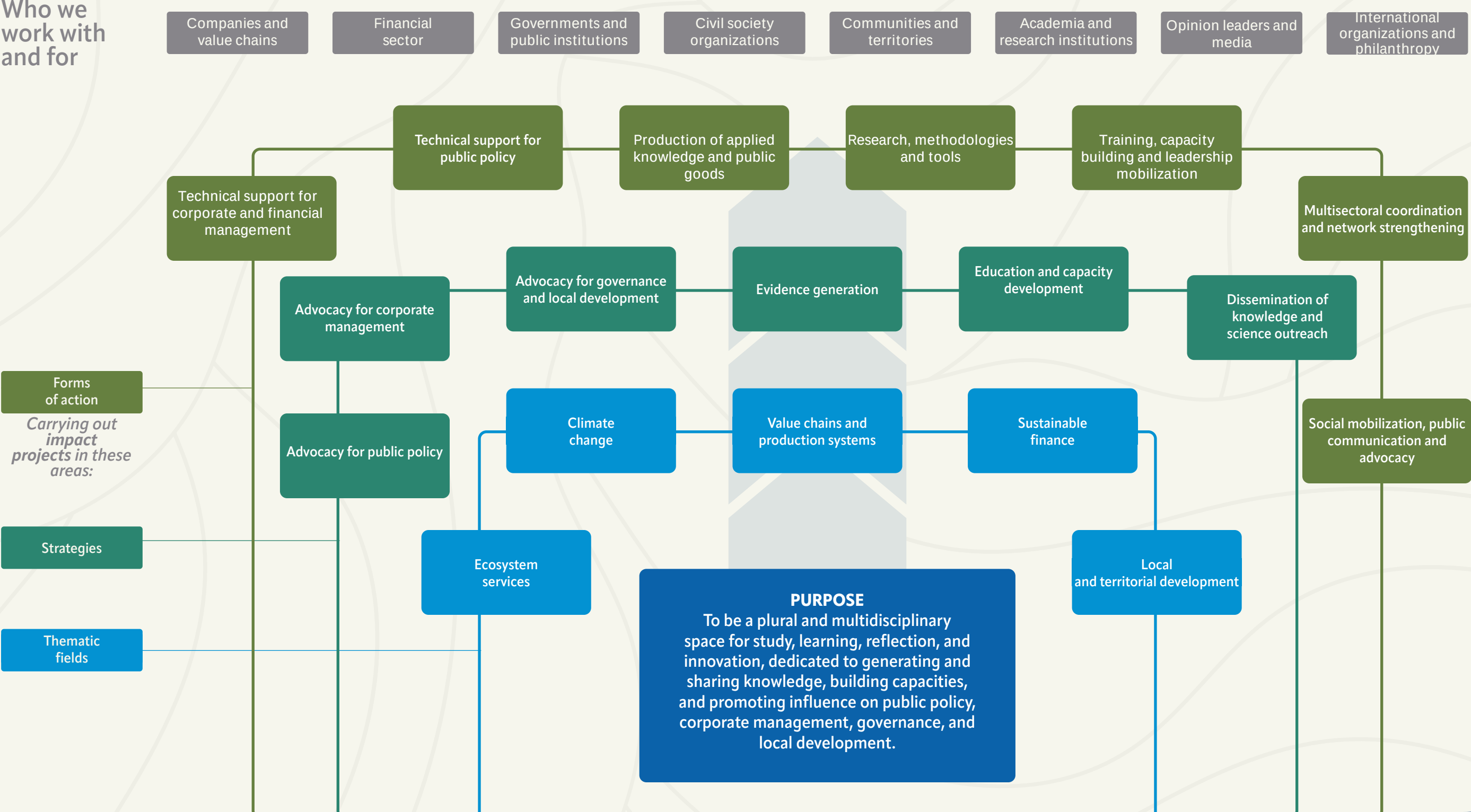
Founded in September 2003 at the São Paulo School of Business Administration of Fundação Getulio Vargas (FGV EAESP), the Center for Sustainability Studies (FGVces) works on knowledge production, training for sustainability, and the development of strategies, policies, and public and corporate management tools aimed at promoting sustainability, with local and international reach.

The Center's work is essentially collective and multisectoral, connecting academia, businesses, governments, and civil society in a constant network of collaboration. The impacts of its initiatives translate into public goods, made available to society through various formats, such as guidelines for the corporate sector, management tools, indicator systems, incentives for public policy formulation, data repositories, spaces for dialogue, training programs, and communication products.

Nowadays, FGVces has a team of around 60 professionals, with multidisciplinary backgrounds and diverse career paths.

About FGVces' work

Who we work with and for



Big numbers 2025



Financial results

Financial results (in R\$ millions)	2023	2024	2025
Revenue (research projects, training and technical advisory services)	16.7	22.3	22.58
Direct costs and expenses of internal support areas	15.0	18.5	19.22
FGV indirect / administrative expenses	2.3	2.7	3.14
Technical reserve / (Deficit) as of December 31	(0.6)	1.1	0.22

IMPACT PROJECTS

Adaptation, resilience and risk management

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Development of a methodology to assess environmental governance at the Brazilian subnational level

The project consisted of developing a structured methodology to assess environmental governance in Brazilian states, based on indicators organized into dimensions and sub-dimensions across six public policy systems - Water Resources; Climate Change; Biodiversity; Civil Protection and Defense; Territorial Planning; and Environmental Licensing – as part of component 1 of the Technical Cooperation established by the Inter-American Development Bank.

Based on a literature review, document analysis, and dialogue and interviews with government organizations, experts, and key stakeholders, the research team created a methodology that identifies gaps and opportunities for improvement, offering an integrated analysis of environmental governance in the states, based on the dimensions of Management and Capacity; Cooperation and Coordination; Accountability and Justice; and Effectiveness.

In this way, the tool has the potential to support evidence-based decision-making, planning, and public budgeting processes, as well as to inform improvements of governance and environmental policies. In the longer term, its recurring application could enable comparative and longitudinal analyses, including across groups of states, contributing to strengthened federative coordination and more efficient resource allocation at both the state and federal levels.

The results of the methodology’s initial application—which constitute Component 2 of the Technical Cooperation aforementioned—as well as the recommendations for the states that participated in the pilot test, are expected to be released in 2026.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/projeto-elaboracao-metodologia-avaliacao-governanca-ambiental-nivel-subnacional-brasileiro>

Contribution to the SDGs



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Funding organization

Inter-American Development Bank (IDB)

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Production of technical inputs on the topic of “health and climate” for inclusion in the “Paths to Net Zero” report

The aim was to qualify the approach to the health and climate agenda within the “Pathways to Net Zero” report—an initiative led by the Institute for Climate and Society (iCS) in partnership with the Asian Infrastructure Investment Bank (AIIB) aimed to inform instruments and decisions regarding health infrastructure in the country. FGVces’s contribution focused on producing evidence-based technical content intended to be integrated into the document in a consistent and strategic manner.

The activities involved a literature review on health and climate public policy, drafting scientifically grounded texts, and joint review processes to build shared understanding, as well as adapting the inputs to the report’s scope and language.

The inputs produced were included in the AIB report and will support the Ministry of Finance in guiding public policy assessments related to health and climate infrastructure. The report presents recommendations for strengthening the resilience of health facilities and infrastructure in Brazil in the face of extreme and chronic climate events, with special attention to the National Health Sector Adaptation Plan (AdaptaSUS).

➤ **Contribution to the SDGs**



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Funding organization

Institute for Climate and Society (iCS)

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Support for developing CETESB's climate change adaptation plan

The project aimed to provide technical support to the Environmental Company of the State of São Paulo (CETESB) across the three strategic stages of developing its Climate Change Adaptation Plan. The work aimed to ensure methodological consistency and a solid theoretical-conceptual foundation for defining priority adaptation actions to be incorporated into the Company's strategic planning and operations.

To this end, a data collection process involving key areas of CETESB was structured and workshops were held as part of a participatory process to build a collective understanding of climate threats, impacts and risks, as well as the adaptation measures prioritized for inclusion in the Plan.

Through this support, **FGVces** contributed to aligning CETESB's Climate Change Adaptation Plan with the main impacts already experienced and potential climate risks, taking into account the Company's institutional capacities and responsibilities. The project also strengthened preventive action in the face of extreme climate events and chronic changes, by integrating climate risk management into its management processes and tools.

The work is part of a broader effort to incorporate climate adaptation into environmental and corporate management, promoting the involvement of different CETESB departments and directorates. The approach adopted draws on existing data and information from sources such as the Climate Adaptation and Resilience State Plan (PEARC), the Ecological-Economic Zoning of State and other environmental agencies, contributing to strengthened internal coordination and commitment to implementing priority adaptation measures.

 **Project page**
<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/cetesb>

 Contribution to the SDGs



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Environmental Company of the State of São Paulo (CETESB)

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Development and implementation of a methodology for the integration of Ecosystem-based Adaptation (EbA) into climate change adaptation instruments: the experience of the National Climate Adaptation Plan;

The project supports the structured incorporation of the Ecosystem-based Adaptation (EbA) approach into municipal climate planning instruments, under the AdaptaCidades Program. The initiative aimed to qualify Municipal Adaptation Plans by updating concepts, methodologies, and tools that guide the selection and prioritization of adaptation measures aligned with Nature-based Solutions (NbS).

As key outcomes, the project developed and updated a conceptual handbook, a menu of EbA measures, and a tool for prioritizing these measures based on threats identified in a given territory, it also produced a distance-learning course on an open platform and supporting educational materials that form part of the Training Track for municipalities to create their adaptation plans. This set of tools addresses the existing gap in practical guidance for incorporating EbA into municipal plans and actions, supporting local managers to choose measures compatible with climate risks, territorial characteristics, and municipal institutional capacities.

The initiative continues previous efforts to integrate EbA and NbS into national adaptation instruments, linking with the Plano Clima – Adaptação process.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/adaptacao-baseada-em-ecossistemas-abe-em>



Available resources

 [Menu of EbA measures](#)



Contribution to the SDGs



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Partner organizations

ProAdapta/GIZ Program
Ministry of the Environment (MMA)

Funding organization

Boticário Group Foundation for Nature Protection

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Brazilian Corporate Reporting Program on Climate Change Adaptation (PBRA)

The Program is a pioneering initiative by **FGVces** to support organizations in developing, improving, and bringing transparency to their climate change adaptation actions and investments. The first component of the PBRA, the Guidelines for Corporate Reporting on Climate Change Adaptation, was developed collaboratively in 2025, with the participation of 65 organizations from the corporate sector, civil society, academia, and government.

This structuring component of the Program was developed through in-person workshops, online meetings, and a public consultation.



By filling a significant gap in data, knowledge, and technical support on adaptation for the private sector, the PBRA simultaneously meets the demands of different audiences.

The initiative offers companies parameters to ensure transparency on risks and actions in their supply chains and territories, as well as intra- and inter-sector benchmarking; it provides the financial and insurance sectors qualified information for decision-making, risk pricing, and product development; it subsidizes public authorities with data for policy monitoring, targeting incentives, and mobilizing private capital to reduce climate risks; and it makes available to society a basis for understanding and tracking how companies are managing impacts and risks across value chains and territories, in addition to their own assets.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/programa-brasileiro-adaptacao>



Available resources

-  [Reporting guidelines](#)
-  [Program presentation video](#)



Contribution to the SDGs



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Brazilian Business Council for Sustainable Development (CEBDS)
Brazilian Federation of Banks (Febraban)
The Federation of Industries of the State of Sao Paulo (Fiesp)
Brazilian Institute of Corporate Governance (IBGC)
Ministry of the Environment (MMA)
UN Global Compact
Race to Zero
Brazilian Micro and Small Business Support Service (Sebrae)
World Resources Institute (WRI) Brasil



Funding organization

- Braskem
- Caixa
- National Confederation of Industry (CNI)
- Copel

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Overview of Brazil's climate change adaptation agenda

Developed in partnership with Institute for Climate and Society (iCS), the research aimed to support Brazilian philanthropy's work on the climate adaptation agenda. In this context, it sought to guide the allocation of financial and technical resources toward priority gaps and leverage points capable of equitably boosting adaptive capacities and climate emergency response across the country's social, economic, and environmental systems.

