social report 2021

SOCIAL PROTAGONISM FOR FAIRER CITIES

fundaçãoalphaville

Cover photo:
Farmer benefited by the Organic Qualification, at the fair's stall at Shopping Boulevar Camaçari.

Summary

Editorial 4.

Opening 5.
Who is Alphaville Foundation?

- A time for embracing and re-signifying 7
- Performer and investor 8
- Evolution of the positioning 10
- The Foundation as protagonist 12
- 2021 Income Statement 13

Block 1
A business Foundation with strategic performance 14.

- Letter to the reader 15
- Certification of organic farmers from Camaçari 16
- Assurance and autonomy 17
- Social Master Plan 18
- Impact mitigation and risk management 19
- Requalification of the Jabaraí neighborhood 19
- Training for Alphaville employees 21
- Actions carried out by residential units 23
- Selective Waste Collection in Eusébio, a success story 25
- A refuge for the youth of Eusebio 27
- Bond with nature 29

Block 2
An organization that works for more equitable cities 30.

- Letter to the reader 31
- Expansion of areas of activity and results achieved 32
- Corporate volunteering training 33
- Incentive laws and EAD 35
- Expansion and completion of successful cases 36

Contributors and partners 38.

Editorial

Protagonist of its own history and a change agent transforming cities

Fernanda Toledo de Oliveira,
Executive Director of the Alphaville Foundation

In 2022 we will reach the end of our 5-Year Strategic Plan. At the beginning of this journey, back in 2018, our idea was to lead the Foundation to rediscover and strengthen its own identity independently from its sponsor, Alphaville Urbanismo. Today, we are approaching the conclusion of this plan and by observing our entire journey, we reach the conclusion that the Foundation has, in fact, managed to structure itself with its own actions and positioning.

The organization became a partner, rather than a social arm of the company. It is responsible for considering, along with Alphaville Urbanismo's business area, the social strategies of the urban interventions that may take place around its developments. It also supports Alphaville in reaching a higher level with respect to its social responsibilities as a private sector agent, by creating long-lasting impacts and undertaking actions that go far beyond legal obligations.

The start of our fundraising area, in 2021, was part of this move to strengthen our identity and enhance our positioning. With ambitious goals, we ended the year with an important distinguishing feature, which sets the Foundation apart among business organizations. Raising external funds is essential to expand our activities to other regions from now on, with a positive impact on audiences beyond the communities surrounding Alphaville's developments.

Alphaville Foundation has evolved a lot. From local actions, we started to have a more comprehensive involvement in public policies. The maturity and sturdiness that the organization has reached over these years have taken it up a notch: if in the past our interventions were limited to the areas of influence of the developments, today they are more comprehensive and reach city levels.

It is time to share the knowledge and expertise developed over 21 years of work. The Foundation is the leading player in its own history, and it also needs to fulfill its role as an organization of social interest, by echoing transformations and acting as an agent to create fairer cities.

Enjoy your reading!

opening

Residents of the Jabaraí neighborhood, in Espírito Santo, during a community meeting.

WHO IS ALPHAVILLE FOUNDATION?

Ricardo Benitez, Alphaville Foundation Sustainability Specialist, with a group of residents in an urban intervention in the Jabaraí neighborhood, in Guarapari (ES).

A not-for-profit organization, operating as an OSCIP (Civil Society Organization of Public Interest), the Alphaville Foundation focuses on developing communities through the strengthening of social protagonism. The projects of the organization are conceived based on understanding the particularities of each region, through constant dialog and exchanges with the local inhabitants.

Established in 2000, the Foundation initiated its work as a corporate organization that contributes to the business of Alphaville Urbanismo, its main sponsor, by means of private social investment. Its work consists of connecting Alphaville's developments to the regions where they are located, by involving and liaising with other players, such as civil society, the public sector and private initiative, in projects that collaborate with the development of fairer and more inclusive cities.

Over the years, the work of the Foundation has been consolidated, and while it has strengthened the social strategy of its sponsor, it has also consolidated its social positioning as an organization of public interest. Its performance is now strategic for Alphaville, for it adds social intelligence to the urban interventions taking place in the regions of the developments. The social assessments carried out by the Foundation complement the market development studies carried out by the company.

Such surveys - or readings of the surroundings - are crucial to understanding the dynamics of each neighborhood, as well as their inhabitants, their customs, and the cultural characteristics of this group of people. The Foundation's methodologies take into account the understanding of these particularities when designing each project, which makes the initiatives and their results unique and appropriate for each community.

The mapping of the neighborhoods with direct influence on the residential areas and the gathering of information are the first steps of the assessments. After collecting data from official sources and from the local government agencies, the Foundation's team goes into the field to conduct a sample analysis. During this phase, the organization holds dialogues with people that the community recognizes as leaders, and possibly with representatives of the participative council of the Local Authority.

The social intelligence developed through the assessments, in addition to being used for the Foundation's projects and contributing to Alphaville's business, can also be used positively by the public authorities of the municipalities themselves, thus supporting the understanding of urban problems and their possible solutions.

Today, to the work it performs with Alphaville (read more about it in A Business Foundation with Strategic Performance), the Foundation adds its role as an OSCIP (Civil Society Organization of Public Interest), engaging with the public sector and other companies. The purpose is to extend its activities to territories outside the company's area of influence. By sharing the methodologies developed and the knowledge acquired by the Foundation over more than two decades of activities with a broader portion of society *(see more in An Organization that Works for Fairer Cities)*, the results are magnified.

