

CERTIFICADO DE CONCLUSÃO

Instituto Brasileiro de Petróleo e Gás hereby grants this certificate to

Lara de Oliveira Arinelli,

for participating in the **Leadership and Collaborative Innovation for the Energy Transition Masterclass,**

on October 27th, 2025, with a total duration of 3 hours.

Rio de Janeiro, September 8th, 2025



Karen Cubas
Gerente UnIBP



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Programmatic Content

Module 1 - Building the case for change

Module 2 - Strategy development

Module 3 - Convening for impact

Module 4 - Marketing and communications

Module 5 - Advocating for policy

Module 6 - Engaging communities

Module 7 - Successes and continuing opportunities