Faced with a fragmented adaptation agenda and the need to significantly scale up investments by 2030, the research identified challenges, gaps, and opportunities across nine strategic themes and sectors, in both urban and rural contexts.

The analysis was based on a literature review, an analysis of technical documents, and interviews with experts, resulting in the systematization of recommendations across cross-cutting areas such as advocacy, knowledge production and dissemination, the development of methodologies and tools, the strengthening of technical and managerial capacities, and the consolidation of the system of stakeholders.

Recognizing philanthropy's central role in accelerating networks, strengthening civil society, and multilevel climate governance, the project delivered a final report with key findings and recommendations aimed at philanthropic agents. The results were also synthesized into five thematic briefs – financing, resilient infrastructure, food systems, energy, and climate justice – and shared through webinars, contributing to an informed debate among experts, managers, and decision-makers.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/panorama-da-agenda-de-adaptacao-mudanca-do-clima>

➤ **Available resources**

- 📄 [Overview of the Climate Change Adaptation Agenda in Brazil | Thematic briefs](#)
- 📄 [Overview of the Climate Change Adaptation Agenda in Brazil: gaps and opportunities for philanthropy](#)
- 📄 [Webinars presenting the thematic briefs](#)

➤ **Contribution to the SDGs**



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ADAPTATION, RESILIENCE AND RISK MANAGEMENT

EPC Adapta Territorial: Incorporation of adaptation into sustainable local development initiatives

Carried out under the Empresas pelo Clima (EPC) platform, run by **FGVces**, the initiative fosters and supports the development of multisectoral territorial climate change adaptation agendas and strengthens adaptive capacities in the face of extreme climate events that affect populations, ecosystems, and socioeconomic dynamics in territories.

In 2025, the initiative was implemented through a pilot project in the Guapi-Macacu bioregion, covering the municipalities of Guapimirim and Cachoeiras de Macacu, a territory that

is strategic for environmental conservation, water regulation in Guanabara Bay, and the water supply of approximately 2 million people in the Rio de Janeiro Metropolitan Region.



In partnership with the ProAdapta Program of the German Agency for International Cooperation (GIZ) and the Viva Água Guanabara Bay Movement, the project developed and tested methodologies, shared climate data and territorial information, and supported adaptive strategic planning grounded in local realities.

The initiative strengthened governance and the mobilization of multiple stakeholders, building shared understanding of risks, vulnerabilities, and development priorities. It also promoted an agreement on territorial priorities, the identification and prioritization of adaptation measures that can be eligible with public and private resources – notably through the Viva Água Guanabara Bay Movement Fund– while also developing a methodology and support tool for formulating territorial adaptation strategies, made publicly available for application in other contexts.



Project page

<https://agendadoclima.fgv.br/projeto-de-pesquisa/epc-adapta-territorial-integracao-da-adaptacao-aos-processos-de-desenvolvimento>



Available resources

-  [Climate adaptation and sustainable development in Guapi-Macacu \(RJ\)](#)
-  [Tool for Developing Territorial Climate Change Adaptation Strategies](#)



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Boticário Group Foundation for Nature Protection
Viva Água Guanabara Bay Movement

Funding organizations

ProAdapta/GIZ Program

ADAPTATION, RESILIENCE AND RISK MANAGEMENT

Assistance in enhancing capabilities for disaster risk management, adaptation, and climate resilience in Brazilian municipalities

The project aims to strengthen the institutional capacities of small and medium-sized municipalities for disaster risk management and climate change adaptation. To this end, the initiative includes a municipal diagnostic using a competency checklist and develops customized workstreams, combining mentoring and technical support to help incorporate the adaptation agenda into local public management.

Through the application of the diagnostic tool and the engagement of government leaders, intersectoral working groups, and local stakeholders, the project fostered institutional and social learning and advanced priority actions through a participatory approach in the cities where it was implemented in 2025: Aripuanã (MT), Muriaé (MG), Juquitiba (SP), Lajes (RN), Niquelândia (GO), Matão (SP), and Juquiá (SP).

As a result, the project generated concrete changes in the organizational practices of participating municipalities, including improved risk and vulnerability diagnostics, stronger intersectoral governance, better risk communication, and the development of practical tools, such as websites and maps, incorporated into city governments' routines.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/fortalecimento-da-gestao-de-risco-de-desastres>



Available resources:

 [Support for strengthening disaster risk management, adaptation, and climate resilience capacities in Brazilian municipalities](#)



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Partner organizations

City governments of: Aripuanã (MT); Juquitiba (SP); Matão (SP); Juquiá (SP); Muriaé (MG); Niquelândia (GO); Lajes (RN).

Funding organizations

Votorantim Institute and companies of Votorantim Group

Value chains



VALUE CHAINS

Arabica-Canephora: fostering sustainability, equity, and transparency within the Brazilian coffee value chain

With the goal of promoting a more sustainable, inclusive coffee value chain in Brazil aligned with the European Union Regulation on Deforestation-free Products (EUDR), the project encourages the adoption of better production, socio-environmental, and governance practices by smallholder farmers and small and medium enterprises, with special attention to businesses led by women and young people.

Arabica-Canephora began its activities with a sustainability diagnosis involving 100 coffee farmers, mapping challenges and pathways related to production practices and the use of digital traceability tools.



Based on this diagnosis, training initiatives were carried out with women from different links in the chain in deforestation-free production, focusing on human rights, gender equity, decent work, and climate change adaptation, as well as preparing young farmers to use traceability solutions. In parallel, the initiative promoted the collaborative development of a voluntary sector agreement and a roadmap for implementing the EUDR in the Brazilian context.

The project's impact strategy also includes fostering sustainable businesses by connecting producers, businesses, and buyers committed to socio-environmental criteria, as well as sharing knowledge through handbooks on good practices in the coffee chain.

 **Project page**
<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/arabica-canephora>

- **Available resources:**
-  [Working Group: Brazilian coffee and the European Union Regulation on Deforestation-free Products \(EUDR\)](#)
 -  [Climate change adaptation in Brazil's coffee value chain](#)
 -  [Decent work in Brazil's coffee value chain](#)
 -  [Human rights and gender equity in Brazil's coffee value chain](#)
 -  [Project presentation video](#)

➤ **Contribution to the SDGs**



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International Women's Coffee Alliance (IWCA Brazil)
Collaborating Centre on Sustainable Consumption and Production (CSCP)

Funding organization
European Union (via AL-INVEST Verde Programme)



VALUE CHAINS

Safeguarding human rights in the forest restoration process – Phase II

The project aimed to develop and consolidate a strategy to identify, monitor, and manage risks of human rights violations in the forest restoration value chain.

The initiative combined in-depth research on the topic with participatory workshops involving stakeholders from the value chain, in order to build a better understanding of existing risks and guide the adoption of responsible practices across the different links in the value chain.



As a result, documents, policies, guidelines, and protocols were developed to promote an organizational culture based on respect for human rights and decent work, as well as to prevent and mitigate the identified risks.

In addition, the initiative promoted awareness and training processes for employees and suppliers of the partner organization (IPÊ), focusing on human rights and combating contemporary forced labor. It also developed guidelines for implementing due diligence processes and a victim-centered Response Protocol, strengthening prevention, response, and accountability mechanisms in the forest restoration sector.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/protecao-de-direitos-humanos-na-cadeia-de>



Contribution to the SDGs



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Institute for Ecological Research (IPÊ)

Agriculture and food



AGRICULTURE AND FOOD

Raízes da Caatinga - Market Access Strategy

As part of this Program, **FGVces** implements a strategic workstream focused on building market-access capacities among family farmers in the Brazilian semi-arid region supported by the Program, contributing to the development of sustainable territorial development agendas.

The work takes place in three territories – Sertão do Pajeú (PE), Cariri Ocidental (PB), and Sertão do Apodi (RN) – and focuses on strengthening priority production chains, such as beekeeping, fruit growing, poultry farming, goat farming, and agroecological cotton.



In addition, the initiative promoted market engagement through trade missions, and analyzed public policies relevant to strengthening local production chains, with emphasis on the Potiguar Agroecological Cotton Program.

As a result, the project helped expand cooperatives' and associations' market-access capacities, building greater understanding of market dynamics – especially the private market – and strengthening decision-making on sales and internal group management. Market engagement allowed cooperatives and associations to recognize the requirements, limits, and opportunities of different sales channels, guiding more informed choices about where to sell and how to organize to access those markets. This initiative was therefore able to help expand economic opportunities and strengthen family farming in the territories covered by the Raízes da Caatinga Program.

 **Project page**
<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/raizes-da-caatinga>

➤ **Available resources**
 Sell better to sell more: 5 lessons every family-farming cooperative or association should consider when accessing private markets

➤ **Contribution to the SDGs**



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Funding organization
IDH Brazil



AGRICULTURE AND FOOD

Rehabilitation of urban ecosystems in Manaus

Developed as part of the Generation Restoration project of the United Nations Environment Programme (UNEP), the project aimed to strengthen the municipal urban and peri-urban agriculture (UPA) agenda as a strategy for restoring urban ecosystems and promoting sustainable urban transitions in the city of Manaus (AM).

In partnership with the Municipal Secretariat of Environment, Sustainability and Climate Change of Manaus (SEMMAS Clima), over 12 months the initiative focused on strengthening intersectoral and participatory governance, improving public planning, and engaging institutional and community stakeholders.



As part of the project, actions were carried out to institutionalize urban agriculture in the municipality, including the participatory development of policy recommendations to strengthen urban agriculture as a tool for ecosystem restoration. The document emphasizes the value of traditional and Indigenous knowledge and the potential of agroforestry practices in urban agriculture to strengthen climate adaptation, food security, and social equity. A draft Municipal Urban Agriculture Policy was also written, with the participation of an intersectoral group of stakeholders, promoting alignment across municipal departments.

To support decision-making on ecosystem restoration and UPA agendas, quantitative and qualitative indicators adapted to Manaus's context were developed, along with a participatory mapping tool integrated into the city government's geographic information system.

To expand technical capacities and reinforce urban agriculture as an important nature-based solution, training was held with civil society and public management leaders, as well as community engagement workshops involving more than 240 participants.



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Partner organization

Government of Manaus City

(Municipal Secretariat of Environment,
Sustainability and Climate Change of
Manaus – SEMMAS Clima)



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/restauramaneaus>



Available resources

-  [From forest to table: urban agriculture and ecosystem restoration in Manaus – AM](#)
-  [Monitoring and evaluation of UPA agenda results in Manaus \(AM\): Suggested indicators](#)



Contribution to the SDGs



Funding organizations

Resources from the German Federal Ministry for Economic Cooperation and Development (BMZ) via the United Nations Environment Programme (UNEP), coordinated with the UN Decade on Ecosystem Restoration Secretariat and ICLEI Cities Biodiversity Center

AGRICULTURE AND FOOD

Enhancing urban agriculture in Brazilian cities: a training program for political leaders

Carried out as part of the Feeding Cities strategy of the Ministry of Development and Social Assistance, Family and Fight Against Hunger (MDS), the initiative aims to contribute to the institutional development of municipal urban and peri-urban agriculture agendas, strengthening the role of public management and organized civil society leaders as agents of local change.

