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inpEV in the field: team of regional operational coordinators. Clockwise from left to right: Fábio Macul (BA/SE/AL/PE/PB/RN), Jair Furlan (MG/ES/RJ), Ana Telma Soares (PA/AP/TO/AM/RR), Caio Fernandes (PR), Marcelo Lerina (SC/RS), Victor Gaspar (Escritório de SP), Acilamar Vilela (GO/DF), Harthimes Gomes (CE/PI/MA), Daniel Penteado (SP), Rosangela Soto (MT/RO), and Hamilton Rondon (MS/AC).

# Corporate governance



## In order to tally with best managerial practices, inpEV reports its activities on an annual basis

inpEV follows a governance model guided by strict auditing and control standards, always basing itself on best practices. With this directive, it consolidates and discloses its results on an annual basis covering its activities and operations in accordance with the Brazilian accounting principles, under the supervision of an independent team of external auditors, besides the opinion of the Institute's Fiscal Council. <4.1>

At least two initiatives are worth highlighting in the governance realm: the evaluation system, instituted in 2010, by which, based on

performance indicators, the Board periodically assesses inpEV's results, and the Dashboard, a management tool used since 2012 to follow the main indicators on a monthly basis.

As a part of the strategic planning, the definition meetings, the follow-up and the evaluation of corporate projects can be highlighted. Such projects, considered as fundamental for inpEV to achieve its strategic objectives, rely on the participation of cross-functional teams based on a process structured over several years and that has been improved over time.

## Dashboard - Monthly key performance indicators of inpEV in 2013

&lt;1.2 &amp; 4.9&gt;

Indicator	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Accumulated
Overall inpEV performance	●	●	●	●	●	●	●	●	●	●	●	●	●
Administrative-financial performance	●	●	●	●	●	●	●	●	●	●	●	●	●
Kg cost without the projects area	●	●	●	●	●	●	●	●	●	●	●	●	●
Total kg cost	●	●	●	●	●	●	●	●	●	●	●	●	●
Total inpEV budget	●	●	●	●	●	●	●	●	●	●	●	●	●
Total inpEV budget without the projects area	●	●	●	●	●	●	●	●	●	●	●	●	●
Final destination	●	●	●	●	●	●	●	●	●	●	●	●	●
Total disposed packages (of Coex in kg)	●	●	●	●	●	●	●	●	●	●	●	●	●
Total disposed packages	●	●	●	●	●	●	●	●	●	●	●	●	●
Total recycled packages	●	●	●	●	●	●	●	●	●	●	●	●	●
Total disposed packages (of Mono Hdpe in kg)	●	●	●	●	●	●	●	●	●	●	●	●	●
Media exposure (number of clippings)		●			●			●			●		●
Weight shipped per truck (equivalent to truck in kg)	●	●	●	●	●	●	●	●	●	●	●	●	●

● exceeded   ● performed   ● performed, yet close to the limit   ● below the estimated

### By-laws

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inpEV supports and offers guidelines to the crop protection industry, the distribution channels and farmers in order for them to fulfill their responsibilities, set forth by law, by providing operational support for the constant evolution of the Campo Limpo System (SCL). Besides this, it develops incentive actions on environmental education concerning empty post-consumption crop protection packaging.

### Board of Directors

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The Board of Directors is formed by 14 full members (five representatives of the contributing partners, elected during a General Assembly, and eight of the member entities, besides the inpEV CEO). <4.1 & 4.3>

The members of the board are responsible for defining the guidelines to achieve the mission and the social purposes of the institute, guarantee compliance with the legislation, protect the estate, cater for the correct application of resources and promote synergies among the links of the agricultural productive chain, besides other attributions.

The companies holding seats in the inpEV Board of Directors are elected for two-year terms and consecutive reelection is possible. In even years, three new members are elected and in odd years two, so that every year new elections are held so that a partial substitution of the board occurs every year.

### Board of Directors (contributing partners)

#### Basf S.A.

Marcelo Maniero Ismael  
Francisco Verza

#### Du Pont do Brasil S.A.

Marcelo Okamura  
José Donizeti Vilhena

#### Monsanto do Brasil Ltda.

Luciano Fonseca  
Saul Scatolini Duarte

#### Nufarm Indústria

#### Química e Farmacêutica S.A.

Luis Henrique Sanfelice Rahmeier  
Gilberto Bento Schiavinato

#### Syngenta Proteção de Cultivo S.A.

Leandro Conti  
José Roberto Pelaquim

### General Assembly

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The highest instance of governance within inpEV, it counts on the participation of all members, who meet in two extended meetings twice a year. Among other issues, the General Assembly approves the annual budget and goals and deliberates on eventual changes to the by-laws.

### Executive Committee

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Presided by the CEO, an independent member (not related in any way to member companies) and appointed by the Executive Committee who is responsible for administrating inpEV. <4.1 & 4.3>

### Board of Auditors

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It supports and audits the directing organs of the institute and proposes initiatives that sponsor the financial balance of inpEV. It is formed by three members, elected by the General Assembly from among the contributing members. <4.1 & 4.3>

With regard to the Board of Auditors, the companies are also elected for two-year terms and consecutive reelection is allowed. In this case, all Board members are elected at the same time, once every two years. The last elections for the Executive Committee and for the Board of Auditors were held in December, 2013.

### Code of Conduct

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An instrument to disseminate and strengthen the principles, values and mission of the organization, the document handed to all employees as soon as they start their activities (and which they must sign) that guides individual actions as well as the social posture of the institute before stakeholders. <4.6 & 4.8>

**The members' General Assembly, held twice a year, represents the main instance of the inpEV governance structure.**



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Representatives of the Campo Limpo System receiving unit during the formation program for office managers.

### Safety and qualification

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SCL currently employs around 1500 collaborators and, since the start of its operations in 2002 has not recorded any fatal accidents. Safety maintenance in the work environment also depends on preventive measures in order to ensure the commitment of the people involved in all different activities.

<4.11 & LA8>

For this, the hiring of a safety specialist, for the purpose of identifying and eliminating situations of risk at the receiving offices, further reinforced our commitment with this topic. We continued to adjust the offices to the new legal requirements, mainly by revising the safety system of the presses, in order to maintain them in accordance with standard NR-12/2010, which establishes specific procedures with regard to adequate protection for this type of equipment. This measure resulted in the formulation of operational checklists, among other things.

inpEV's concern with the quality of life gave rise to the ProSeg Bem Program, which is intended to provide better health, safety and well-being conditions in the work environment, by focusing on collaborators and third-party workers. The initiative covers counseling programs, risk prevention and control (food safety and quality), incentive to practicing physical exercise, domestic safety, defensive driving and ergonomics. Once a week, an electronic bulletin is distributed internally covering correlated topics.

Professional qualification was also reinforced in 2013, mainly by actions of the office manager training program. By means of a course, created using our own methodology, in partnership with a specialized consultancy, they were able to expand their knowledge on some topics such as people management, unit operations and financial administration.

### Human resources

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In 2013, inpEV implemented the Performance Evaluation and Results Contract (APCR), linked to the improvement of different areas and variable income. The tool allows leaders and teams to define annual goals, thus guaranteeing their fulfillment. This measure is intended to increase management efficiency as well as define parameters which allow true talent recognition and retention.

## More efficient management

The Performance Evaluation and Results Contract (APCR) allows leaders and teams to define annual goals, guaranteeing greater management efficiency.