To this end, the training was structured around 15 virtual and in-person sessions, combining conceptual deep-dives with immersion sessions for exchanging experiences among participating municipalities. The 2025 cycle involved representatives from 20 municipalities across all regions of the country and approximately 200 people.



Pilot projects were also developed by municipal delegations, totaling 50 interventions to strengthen the urban and peri-urban agriculture agenda. These projects covered both institutional strengthening and the expansion of practical initiatives in the territories. The participation of state agencies contributed to greater intergovernmental coordination.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/agricultura-urbana-nas-cidades-brasileiras>



Available resources

 [Training sessions: video series](#)



Contribution to the SDGs



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Funding organization

Ministry of Development and Social Assistance, Family and Fight Against Hunger (MDS)

Local development

LOCAL DEVELOPMENT

Course on Development and Infrastructure in the Amazon

This elective course takes a critical approach to discussing fundamental concepts and historical perspectives on regional planning and development policies in the Amazon. It examines the territorial impacts of infrastructure projects, analyzes strategies for expanding social participation in decision-making, and discusses recent trends in Brazil's infrastructure debate.

Drawing on key theoretical references, as well as cases, tools, and analyses produced by **FGVces** over nearly two decades of work in the region, the course integrates applied research with academic training.

The course's main impact was to deepen students' understanding of the relationship between sectoral planning, territorial approaches, and public policy in the Amazon, building the students's capacity to analyze infrastructure projects in light of their social impacts, indicators, and governance challenges.

The program also strengthened assessment skills and the ability to formulate sustainable solutions, taking into account social, cultural, environmental, and gender dimensions. It fostered empathy, collaborative work, and dialogue across different perspectives, helping prepare professionals better prepared to make public decisions suited to regional development contexts.

➤ **Contribution to the SDGs**



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LOCAL DEVELOPMENT

Gender approach and Just Transition

"Gender approach and Just Transition" was a project developed in 2025, part of an ongoing research strategy on gender and just energy transition. In this phase, the research team produced a paper that comparatively analyzed Brazil's and Chile's energy transition policies across the dimensions of redistribution, recognition, and representation in justice.

The results show that vulnerable territories and groups remain on the margins of these policies, at risk of reproducing historical inequalities. The study highlights the need to center gender, race, and territory from the outset in energy transition policy design.



Key outcomes include raising awareness among technical staff within the federal government about the specific impacts faced by women and racialized populations in infrastructure licensing and energy transition processes; incorporating gender and racial perspectives into institutional discussions on socio-environmental safeguards; and strengthening academic collaboration networks, bringing together groups from Brazil and Chile to build a joint agenda on socio-environmental justice.

The initiative also has the potential to strengthen socio-environmental risk assessment systems by fostering dialogue among social movements, researchers, and institutions such as BNDES, while promoting coordination between public agencies and social organizations to influence institutional practices over the medium term.

➤ **Available resources**

📄 [Infographic Atingidas: women and territories in struggle](#)

➤ **Contribution to the SDGs**



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Ana Paula Moreira da Silva e Eduardo Zen (Institute of Applied Economic Research - Ipea)

Anna Fünfgeld (University of Hamburg)

Débora de Fina Gonzalez (University of Playa Ancha, Chile)

Funding organizations

GV Research and Publications (FGV EAESP)

Charles Stewart Mott Foundation

LOCAL DEVELOPMENT

Digital inclusion for commons management and territorial protection in the Tapajós River Basin (Indica Tapajós)

The project aims to strengthen territorial monitoring strategies in the Amazon by expanding access to connectivity and digital tools, with a focus on the Tapajós River Basin, as well as influencing public policies on digital inclusion and territorial protection.

The initiative is based on the recognition that technologies such as mobile phones, drones, GPS, apps, and digital platforms have been used by Indigenous peoples and traditional communities as tools for territorial surveillance, mapping, and autonomous management of their territories.



The initiative is also strengthening coordination within the Independent Territorial Monitoring Network (Rede MTI) by creating a Collaboration Group dedicated to digital inclusion and the platforms used in territorial monitoring. Systematizing these experiences will inform technical recommendations for improving public policy at the intersection of digital technologies and territorial protection in the Amazon.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/inclusao-digital-para-gestao-de-comuns-e-protecao>

Available resources

- Quick guide | Internet and digital security in the Amazon: digital inclusion for commons management and territorial protection in the Tapajós basin
- Quick guide | Independent territorial monitoring and digital technologies: digital inclusion for commons management and territorial protection in the Tapajós basin

➤ **Contribution to the SDGs**



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Partner organization

Sapopema

Funding organization

European Commission



LOCAL DEVELOPMENT

Fostering transparency and territorial governance in the context of highway construction in the Brazilian Amazon: the case of BR-319

Carried out between 2019 and 2025, the project sought to create conditions for sustainable territorial development in the area of influence of the BR-319 highway, especially in the so-called "middle road stretch," marked by growing pressure to repave the highway and by significant socio-environmental risks.

Guided by the principle that territories should lead their own planning, the initiative strengthened territorial governance mechanisms based on social participation, access to information, and the development of technical, political, and financial capacity of community organizations, while also supporting improvements in state capacities for implementing public policy.

The target territories were the municipalities of Careiro, Manicoré, Humaitá, and the Igapó-Açu Sustainable Development Reserve (RDS).



The project engaged with different public policies and government planning instruments, organized into five thematic tactical plans, which led to regulatory and institutional advances, such as the regulation of Common Use Territories (TUC) in Amazonas; the development of the TUC Management Plan Base Document; the drafting of fishing agreements; and the establishment of intermunicipal collaboration terms for delivering social policies.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/promovendo-transparencia-e-governanca-territorial>

Available resources

- 📄 [Intermunicipal cooperation for delivering social policies in Igapó-Açu | Newsletter of the Governance and Transparency in the BR-319 Region project](#)
- 📄 [Territorial conservation and management | Newsletter of the Governance and Transparency in the BR-319 Region project](#)
- 📄 [Agroecology and family farming | Newsletter of the Governance and Transparency in the BR-319 Region project](#)
- 📄 **Tactical plan 01**
[Collaboration Group: Intermunicipal cooperation for delivering social policies in Igapó-Açu](#)
- 📄 **Tactical plan 02**
[Collaboration Group: Strengthening the Humaitá Municipal Council on Women's Rights](#)
- 📄 **Tactical plan 03**
[Collaboration Group: Socio-productive Activities – Agroecology and Family Farming](#)
- 📄 **Tactical plan 04**
[Collaboration Group: Territorial Conservation and Management – Settlement Planning](#)

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Mario Monzoni
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 Tactical plan 05

Collaboration Group: Mamori Fishing Agreement for territorial conservation and management

➤ **Contribution to the SDGs**



Partner organizations

Casa do Rio
Central of Agroextractive Associations of the Manicoré River (CAARIM)
National Council of Extractivist Populations (CNS)
Greenpeace
Institute for Conservation and Sustainable Development of the Amazon (IDESAM)
Institute of Socio-Environmental Entrepreneurship (IESA)
International Institute of Education of Brazil (IEB)
Lancaster University (LU)
Ministry of Development and Social Assistance, Family and Fight Against Hunger (MDS)
Federal Prosecution Service (MPF)
Transdisciplinary Network of the Amazon (RETA)
The municipal secretariats of Careiro, Manicoré and Humaitá
The Nature Conservancy (TNC)
Wildlife Conservation Society (WCS)

Funding organization

Gordon and Betty Moore Foundation

LOCAL DEVELOPMENT

Recommendations for developing parameters for social assistance services in the Amazon region

Underway since 2023, the project contributes to improving the implementation of Brazil's Unified Social Assistance System (SUAS) services across the states and municipalities of the Legal Amazon, taking into account the region's socio-environmental characteristics.

The initiative seeks to identify regional factors that influence social assistance policy, such as climate and environmental variations, and to propose recommendations for adapting services to Amazonian contexts.

The research is conducted under a Technical Cooperation Agreement between **FGVces** and the Ministry of Development and Social Assistance, Family and Fight Against Hunger (MDS).

Among its results, the project supported the review of the National Social Assistance Boat Program (LAS), contributing to an 82% increase in the number of municipalities served in the Legal Amazon. This change was made possible by a regulation that allowed greater flexibility in the use of federal funds for maintaining boats and other forms of waterborne transport, strengthening municipalities' capacity to ensure population access to social assistance services.

➤ **Contribution to the SDGs**



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Partner organization

Ministry of Development and Social Assistance, Family and Fight Against Hunger (MDS)

LOCAL DEVELOPMENT

Governance and monitoring of territories impacted by large-scale projects in the Amazon

Created in 2020 under FGVces' coordination in partnership with the Federal University of Western Pará (Ufopa), the Independent Territorial Monitoring Network currently brings together more than 70 organizations, grassroots associations, representative bodies, researchers, and research institutions.

In 2025, 11 virtual meetings and eight in-person activities were held, reaching around 700 people in total, as well as four public seminars.





Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/governanca-e-monitoramento-territorios-atingidos-grandes-empresendimentos-amazonia>



Available resources

- Carbon markets in collective territories in the Amazon: warnings and recommendations for protecting rights
- Independent territorial monitoring and community health surveillance: reflections on impacts in affected territories
- December/2025 Newsletter: COP30 Legacies
- July/2025 Newsletter: COP 30 in the Amazon



Contribution to the SDGs



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Wandicleia Lopes

Partner organizations

Brazilian Coalition Agro é Fogo
Coordination of the Indigenous Organizations of the Brazilian Amazon (COIAB)
Fiocruz
Forests & Finance
Sapopema
Federal University of Western Pará (UFOPA)
Federal University of Pará (UFPA)

Funding organization

Charles Stewart Mott Foundation

Sustainable finance

SUSTAINABLE FINANCE

Bioeconomy, carbon accounting and climate governance

The study aims to provide technical and strategic insights to help countries position themselves more effectively in international climate negotiations, identifying the conditions under which the bioeconomy can contribute to meeting the targets of the Paris Agreement, the Convention on Biological Diversity (CBD), and the United Nations Convention to Combat Desertification (UNCCD).

FGVces authored a chapter on bioeconomy finance, providing an overview of the supply and demand sides of bioeconomy finance, identifying the key challenges to channelling financial flows to bioeconomy organisations, and offering recommendations to help scale up financing to these activities. Findings will be released in a 2026 report, with recommendations for integrating the bioeconomy into international discussions and negotiations.

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Partner organizations
Inter-American Development Bank (IDB)
Ministry of Foreign Affairs (MRE)
Observatory of Knowledge and Innovation in Bioeconomy

Funder
Inter-American Development Bank (IDB)

➤ Contribution to the SDGs



SUSTAINABLE FINANCE

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Investing in climate change adaptation

The project sought to explore ways to expand private financing for climate change adaptation solutions, recognizing that this agenda still faces structural gaps, fragmented approaches, and insufficient shared understanding among stakeholders.

In this context, the team analyzed how financial instruments and public policies can catalyze investments aimed at reducing vulnerabilities and strengthening climate resilience, ensuring innovation, scale, accessibility, and development.



The project's results were systematized into a series of five technical papers exploring fundamental concepts in adaptation finance, examining the realities of developing countries – focusing on Brazil and China – and discussing strategic pathways to unlock private capital. The work was based on case studies, interviews with key stakeholders, peer review, and public policy analysis, including the updating processes for Brazil's National Climate Plan, producing reports in Portuguese and English, as well as audiovisual materials to share the findings.

 **Project page**
<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/investindo-em-adaptacao-mudancas-climaticas>

➤ Available resources

-  **The rise of the adaptation economy:**
[Investing in adaptation and resilience in a world above 1.5°C \(Main Report\)](#)
-  **The rise of the adaptation economy:**
[Investing in adaptation and resilience in a world above 1.5°C \(Policy briefing\)](#)
-  [Financing for climate change adaptation: from tracked flows to untapped potential](#)
-  [Transformational adaptation: a whole-of-economy approach](#)
-  [Fragmented perspectives, fragmented financing: a case study on the adaptation challenge in Brazil](#)
-  [From plans to markets: China's experiment in building an adaptation economy](#)

-  **Videos**
[Fragmented perspectives, fragmented financing](#)
[The rise of the adaptation economy](#)
[Financing for climate change adaptation](#)

➤ Contribution to the SDGs



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 Mariana Madeira Brandão

Partner organizations

Basilinna
 Morphosis
 Paulson Institute

Funding organization

Itaúsa Institute

SUSTAINABLE FINANCE

What is the value of mangroves in the Amazon?

The project seeks to disseminate scientific knowledge on the valuation of ecosystem services provided by mangroves, helping to raise these ecosystems' visibility and recognition on conservation and sustainable development agendas.

Funded by the FGV Research Network, the initiative aims to strengthen public and technical debate on these ecosystems, which, despite their environmental and social importance, still receive less attention than tropical forests.



The research resulted in a practical guide on valuing the ecosystem services provided by mangroves, presenting key concepts, ecosystem service typologies, and valuation methods. The material systematizes monetary and non-monetary valuation approaches, discusses the strengths and limitations of each method, proposes key performance indicators (KPIs), and compiles case studies illustrating practical applications of these methods, serving as a reference for future valuation initiatives in mangrove conservation and restoration projects.

Targeted at companies, financial institutions, private social investors, and civil society organizations, the guide translates scientific knowledge into accessible language, facilitating the integration of the environmental, social, and cultural benefits of mangroves into decision-making processes.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/mangues-amazonia>

➤ **Available resources**

📄 [Guidelines for valuing ecosystem services provided by mangrove conservation projects](#)

➤ **Contribution to the SDGs**



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Funding organization

FGV Research and Innovation Network

SUSTAINABLE FINANCE

Development of the Gender and Race Equity Index

In the first edition of the Brazilian Sustainable Taxonomy (2024-2025), FGVces was one of the project's technical partners to the Ministry of Finance, providing technical support to the Technical Group (GT) on Addressing Inequalities, responsible for developing the Gender and Race Equity Index.

The Index is designed to assess organisations based on their contributions to advancing gender and racial equity, serving as a tool to foster organisational learning and encourage improvements in socioeconomic outcomes. This Index is applicable at the organizational level, across all economic activities and sectors.





Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/taxonomia-sustentavel-brasileira>



Available resources

[Brazilian Sustainable Taxonomy | Working papers](#)



Contribution to the SDG



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Partners

Ministry of Finance

Ministry of Racial Equality

Ministry of Women

Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ)

Funding organizations

The Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ) (GIZ)

European Union

Federal Ministry for Economic Cooperation and
Development (BMZ), within the scope of the
Sustainable Brazilian Finance (FiBraS II), Euroclima
and the Sustainable Finance Advisory Hub

Education for sustainability



EDUCATION FOR SUSTAINABILITY

Corporate Initiatives

Corporate initiatives (Iniciativas Empresariais - iEs) is an FGVces network that brings organizations together to produce and access applied knowledge, integrating science and practice to strengthen business sustainability through meetings, immersions, content curation, and publications.

Corporate initiatives can address various sustainability themes, and the Business for Climate (EPC Adapta) platform focuses specifically on the climate agenda, with the EPC Adapta workstream supporting companies in reducing climate risks, strengthening adaptive capacities, and building the foundations for monitoring and reporting adaptation actions.



The 2025 cycle focused on supporting companies in implementing adaptation measures in their businesses, value chains, and territories.

The program had 14 participating companies and 70 participants, providing an important space for exchanging experiences and knowledge on corporate climate adaptation. The cycle allowed participants to share learnings, pathways, and strategies applicable to businesses, value chains, and territories, and to strengthen their institutional capacities.

The platform fostered coordination across different sectors and served as a practical reference for implementing adaptation measures.

➤ **Contribution to the SDGs**



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Guest organizations

Aquapolo
CDP
Alana Institute
Lojas Renner
Ministry of Development, Industry, Trade and Services (MDIC)
Ministry of Mines and Energy (MME)
Ministry of Cities
Secretariat of Environment, Infrastructure and Logistics of São Paulo State (SEMIL)

Participating companies

Aegea
Arcelor
Bank of Brazil
Bradesco
Braskem
COPASA
CPFL
CTG
Gerdau
Boticário Group
Itaú
Petrobras
Sanepar
TIM

EDUCATION FOR SUSTAINABILITY

Implementation of the game "Celsius: the 2 Degree Challenge"

Used for more than a decade with diverse audiences in Brazil and abroad, the board game "Celsius: the 2-degree challenge," developed by the **FGVces** team in 2012 in partnership with Fabiano Onça, combines climate science and corporate management.

With a playful approach, the game aims to raise participants' awareness of the need to step up efforts to reduce greenhouse gas emissions and to encourage society to act to limit the global temperature rise to 2°C.



During the game, participants take on the role of companies and try out different climate mitigation strategies and actions – including coordination and advocacy – experiencing the gains and limitations of each choice for reducing greenhouse gas emissions and/or generating value. The gamified methodology engages participants in a practical, collaborative way, reinforcing the importance of joint action in tackling climate change.

In 2025, the game was featured at two important events: the 13th GIFE Congress – Deconcentrating Power, Knowledge and Wealth, held in Fortaleza (CE), and Itaúsa's Institute Good Practices Week, an annual event dedicated to strengthening a culture of ethics, transparency, and governance. Lasting 2 hours, the session included a debrief on outcomes and a talk on climate change and its impacts on business management.

FGVces also brought the game to FGV's 2025 CEO Program (C-Level), in the Organizational Culture Management module. The activity was held with 41 participants and fostered engagement, collaboration, and hands-on learning, reinforcing the importance of coordinated corporate action in tackling the climate crisis.

▮ **Contribution to the SDGs**



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Funding organizations

FGV Educational Development Institute

GIFE

Itaúsa Institute

EDUCATION FOR SUSTAINABILITY

ESG training

The eight-hour online training, structured as two synchronous four-hour sessions held in February 2025, covered the main concepts and challenges of the ESG (Environmental, Social and Governance) agenda for 15 Raízen human resources professionals. The activity helped expand participants' capacity to work with ESG topics, connecting sustainability, diversity, inclusion, and organizational culture.

➤ **Contribution to the SDGs**



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Funding organization
Raízen

EDUCATION FOR SUSTAINABILITY

GHG Protocol method training

The program was conducted for representatives of federal agencies, including the Federal Court of Accounts (TCU), the Federal Senate, the Chamber of Deputies, Anvisa, the Attorney General's Office (AGU), the Office of the Comptroller General of the Union (CGU), and the Federal Prosecution Service (MPF), with the aim of encouraging a culture of greenhouse gas (GHG) emissions inventories in public organizations, advancing the climate change agenda through mitigation strategies.

Held in person in Brasília, the training focused on the step-by-step process for preparing organizational emissions inventories, helping expand the knowledge of technical staff involved in emissions data collection.

➤ **Contribution to the SDG**



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External educator
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Executive coordinator
Gabriela Alem Appugliese

Participating organizations represented in the training
Attorney General's Office (AGU)
Brazilian Health Regulatory Agency (Anvisa)

Technical coordination
Guilherme Borba Lefèvre

Chamber of Deputies
Office of the Comptroller General of the Union (CGU)
Federal Prosecution Service
Federal Senate

Partner organization
FGV In Company

Funding organization
Federal Court of Accounts (TCU)

EDUCATION FOR SUSTAINABILITY

Short-term training programs

Short-format training offered to a broad audience, focused on sharing the knowledge produced through research projects developed by **FGVces**. In 2025, synchronous online training sessions were held, each with 16 class hours, with the main shared objective of introducing sustainability agenda topics with a focus on management practice.

Throughout the year, four cohorts covered three themes: Emissions Management and Carbon Pricing, Life Cycle Assessment, and ESG Investment Analysis, totaling 144 participants. To broaden access, 34 full and 6 partial scholarships were offered, with criteria based on race, gender, and income, promoting diversity and equity.

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Thiago Eugenio Rosan Gerardo

External training team
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Guilherme Teixeira
Juliana Agostino

Partner organization
AfroTrampos

➤ **Contribution to the SDGs**



EDUCATION FOR SUSTAINABILITY

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Simulation of Global Climate Change Negotiations

With the aim of strengthening civil society's capacity to take part in international negotiations – and in particular COP 30 – Institute for Climate and Society (iCS) and **FGVces** ran the second cohort of the training program for representatives of Brazilian NGOs between May and October 2025.

At the heart of the training was a simulation reproducing how international climate negotiations actually happen, offering the chance to practice and reflect, in a safe learning environment, on how conflicts, interests, and decisions are formed.



The program helped strengthen the institutional capacities of organizations working on the climate agenda, deepening their representatives' knowledge of climate adaptation, just transition, and implementation of the Global Stocktake (GST), as well as how international negotiations work. The training fostered coordination among organizations, encouraging the exchange of experiences during and after the program. As a result, participants were able to broaden their understanding of climate negotiations and how to influence national and international debate.

➤ **Available resources:**

📄 [Project presentation video](#)

➤ **Contribution to the SDGs**



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Thaynah Gutierrez

Organizations participating in the training

Engajamundo
Aurora Lab
CEDENPA
Brazil Center on Climate (CBC)
Northeastern Environmental Research Center (Cepan)
Brazilian Coalition on Climate, Forests and Agriculture
Maparajuba Collective
Pororoka Collective
Comida do Amanhã
COP 30 Committee
CONAQ
Conectas Human Rights
Indigenous Council of Roraima (CIR)
CONTAG
iGPP (old CITE)
Life Centre Institute – ICV
Decodifica Institute
E+ Energy Transition Institute
Mancala Institute
Mapinguari Institute
Regenera Institute

SENAI Institute of Innovation in Biosynthetics and Fibers
SENAI Innovation Institute for Renewable Energies (ISI-ER)
Socio-Environmental Institute
Talanoa Institute
LACLIMA
Laboratório da Cidade
Malungu
Marsalgado
MIQCB (National Campaign in Defense of the Cerrado)
Movement for Popular Sovereignty in Mining – MAM
MPA
Nativas Brazil
Marajó Observatory
Palmares Lab
Plataforma CIPÓ
RCA
Caatinga Restoration Network (ReCaa)
SENAI – National Service for Industrial Training

Funding organization

Institute for Climate and Society (iCS)

EDUCATION FOR SUSTAINABILITY

Integrated Education for Sustainability | FIS

The FIS elective course, offered every semester to undergraduates in Business Administration, Public Administration, Economics, International Relations, and Law at FGV São Paulo, held its first cohort in 2010, after FGV EAESP joined the UN Principles for Responsible Management Education (PRME) in 2009. FIS was born from the recognition that sustainability needs to be embedded in management education.

FIS aims to foster a learning process that meets the demands of transformative education for sustainability and prompts shifts in how reality is perceived. Using a transdisciplinary methodology, the FIS learning path is structured around two projects – the Reference Project (PR) and the Project of Self (PSM) – and is organized based on Theory U.

With partnerships inside and outside FGV to make it financially viable, FIS brings together experts, artists, local stakeholders, and staff from companies and NGOs to create a space for rethinking ways of seeing and understanding the world.

FIS 30

The participation of 22 students in the 30th edition of the FIS course in the first half of 2025 provided a teaching-learning experience in sustainability, project management, and digital communication to create a map revealing how trees transform life in the city of São Paulo in times of socio-environmental crisis. The Reference Project's outcome was a tool for companies seeking to adopt adaptation measures.



Course page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/formacao-integrada-para-sustentabilidade-fis>



Available resources

- [Projeto Muda website](#)
- [Kick-off report](#)



Contribution to the SDGs



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Partner organizations

City Council of São Paulo
Jaraguá Indigenous Land

Guest experts

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Isabela Guardia
Nabil Bonduki
Assucena Tupiassú
Marina Bragante
Guilherme Schutzer
Ricardo Cardim

Funding organizations

Undergraduate Program in Business
Administration Coordination - FGV
EAESP
Orizon Social Institute
Natura

FIS 31

The 31st FIS cohort, held in the second half of 2025, included 19 students, who were tasked with creating a role-playing game in which characters working in green jobs face challenges in achieving a just transition to a low-carbon economy in Brazil.



Course page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/formacao-integrada-para-sustentabilidade-fis>



Available resources

-  [Kick-off report](#)
-  [Teaching case](#)



Contribution to the SDGs



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Partner organizations

Auren
Climate Ventures
Engajamundo
Mombak
Sebrae Renewable Energy Hub.
Horto Florestal of São Paulo
Veolia

Guest experts

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Caio Franco
Paulo Laguardia
João Maldos
Isabelle Dias
Pedro Correia
Laura Sarmiento
Fabiano Onça

Funding organizations

Undergraduate Program in Business
Administration Coordination - FGV
EAESP
Orizon Social Institute
Institute for Climate and Society (iCS)



EDUCATION FOR SUSTAINABILITY

Sustainability Immersion Week

Held over one week, this intensive course is part of the undergraduate Business Administration curriculum at FGV EAESP, and is mandatory for 3rd-semester students.

Launched in 2025 and offered every semester, the course prompts reflection on the complex relationships companies maintain with various stakeholders – such as senior management, investors, communities, customers, suppliers, nature, and society – in a context of social inequality and environmental degradation.



Focusing on climate change, the course highlights the urgency of reshaping the economy within planetary boundaries, ensuring that economic production contributes to social and sustainable development. To better understand these relationships, the challenges, and the opportunities for corporate management, the course is organized into seven themes, splitting students into different rooms, fostering the integration of different perspectives on the socio-environmental agenda.

In 2025, the course involved 252 students in the April edition and 244 in the October edition. The experience provided direct contact with concepts and concrete pathways for corporate sustainability within Brazil's climate and social reality, through critical analysis of real cases and visits to companies, civil society organizations, territories, and cities.

➤ **Contribution to the SDGs**



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Vitória Lopes

Partner organizations

Aldeia Tekoa Itakupe (Jaraguá Indigenous Territory)

Aquapolo Environmental

Central Bank of Brazil

Bradesco

Braskem (Capuava Petrochemical Complex)

GreenMining

Itaú

L'Adega (Pinheiros Market)

Natura

Orizon (Ecoparque Paulínia)

Parque das Neblinas (Ecofuturo Institute /Suzano)

Projeto Conservador das Águas (City of Extrema - MG)

Recifavela

VEJA

Guest experts

Adriano Sampaio



José Raimundo de Souza
Keyvan Macedo
Leandro Elias Miguel
Raphael Koch Turri
Rodrigo Oliveira
Karina da Silva Aguilar Baratella
Rafaela Aloise de Freitas

Funding organization

Undergraduate Program in Business
Administration Coordination - FGV
EAESP

EDUCATION FOR SUSTAINABILITY

COBS: Sustainable Leadership: the Rainforest Perspective

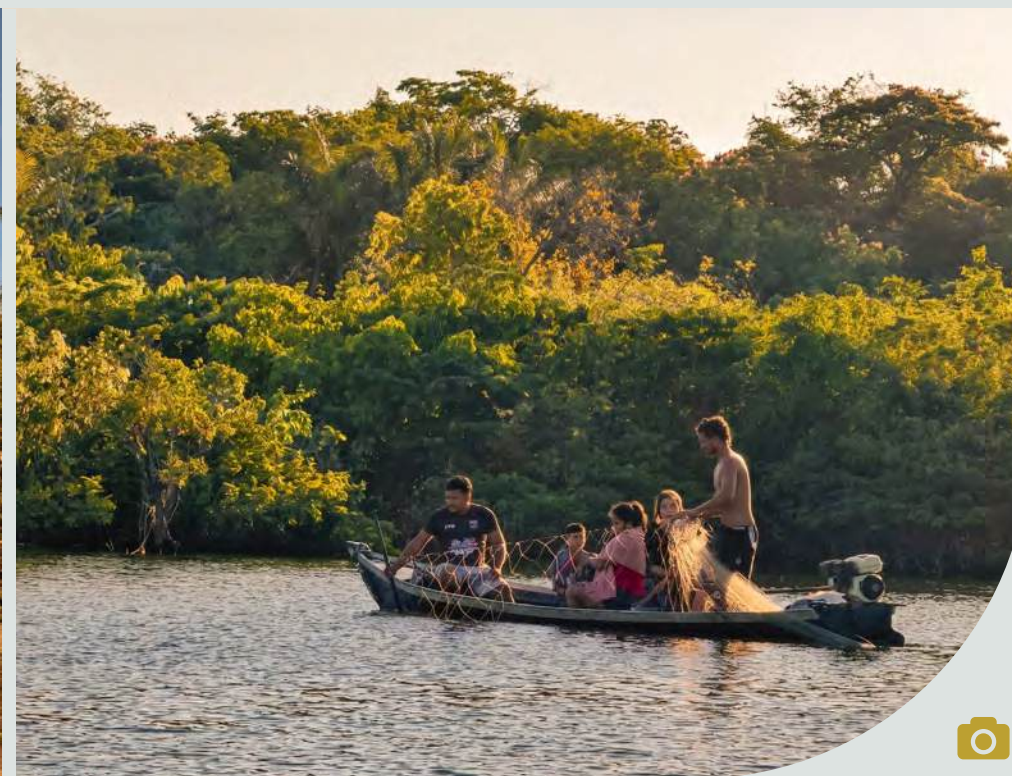
Through the global COBS – Council on Business and Society alliance, **FGVces** offered the course Sustainable Leadership: the Rainforest Perspective.

This is an immersive learning experience in the Tapajós River region of Pará, where students reflect on the concept of sustainability leadership through contact with different realities and social stakeholders.



Over five days, 12 students of different nationalities were able to broaden their perspectives and understand new ways of exercising leadership for sustainability through guided visits and direct contact with local communities.

➤ **Contribution to the SDG**



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Mixed Cooperative of the Tapajós

National Forest (COOMFLONA)

Ecotoré Socio-Environmental Service

Tapajós National Forest (FLONA Tapajós)

LBA/ National Institute for Amazonian

Research - INPA

Funders

Students from FGV EAESP partner schools enrolled in the Global Affairs course

EDUCATION FOR SUSTAINABILITY

GNAM Week 2025

Through the Global Network for Advanced Management (GNAM) alliance, a network led by the Yale School of Management with 32 international business schools, **FGVces** offered the course Sustainable Leadership: the Rainforest Perspectives, a one-week immersive learning experience in the Tapajós River region of Pará, in which students reflect on the concept of sustainability leadership through contact and engagement with different realities and social stakeholders, such as local communities, NGOs, and government agencies.



The course brings together students of different nationalities from different business schools around the world.

The five-day immersion in the Tapajós region connected students to real socio-environmental challenges, creating a unique opportunity for dialogue with local communities and observation of concrete territorial governance practices. The guided visits presented sustainability leadership models applicable to different organizational contexts. The experience broadened students' ability to integrate multiple perspectives into their decision-making, strengthening skills relevant to ESG, territorial development, and socio-environmental policy.

➤ **Contribution to the SDG**



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Ecotoré Socio-Environmental Service

Tapajós National Forest (FLONA Tapajós)

LBA/ National Institute for Amazonian

Research - INPA

Funding organizations

Students from FGV EAESP partner schools enrolled in the Global Affairs course



EDUCATION FOR SUSTAINABILITY

ONEMBA: Sustainable Leadership: the Rainforest Perspective

The course, led by **FGVces** as part of FGV EAESP's OneMBA program, offers an immersive learning experience in the Tapajós region (PA). The pedagogical approach encourages reflection on the concept of sustainability leadership through direct contact with different realities and social stakeholders and guided field visits.

The initiative held a five-day immersion, bringing together 11 students of different nationalities in activities with local communities, civil society organizations, and government agencies. By experiencing different contexts and perspectives, participants broadened their understanding of the challenges and new ways of exercising leadership for sustainability.

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Ecotoré Socio-Environmental Service
Tapajós National Forest (FLONA Tapajós)
LBA/ National Institute for Amazonian
Research - INPA

➤ **Contribution to the SDG**



Funding organization
OneMBA

EDUCATION FOR SUSTAINABILITY

Serra da Capivara: sustainable ways of organizing

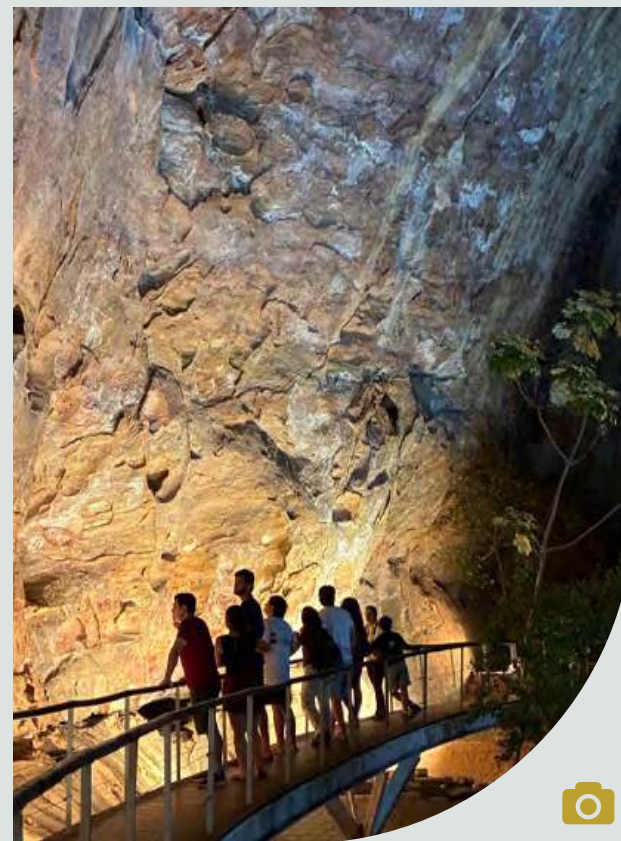
Winter course held in an immersive format in the Serra da Capivara National Park region (Piauí).

Designed by professor Isleide Fontenelle and carried out in partnership with **FGVces**, the course was offered for the first time in 2025 with the aim of providing experiences in landscapes that reveal the inseparability of nature and culture, presenting sustainable ways of organizing that can inspire and serve as a reference for undergraduate students.



The practical benefit lay in critically analyzing how different stakeholders (civil society, government, and entrepreneurs) built pathways to economic and cultural adaptation and resilience following the disruptions and opportunities created by the National Park, offering concrete input for reflecting on sustainable management models.

➤ **Contribution to the SDG**



Faculty

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Partner organizations

Serra da Capivara National Park trails -
Rosa Trakalo

Funders

Undergraduate Program in Business
Administration Coordination - FGV
EAESP
Students

EDUCATION FOR SUSTAINABILITY

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Professional Master's Degree in Management for Competitiveness (MPGC) – Sustainability Track

The Sustainability track of the Professional Master's Degree in Management for Competitiveness (MPGC), coordinated by **FGVces**, offers an innovative learning path aimed at training professionals capable of actively engaging with the dilemmas and challenges inherent to the sustainability agenda.

The pedagogical approach fosters self-development, a broader understanding of reality, and the development of skills such as qualified listening, dialogue, critical positioning, and self-positioning, all essential for professional practice in the field.



In 2025, the Integrated Training course led to applied projects with social impact, notably the development of the Guide to Good Communication Practices for Sustainability, aimed at guiding brands, combating greenwashing, and strengthening corporate transparency and accountability, reaching 519 professionals and having its relevance validated by 70 of them.

In the same cycle, 17 master's graduates completed theses on core sustainability themes, notably the dissertation "Forecasting Corporate Greenhouse Gases Emissions Through Machine Learning" by Alexandre Romero da Silva Kelemen, awarded Best Dissertation of the year. In addition, all applied capstone projects were made publicly available, expanding society's access to this knowledge.



Program page

<https://mestrado-doutorado.fgv.br/curso/mestrado-profissional/sao-paulo/gestao-para-competitividade>

Applied capstone projects available

<https://repositorio.fgv.br/collections/83d59951-4486-4bdc-9cd3-84746b93cb54>

Contribution to the SDG



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EDUCATION FOR SUSTAINABILITY

Online Bachelor's in Environmental Governance and Sustainability

Starting in 2025, **FGVces** took over coordination and review of the curriculum for the Online Technology Degree in Environmental Governance and Sustainability, at the invitation of FGV EAESP's Board.

This degree program aims to train professionals capable of understanding and engaging with complex sustainability-related contexts, whether early in their careers or not yet working in this field. All courses were produced under the leadership of women experts in their fields, helping address gender inequality in knowledge authorship and leadership.

The curriculum applied helps prepare professionals capable of influencing organizational practices on urgent agendas such as climate, human rights, and ESG. In 2025, the program had 43 enrolled students.

 **Program page**
<https://graduacao-online.fgv.br/curso/governanca-ambiental-e-sustentabilidade>

 Contribution to the SDGs



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Partner organization
FGV IDT - Technological Development
Institute

Environmental policy and economics

ENVIRONMENTAL POLICY AND ECONOMICS

From cradle to gate: carbon footprint of light-duty vehicles produced in Brazil

The project, developed under Line V of the Mover Program, is coordinated by **FGVces** in partnership with the School of Mechanical Engineering at the University of Campinas (Unicamp), and aims to calculate the carbon footprint of light vehicles manufactured in Brazil, covering the entire production cycle from cradle to factory gate.

The initiative involves assessing up to 12 vehicles representative of the national automotive sector and developing a calculation tool that will be made available to the automotive industry and other interested stakeholders.



The project's results aim to provide technical input for regulating the Mover Program, supporting the Brazilian Association of Automotive Engineering (AEA) in defining standardized parameters and methodologies for measuring the carbon footprint of light vehicles. In doing so, the initiative supports the implementation of Law No. 14,902/2024 of June 27, 2024 / SEI Letter No. 3219/2024/ MDIC of May 14, 2024, strengthening the scientific and methodological basis needed to guide public policy and automotive-sector practices aimed at decarbonization.

In 2025, partial results of the project were shared at a seminar held at FGV EAESP. During the event, the research team also presented the “Mover-se: Light Vehicle Greenhouse Gas Emissions Simulator” tool, currently under development. The tool will be made available free of charge and will allow users to calculate the carbon footprint of light vehicles.

 **Project page**
<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/berco-ao-portao>

 Contribution to the SDGs



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Partner organizations

Becomex
Bosch
Braskem
School of Mechanical Engineering (FEM/
Unicamp)
General Motors do Brasil (GM)
Gerdau
Honda
Jaguar e Land Rover (JLR)
Metalpó
Nissan
Prolind
Stellantis
Toyota
Tupy
Usiminas
Volkswagen

Funding organization

UFMG Support Foundation – Fundep,
Mover - Line V

ENVIRONMENTAL POLICY AND ECONOMICS

El Agua Nos Une – Brasil

The El Agua Nos Une Initiative has worked since 2010 to build a water governance agenda in Latin America, using the water footprint as a strategic corporate management tool.



The project's main impacts are: building companies' capacity in water footprinting; promoting efficient water use; providing input for decision-making by public and private stakeholders; and generating knowledge and exchanging information and experiences on efficient water use in Brazil.

In 2025, seven new companies joined the Program, which now works with 11 organizations in total. The cycle included water footprint training, measuring water impacts across the value chain of selected products, and developing reduction plans. In parallel, the organizations took part in webinars, workshops, and experience exchanges within a multisectoral Latin American network.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/el-agua-une-ciclo-2023>



Available resources

 [Conceptual and regulatory analysis of water reuse in Brazil](#)



Contribution to the SDG



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ACV Brasil

Amanco Wavin

Aquapolo

ArcelorMittal

Companhia Brasileira de Alumínio (CBA)

Entrevias

Fredini

Igaratiba

JBS

M. Dias Branco

UN Global Compact Network Brazil

Brazilian Business Life Cycle Assessment
Network (Rede ACV)



São Salvador Alimentos (SSA)
Taboca

Funding organization

Switzerland's Agency for Development
and Cooperation (COSUDE)

ENVIRONMENTAL POLICY AND ECONOMICS

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Brazilian GHG Protocol Program

Created in 2008 to adapt the international GHG Protocol methodology to the Brazilian context and develop tools for accounting greenhouse gas (GHG) emissions, the Brazilian GHG Protocol Program has become the leading national reference for corporate emissions inventories.

In 2025, the Program brought together more than 650 member organizations, trained more than 200 professionals in the GHG Protocol method, and recorded the publication of around 1,300 new organizational inventories, driving the adoption of emissions accounting across virtually every sector of the economy.



The Program aims to foster a corporate culture of GHG inventories in Brazil, offering technical tools that meet international quality standards and helping strengthen the climate agenda in public and private organizations.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/programa-brasileiro-ghg-protocol>



Available resources

 [Annual report](#)

 **Brazilian GHG Protocol Program Annual Event | 2025 Cycle**

[Sector edition for Services, Administration, Commerce, and similar](#)

[Sector edition for Industry, Energy, and Agriculture](#)



Contribution to the SDG



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Partner organizations

Program member organizations (650+).



ENVIRONMENTAL POLICY AND ECONOMICS

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Contributions to Climate Action in Brazil

The project aimed to support the Ministry of Environment and Climate Change (MMA) in implementing a participatory, transparent strategy for developing the National Mitigation Strategy (ENM) and the Sectoral Mitigation Plans (PSM), as part of the Plano Clima.

Developed in partnership with the MMA, the Ministry of Science, Technology and Innovation (MCTI), and the Casa Civil, the project created spaces for dialogue and information exchange, gathering input from representatives of the federal government, subnational entities, the scientific community, the private sector, and civil society organizations, ensuring different perspectives were incorporated into the formulation of Brazilian climate policy.



The initiative included four events – seminars and participatory workshops aimed at strategic sectors of the economy – the development of a stakeholder map to inform social listening, and the collection of input to support the drafting of the ENM and the PSMs. The project also produced analytical studies on key topics (Policy Brief – Qualified Listening for Climate Action: input for the Plano Clima, and Policy Landscape Analysis – Governance, Participation, and Data: perspectives for effective climate policy in Brazil), offering recommendations to improve future Plano Clima cycles and strengthening the governance and legitimacy of the national mitigation agenda.



Project page

<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/contribuicoes-para-acao-climatica-no-brasil>



Available resources

-  [Policy Brief | Qualified Listening for Climate Action: Input for the Plano Clima](#)
-  [Policy Landscape Analysis | Governance, Participation, and Data: Perspectives for Effective Climate Policy in Brazil](#)



Contribution to the SDGs



General coordinator

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Layla Lambiasi
Marina Esteves Vergueiro de Almeida

Funding organization

Institute for Climate and Society (iCS)



ENVIRONMENTAL POLICY AND ECONOMICS

Input for the Cross-cutting Strategy on Means of Implementation: dialogues with experts and key stakeholders

The project supported the development of the Plano Clima's Cross-cutting Strategy on Means of Implementation (ETMI) through a seminar and four focus-group-style workshops with key stakeholders.

The activities supported the Ministry of Environment and Climate Change's (MMA) Climate Change Secretariat in gathering input and insights from experts in the private sector, civil society, subnational entities, and financial institutions on the mechanisms needed to implement climate policy.

As a result, the project fostered active listening to key stakeholders on the Plano Clima's means of implementation, taking into account sectors affected by emissions-reduction targets, and supported the drafting of ETMI chapters. A Policy Memo was also produced, systematizing the workshops' main findings, identifying challenges, dilemmas, and opportunities within the strategy, and offering recommendations to strengthen the effectiveness of financing mechanisms and guide future Plano Clima update cycles.

➤ **Available resources**

📄 [Policy Memo | Engagement and Participation in Developing the Plano Clima's Cross-cutting Strategy on Means of Implementation \(ETMI\)](#)

➤ **Contribution to the SDG**



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ENVIRONMENTAL POLICY AND ECONOMICS

Use of environmental attribute certificates in organizational GHG inventories: good practices and quality criteria

This research project aims to conduct an in-depth study of environmental attribute certificates, such as energy certificates, seeking to identify the environmental gains provided by their use in organizational emissions reporting, the key points to consider when reporting, and the requirements needed to ensure the integrity of their use.

The research systematized good practices for incorporating these certificates into greenhouse gas (GHG) inventories, offering recommendations to mitigate risks such as *greenwashing* and double counting.

The initiative engaged stakeholders through questionnaires, interviews, and seminars, ensuring alignment with market perceptions and needs. It also contributed to strategic institutional agendas by engaging with the update of the GHG Protocol guidelines (2022–2027) and the regulation of Biomethane Certificates of Origin Guarantee (CJOB), strengthening the credibility and transparency of environmental certification systems.

➤ **Available resources**

📄 [Webinar | Good Practices in Using Environmental Attribute Certificates in Organizational GHG Inventories](#)

➤ **Contribution to the SDGs**



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Funding organization

Itaúsa Institute

COP 30



FGVCES

COP 30

FGVces has a long history of participating in the Conferences of the Parties (COP) and, since 2011, has been an observer organization, a category reserved for organizations engaged in civil society coordination, research, outreach, and training on climate change topics.

At COP30, held in Belém (PA), the Center's presence reflected the pillars that guide its work: applied research with real impact, a territorial presence in the Amazon, training for sustainability, knowledge dissemination, and engagement with multiple stakeholders.



Participation included presenting research findings to institutions such as the Executive Secretariat of the Presidency of the Republic, the Ministry of Environment and Climate Change, the Ministry of Finance, BNDES, Banco do Brasil, Caixa, Sebrae, the Federal Prosecutor's Office, Instituto Itaúsa, COIAB, and Fiocruz, among others.

At the same time, FGVces carried out a strategic curation of research, methodologies, and technical tools aligned with the pillars of the COP30 Action Agenda, making them available to support governments, businesses, and civil society organizations. The initiative sought to improve access to applied knowledge and strengthen the technical foundation for implementing climate agendas.

The communication strategy included producing content for social media. The "Direto da COP" series presented the Conference's main developments in accessible, evidence-based language, while "Bora Saber: COP30 em Belém" answered questions submitted by students about the central themes of the climate negotiations in an easy-to-understand way.

 **FGVces page at COP30**
<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/fgvces-cop30>

➤ **FGVces' participation in COP30 by the numbers**

- ✓ 1.1 thousand visits to the special page
- ✓ 18 event appearances
- ✓ 15 press mentions
- ✓ 60 thousand video views on Instagram
- ✓ 10 thousand video views on YouTube, LinkedIn, and TikTok
- ✓ 7 representatives in Belém



General coordinator

Fernanda Cassab Carreira

Team

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 Guilherme Horta de Souza Lima
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 Mariana Xavier Nicolletti
 Marina Esteves Vergueiro de Almeida
 Marina Kuzuyabu
 Marta Russo Blazek

Partner organizations

Communications and Marketing
 Department (FGV DICOM)
 GAIA (Student collective)
 GIFE

➤ Contribution to the SDG



Publications



1. Climate adaptation and sustainable development in Guapi-Macacu (RJ)

 <https://eaesp.fgv.br/producao-intelectual/adaptacao-climatica-e-desenvolvimento-sustentavel-guapi-macacu-rj>



2. Transformational adaptation: a whole-of-economy approach

 https://eaesp.fgv.br/sites/eaesp.fgv.br/files/u1087/04.adaptacao_transformacional-uma_abordagem_de_toda_a_economia-v1.pdf



3. Agroecology and family farming | Newsletter of the Governance and Transparency in the BR-319 Region project

 https://eaesp.fgv.br/sites/eaesp.fgv.br/files/u1087/fgvces_revistinha_agroecologia_paginas_duplas.pdf



4. Conceptual and regulatory analysis of water reuse in Brazil

📄 <https://eaesp.fgv.br/producao-intelectual/analise-conceitual-e-normativa-sobre-reuso-agua-brasil>



5. Support for strengthening disaster risk management, adaptation, and climate resilience capacities in Brazilian municipalities

📄 <https://eaesp.fgv.br/producao-intelectual/apoio-ao-fortalecimento-competencias-para-gestao-risco-desastres-adaptacao-e>



6. COP 30 in the Amazon | Rede MTI Newsletter

📄 https://eaesp.fgv.br/sites/eaesp.fgv.br/files/u1087/rede_mti_informativo_cop30_na_amazonia.pdf



7. Guidelines for valuing ecosystem services provided by mangrove conservation projects

📄 <https://eaesp.fgv.br/producao-intelectual/diretrizes-para-valoracao-servicos-ecossistemas-providos-projetos-conservacao>



8. From plans to markets: China's experiment in building an adaptation economy

📄 https://eaesp.fgv.br/sites/eaesp.fgv.br/files/u1087/06.dos_planos_aos_mercados-v1.pdf



9. It's like losing a loved one: river and sea stories from communities affected by the Samarco disaster

📄 <https://eaesp.fgv.br/producao-intelectual/rio-doce>



10. Qualified listening for climate action: input for the Plano Clima | Policy brief

📄 <https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/publicacoes/policy-brief-escuta-qualificada-para-acao>



11. Financing for climate change adaptation: from tracked flows to untapped potential

📄 https://eaesp.fgv.br/sites/eaesp.fgv.br/files/u1087/03.financiamento_para_adaptacao_as_mudancas_climaticas-v2.pdf



12. From forest to table – Policy recommendations for municipal public management

📄 <https://eaesp.fgv.br/producao-intelectual/floresta-mesa-agricultura-urbana-e-restauracao-ecossistemas-manaus-am>



13. Governance, participation, and data: perspectives for effective climate policy in Brazil | Policy landscape analysis

📄 <https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/publicacoes/policy-landscape-analysis-governanca>



14. Quick guide: internet and digital security in the Amazon

📄 <https://eaesp.fgv.br/producao-intelectual/guia-rapido-internet-e-seguranca-digital-amazonia-inclusao-digital-para-gestao>



15. Quick guide: independent territorial monitoring and digital technologies

📄 <https://eaesp.fgv.br/producao-intelectual/guia-rapido-monitoramento-territorial-independente-e-tecnologias-digitais>



16. Infographic – Atingidas: women and territories in struggle

📄 <https://eaesp.fgv.br/producao-intelectual/atingidas-mulheres-e-territorios-luta>



17. COP30 Legacies | Rede MTI Newsletter

📄 <https://eaesp.fgv.br/sites/eaesp.fgv.br/files/u1087/redemti-informativo-legado-da-cop30-dez25.pdf>



18. Carbon markets in collective territories in the Amazon: warnings and recommendations for protecting rights

📄 <https://eaesp.fgv.br/producao-intelectual/mercado-carbono-territorios-coletivos-amazonia-alertas-e-recomendacoes-para>



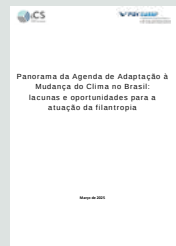
19. Independent territorial monitoring and community health surveillance: reflections on impacts in affected territories

📄 <https://eaesp.fgv.br/producao-intelectual/monitoramento-territorial-independente-e-vigilancia-popular-saude-reflexoes>



20. Overview of the climate change adaptation agenda in Brazil | Thematic briefs

 <https://eaesp.fgv.br/producao-intelectual/panorama-agenda-adaptacao-mudanca-clima-brasil-briefs-tematicos>



21. Overview of the Climate Change Adaptation Agenda in Brazil: gaps and opportunities for philanthropy

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27. Fragmented perspectives, fragmented financing: a case study on the adaptation challenge in Brazil

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- 29. Brazilian GHG Protocol Program Annual Report – 2025 Cycle**
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https://eaesp.fgv.br/sites/default/files/legacy/u1087/01.o_surgimento_da_economia_de_adaptacao-v2.pdf



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ACADEMIC OUTPUT

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Academic articles

- 📄 Breviglieri, G. V., & Yamahaki, C. (2025). Climate integration into sectoral policies: The case of the Brazilian biofuel policy RenovaBio. *Review of Policy Research*, 42(1), 77–94. <https://doi.org/10.1111/ropr.12593>
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ACADEMIC OUTPUT

125

Articles published in journals for practitioners

📄 OSÓRIO, G. I. S., & NETO, M. P. M. (2025). **Integração climática: Ponte para uma transição efetiva**. GV-EXECUTIVO, 24(4), e94332. <https://doi.org/10.12660/gvexec.v24n4.2025.94332>

Book chapter

Pinto, S. de M., Coelho, A. M., Silva, M. B., & Lambiasi, L. N. (2025). Adaptação às mudanças climáticas na prática: Construção coletiva de ações de adaptação por agricultores familiares no Cinturão Verde de São Paulo. In P. F. Pires (Org.), *Ciências agrárias: A multidisciplinaridade dos recursos naturais* (21ª ed., pp. 76–84). Editora Conhecimento Livre. <https://doi.org/10.37423/251010337>

Yamahaki, C., & Marchewitz, C. (2025). Collaborative investor engagement with policymakers: Changing the rules of the game? *Qualitative Research in Financial Markets*, 17(1), 21–40. <https://doi.org/10.1108/QRFM-08-2023-0201>

ACADEMIC OUTPUT

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Conference proceedings papers

- 📄 GAVIOLI, L. M., LAMBIASI, L. N., SOARES, T. Z., CESILLA, L. S., PICOLI, J. F., & OSORIO, G. (2025). **Análise da pegada de carbono das baterias Li-ion: Premissas, resultados e desafios – uma revisão crítica.** XI Conferencia Internacional de Análisis de Ciclo de Vida en Latinoamérica – CILCA 2025, Cidade do México.
- 📄 VASCONCELLOS, L. H. R., DE CARVALHO, A. P., PICOLI, J. F., & MONZONI NETO, M. P. (2025). **Reescrevendo a narrativa verde: uma estimativa das emissões de CO₂ na produção de veículos elétricos com IA generativa.** In Anais do Encontro da ANPAD. Associação Nacional de Pós-Graduação e Pesquisa em Administração. <http://www.anpad.org.br>
- 📄 PICOLI, J. F., LAMBIASI, L. N., GAVIOLI, L. M., CESILLA, L. S., SOARES, T. Z., LIMA, P., MOSQUIM, R., OSÓRIO, G., SEABRA, J., & MONZONI, M. (2025). **A sectoral tool for carbon footprint assessment of passenger vehicles: Enhancing transparency and data accessibility.** In Proceedings of the 12th International Conference on Life Cycle Management - LCM 2025 (p. 206). <https://www.lcm2025.org/proceeding.pdf>
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Communication and outreach

DIGITAL COMMUNICATION

The knowledge produced through our projects – including studies, methodologies, tools, and other public goods – is shared primarily through **FGVces'** digital channels. These platforms are updated continuously, forming a collection of news, audiovisual records, and informative content.

Outreach work follows a strategic plan aligned with each research initiative's objectives. This work rests on core principles: maintaining scientific rigor and pursuing clear, accessible language. Throughout this process, the specific needs of different audiences are taken into account to ensure the proposed dialogue is effective.

WEBSITE

Continuously updated, the **FGVces** website brings together detailed information on all applied research projects – covering ongoing, continuing, and completed initiatives – in addition to institutional news. The publications section remains a central part of the site's architecture, consolidating the Center's entire body of intellectual output, such as books, articles, technical reports, and other studies, available for open access.



**+ 160 thousand
views on website**



**+ 1,6 thousand
downloads of
studies, reports and
other productions**



NEWSLETTER

Every three months, the digital newsletter is sent to **more than 20,000 people**. In it, we share news about our projects and training programs, as well as promoting research, books, technical reports, and audiovisual content produced by our team.

SOCIAL MEDIA

In 2025, **FGVces'** digital channels maintained a steady flow of posts, cementing their role as key channels for sharing the public goods generated by our projects. Content production prioritized translating technical knowledge, aiming not only to inform but to improve the quality of public debate on core sustainability themes.



- ✓ **245 thousand impressions**
- ✓ **7.8 thousand interactions with content**



- ✓ **2.6 million views**
- ✓ **20.5 thousand interactions with content**



- ✓ **26,4 thousand views**

Throughout the year, **FGVces'** researchers were a frequent source for media outlets, offering analysis and technical context on relevant developments in the socio-environmental agenda. This organic demand reaffirms the team's credibility and public recognition as a reference in the field.

At the same time, the communications team took a proactive approach to media relations. In addition to sharing project results, this work involved pitching strategic story angles and publishing opinion articles, ensuring the Center's intellectual output actively contributed to ongoing discussions in society.

In total, **150 news stories and articles** featured contributions from **FGVces**.

Highlights



- 📖 **Textile waste: disposal of used clothing rises and becomes a major environmental problem**
Veja | 01/05/2025
<https://veja.abril.com.br/agenda-verde/lixo-textil-descarte-de-roupas-usadas-cresce-e-vira-um-enorme-problema-ambiental/>



Between promises and storms, Petrópolis exposes the urgency of climate adaptation in Brazil

Exame | 04/07/2025

<https://exame.com/esg/entre-promessas-e-temporais-petropolis-expoe-urgencia-da-adaptacao-climatica-no-brasil/>



Carbon market

CNN Sustentabilidade | 04/12/2025

<https://www.youtube.com/watch?v=4ISbkdUTFOs>



From small to giant: how startups help big companies with sustainable solutions

Estadão | 05/30/2025

<https://www.estadao.com.br/economia/governanca/pequenas-empresas-ajudam-grandes-metas-sustentabilidade/>



How the “Devastation Bill” undermines Brazil's National Environmental Policy

Alma Preta | 06/08/2025

<https://almapreta.com.br/sessao/politica/como-o-pl-da-devastacao-destroi-a-politica-nacional-de-meio-ambiente/>



Climate losses could reach 20% of global GDP

Exame | 11/07/2025

<https://exame.com/bussola/bussola-cia-estudo-revela-que-cabeleireiros-movimentam-mais-de-r-130-bi-por-ano/>



The Future of Climate: Circular economy prevents unnecessary disposal of parts

Record News | 11/11/2025

<https://noticias.r7.com/record-news/jornal-da-record-news/video/o-futuro-do-clima-economia-circular-evita-o-descarte-desnecessario-de-pecas-11112025/>



Urban gardens turn abandoned areas into a way to fight climate change

Record News | 11/19/2025

<https://noticias.r7.com/brasil/meio-ambiente/hortas-urbanas-transformam-areas-abandonadas-em-meio-de-combate-as-mudancas-climaticas-18112025/>



Third day of event features financing discussions: FGV researcher speaks on the importance of a just energy transition

GloboNews | 11/12/2025

<https://www.facebook.com/GloboNews/videos/guarany-os%C3%B3rio-da-fgv-apontou-quatro-lacunas-no-combate-ao-aquecimento-global-fa/1158776733105017/>



 **ESG agenda trends**
Rádio CBN | 12/21/2025
<https://www.youtube.com/watch?v=nsNcZjBDL28>

Opinion articles



 **Antitrust laws and climate, a new crossroads for the financial sector**
<https://valor.globo.com/opiniao/coluna/leis-antitruste-e-clima-nova-encruzilhada-para-o-setor-financeiro.ghtml>



 **Climate change and geopolitical risks**
<https://valor.globo.com/brasil/esg/artigo/mudanca-climatica-e-riscos-geopoliticos.ghtml>



 **Large companies should lead the advance of the circular economy**
<https://valor.globo.com/empresas/esg/artigo/grandes-empresas-devem-protagonizar-o-avanco-da-economia-circular.ghtml>



 **Licensing, territories, and rights at stake**
<https://pp.nexojornal.com.br/ponto-de-vista/2025/06/12/licenciamento-territorios-e-direitos-em-xeque>



 **Demand for water reuse grows amid fragmented regulation in Brazil**
<https://valor.globo.com/brasil/esg/artigo/demanda-por-reuso-de-agua-cresce-em-meio-a-regulacao-fragmentada-no-brasil.ghtml>



 **A sustainability that is lived: lessons from the sertão**
<https://valor.globo.com/brasil/esg/artigo/por-uma-sustentabilidade-que-se-vive-aprendizagens-no-sertao.ghtml>



 **Industry's green transition depends on training the new generation**
<https://valor.globo.com/empresas/esg/artigo/a-transicao-verde-da-industria-passa-pela-formacao-da-nova-geracao.ghtml>



 **From carbon to resilience: Brazil at the forefront of corporate adaptation reporting**
<https://valor.globo.com/empresas/esg/artigo/do-carbono-a-resiliencia-o-brasil-na-vanguarda-do-relato-empresarial-em-adaptacao.ghtml>



 **Indigenous NDC: peoples as central agents of climate policy**
<https://valor.globo.com/brasil/esg/artigo/ndc-indigena-os-povos-como-agentes-centrais-da-politica-climatica.ghtml>



COP30: Facing climate gaps

<https://valor.globo.com/brasil/esg/artigo/cop30-as-lacunas-que-persistem-os-avancos-e-as-promessas-dos-mapas-do-caminho.ghtml>

Valor
ECONÔMICO



The rise of the adaptation economy: from a financing deficit to a new climate economy

<https://valor.globo.com/brasil/esg/artigo/a-emergencia-da-economia-da-adaptacao-do-deficit-de-financiamento-a-uma-nova-economia-do-clima.ghtml>

Valor
ECONÔMICO



Climate adaptation: lessons from the semi-arid region for a warming world

<https://valor.globo.com/brasil/esg/artigo/adaptacao-climatica-licoes-do-semiarido-para-um-mundo-em-aquecimento.ghtml>

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ECONÔMICO

Partners and funding organizations

PARTNERS

- ACV Brasil
- Attorney General of the Union
- Aegea
- AfroTrampos
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Brazilian Health Regulatory Agency (Anvisa)
- Switzerland's Agency for Development and Cooperation (SDC)
- Itakupe Village (Jaraguá Indigenous Territory)
- International Women's Coffee Alliance – Brazil (IWCA Brazil)
- Amanco Wavin
- Aquapolo Ambiental
- ArcelorMittal
- Agro é Fogo Network
- Engajamundo Youth Association
- Auren
- Aurora Lab
- Central Bank of Brazil
- Banco do Brasil
- Inter-American Development Bank (IDB)
- Brazilian Development Bank (BNDES)
- Basilinna
- Becomex
- Bosch
- Bradesco
- Braskem
- Caixa
- Chamber of Deputies
- São Paulo Municipal Chamber
- Casa do Rio
- Central of Agroextractive Associations of the Manicoré River (CAARIM)
- CEDENPA
- Brazil Climate Center
- Northeast Environmental Research Center (Cepan)
- China Three Gorges Corporation (CTG)

- Climate Ventures
- Brazilian Coalition on Climate, Forests and Agriculture
- Collaborating Centre on Sustainable Consumption and Production (CSCP)
- Comida do Amanhã
- European Commission
- COP 30 Committee
- Environmental Company of the State of São Paulo (CETESB)
- Companhia Brasileira de Alumínio (CBA)
- Minas Gerais Sanitation Company (COPASA)
- Copel
- National Confederation of Industry (CNI)
- National Confederation of Rural Workers and Family Farmers (CONTAG)
- Conectas Human Rights
- Brazilian Business Council for Sustainable Development (CEBDS)
- Indigenous Council of Roraima (CIR)
- National Council of Extractive Populations (CNS)
- Office of the Comptroller General (CGU)
- Mixed Cooperative of the Tapajós National Forest (COOMFLONA)
- Cooperative of Agroextractive Workers of Western Pará (Acosper)
- Coordination of Indigenous Organizations of the Brazilian Amazon (COIAB)
- National Coordination for the Articulation of Black Rural Quilombola Communities (CONAQ)
- CPFL Energia (CPFL)
- Ecotoré Serviços Socioambientais

- Entrevias
- Brazilian Federation of Banks (Febraban)
- Federation of Industries of the State of São Paulo (FIESP)
- Tapajós National Forest
- Forests & Finance
- Fredini
- Boticário Group Foundation for Nature Protection
- Oswaldo Cruz Foundation (Fiocruz)
- General Motors do Brasil (GM)
- Gerdau
- Global Affairs Canada
- greenMining
- Greenpeace
- Grupo Boticário
- Honda
- Horto Florestal Parque das Serras
- Alana Institute
- Brazilian Institute of Corporate Governance (IBGC)
- Brazilian Institute of the Environment and Renewable Natural Resources (IBAMA)
- Institute for Climate and Society (iCS)
- Instituto Decodifica
- Institute for the Conservation and Sustainable Development of the Amazon (IDESAM)
- Institute for Technological Development (FGV IDT)
- Institute of Socio-Environmental Entrepreneurship (IESA)
- Institute for Applied Economic Research (IPEA)

- Institute for Ecological Research (IPÊ)
- E+ Energy Transition Institute
- Ecofuturo Institute
- International Institute of Education of Brazil (IEB)
- Itaúsa Institute
- Mancala Institute
- Mapinguari Institute
- National Institute for Amazonian Research (INPA)
- Oceanographic Institute of the University of São Paulo (IOUSP)
- Orizon Social Institute
- Regenera Institute
- SENAI Innovation Institute
- Socio-Environmental Institute (ISA)
- Talanoa Institute
- Votorantim Institute
- International Institute for Sustainability (IIS)
- Itaú
- Jaguar Land Rover (JLR)
- JBS
- Laboratório da Cidade
- LACLIMA
- L'Adega
- Lancaster University
- Lojas Renner
- M. Dias Branco
- Malungu
- Marsalgado

- Menina da Lua – Spa Floresta
- Metalpó
- Ministry of Finance
- Ministry of Cities
- Ministry of Women
- Ministry of Foreign Affairs (MRE)
- Ministry of Mines and Energy (MME)
- Ministry of Development and Social Assistance (MDS)
- Ministry of Development, Industry, Trade and Services (MDIC)
- Ministry of the Environment and Climate Change (MMA)
- Mombak
- Morphosis
- Small Farmers Movement (MPA)
- Interstate Movement of Babaçu Coconut Splitters (MIQCB)
- Movement for Popular Sovereignty in Mining (MAM)
- Viva Água Guanabara Movement
- Nativas Brasil
- Natura
- Nissan
- Marajó Observatory
- UN Environment Programme (UNEP)
- UN Global Compact
- Palmares laboratório-Ação
- Paulson Institute
- Petrobras
- Plataforma CIPÓ
- Municipality of Aripuanã (MT)

- Municipality of Extrema (MG)
- Municipality of Juquiá (SP)
- Municipality of Juquitiba (SP)
- Municipality of Lajes (RN)
- Municipality of Manaus (AM)
- Municipality of Matão (SP)
- Municipality of Muriaé (MG)
- Municipality of Niquelândia (GO)
- Interdisciplinary Indigenous Training Program (Prolind)
- Race to Resilience
- Race to Zero
- Raízen
- Recifavela
- UN Global Compact Network Brazil
- Amazonian Cooperation Network (RCA)
- Brazilian Business Network for Life Cycle Assessment (Rede ACV)
- Caatinga Restoration Network (ReCaa)
- Transdisciplinary Network of the Amazon (RETA)
- Sanepar
- São Salvador Alimentos (SSA)
- Sapopema
- Secretariat for the Environment, Infrastructure and Logistics of the State of São Paulo (SEMIL-SP)
- Municipal Secretariat of Careiro (AM)
- Municipal Secretariat of Humaitá (AM)
- Municipal Secretariat of Manicoré (AM)
- Federal Senate

- Brazilian Micro and Small Business Support Service (SEBRAE)
- Stellantis
- Taboca
- Jaraguá Indigenous Territory
- Terra Luminous
- The Nature Conservancy (TNC)
- TIM
- Toyota
- Federal Court of Accounts (TCU)
- Tupy
- State University of Campinas – Faculty of Mechanical Engineering (UNICAMP)
- Federal University of Bahia (UFBA)
- Federal University of Western Pará (UFOPA)
- Federal University of Pará (UFPA)
- Federal University of Piauí / Federal Institute of Piauí (UFPI/IFPI)
- European Union
- Universidad de Playa Ancha (Chile)
- University of Hamburg
- Usiminas
- Veja / Vert
- Veolia
- Volkswagen
- Wildlife Conservation Society (WCS)
- WRI Brasil

FUNDING ORGANIZATIONS

- Aegea
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Switzerland's Agency for Development and Cooperation (SDC)
- Arcelor
- Banco do Brasil
- Inter-American Development Bank (IDB)
- Bradesco
- Braskem
- Caixa
- CGAE (Coord. Graduação ADM)
- Charles Stewart Mott Foundation
- National Confederation of Industry (CNI)
- European Commission
- Environmental Company of the State of São Paulo (CETESB)
- COPASA
- Copel
- CPFL
- CTG
- Votorantim Group Companies
- FGV IDE
- UFMG Support Foundation (Fundep) – Mover
- Boticário Group Foundation for Nature Protection
- Gerdau
- GIFE
- Global Affairs
- Gordon and Betty Moore Foundation
- FGV EAESP Research and Publications
- IDH
- Institute for Climate and Society (iCS)
- Institute for Ecological Research (IPÊ)
- Itaúsa Institute
- Orizon Social Institute
- Votorantim Institute
- Itaú
- Itaúsa
- Natura
- OneMBA
- UN Environment Programme (UNEP)
- Petrobras
- Raízen
- FGV Research Network
- Sanepar
- TIM
- Federal Court of Accounts (TCU)
- European Union (via AL-INVEST Verde Program)
- 650 organizations that joined the 2025 cycle of the Brazilian GHG Protocol Program

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