A time for embracing and re-signifying

2021 marked a significant chapter in the Foundation's trajectory. After overcoming the shock and the demand for emergency actions triggered by the Covid-19 pandemic in 2020, the Foundation began to reap the fruits not only of the lessons learned during the health crisis, but of its own evolution and maturity acquired as an organization of public interest.

In 2021, exclusively in-person projects started to be resumed, and the development of the distance learning tools that will enable the expansion of the Foundation's work continued. "We feel that the communities and their leaders now have more access to online tools, which has given us the opportunity to carry on with some projects and test interactions remotely," explains Fernanda Toledo, Director of the Alphaville Foundation.

Adapting to online work, however, was not only related to the communities supported by the organization. The Foundation's employees also needed to adjust to balance all the variables involved in working remotely. Keeping the team balanced and learning to respect each person's time and fragile moments were among the Foundation's greatest management challenges in 2021. "When an isolation process continues for a longer period, one misses personal contact and the activities performed outside home," says Fernanda.

Besides the need to find ways to substitute face-to-face support for virtual support, Fernanda says that, in the case of a Third Sector organization, one must balance the care for the external public with the attention to the internal public. "It's about taking care of those who care, supporting the families impacted by the Foundation without neglecting the families of those who work in the organization," she summarizes. "The coolest thing is that this challenge had a positive impact on the quality of deliveries, as people who are more content and feel welcome have a better performance."

ABOUT THE ALPHAVILLE FOUNDATION

With two fronts of operation - a business organization qualified as an OSCIP - the Foundation works to encourage social protagonism, which can contribute to the development of fairer and more inclusive cities.

Throughout its more than two decades of work, the Foundation has reached out to more than 665,000 people across 23 states in Brazil, through more than 270 projects.

Mission

We are a non-profit organization that works to stimulate social protagonism, through collective construction, socioeconomic inclusion and education for sustainability, to contribute to the development of fairer cities.

Vision

To be the benchmark in social technologies for the development of fairer cities.

To learn more about the trajectory, achievements and awards received by Alphaville Foundation, go to: fundacaoalphaville.org.br/nossa-essencia/

Performer and investor

The work and management challenges, the travel readjustments required for the operations, and new division of responsibilities for serving the target regions have resulted in a significant change in strategy. "The Foundation started to view things not only as a performer, but as an investor, by stepping up support for projects in vulnerable territories, offering more partnerships and enhancing co-investment processes," notes Fernanda, when mentioning the institutional support to other organizations that, in spite of having different actions and purposes, are in line with the Foundation's positioning.

In addition to partnerships with large international organizations, which are now under development, the Foundation intends to support actions such as the research on sustainable cities, carried out by the Urban Alliance Institute. "The Foundation is investing in these studies with the purpose of creating content for more planned urban expansions and enabling other organizations to also think about fairer and more sustainable cities in Brazil," points out Fernanda. Another example of a project supported by the Foundation is the **Salva Mar**, initiative carried out in Três Praias (Guarapari, Espírito Santo state), the purpose of which is to collect oil used by boats, refine it, and return it to be used again by the boats, thus preventing the material from being discharged into the sea.

Another major challenge facing the Foundation was to put in place a fundraising plan to reach the target of BRL 1 million by the second half of 2021. The amount raised through partnerships with other companies and organizations would be directly and exclusively invested in projects to be carried out in other regions. The goal was partially achieved, as BRL 600,000 were raised.

"We started to reassess the incentive laws and ended the year with a contribution from a company, through the Rouanet Law, in a project developed in the state of Ceará," says Fernanda, referring to the project 'Se Essa Tela Fosse Minha' (if This Screen Were Mine), which will be made possible through the allocation of resources from the electricity company Eneva. The initiative will bring technical and cultural training to young people in the region. "Having an area dedicated to fundraising is a distinctive feature and an innovation among corporate foundations," she celebrates.

Young participants of the PJS - Digital Citizenship, in Eusébio.

WORK METHODOLOGIES

The basis of the Foundation's work is the **Training for Protagonism**, which is aimed at getting stakeholders to acknowledge their potential to intervene in their territories, thereby contributing to fairer and more sustainable cities.

In 2021, the methodology was awarded the **Seal of Human Rights and Diversity of the Municipality of São Paulo**, which recognizes good practices for inclusion, diversity management and promotion of human rights at companies, public bodies and Third Sector organizations. The Foundation was awarded in the Transversalities Category, for the scope and results of its methodology for the development of different groups.

The seal received more than 180 applications, 141 of which were selected in its 12 categories. The initiatives were judged by a committee made up of members of the Municipal Departments for the Disabled and Development and Labor, in addition to guests from the Academy, the Ethos Institute, UNESCO, Unicef, and the United Nations.

Get to know the propositions of the Training for Protagonism:

- **Self-knowledge:** Ability to understand oneself, regarding characteristics, motivations, strengths and points to be developed.
- **Technical knowledge:** Access not only to project-related content, but to knowledge the participants reported as a source of local interest and impact.
- **Critical Thinking:** Development of critical analysis skills that help shape a position when confronted with different topics.
- **Social Intelligence:** Ability to work as a group, collaborate, prevent noise and conflict. Knowing how to deal with colleagues' experience and knowledge background.
- **Attitudinal Intelligence:** Forward-thinking, thoughtfulness, self-confidence, self-motivation, and strategic planning that aid decision making. It is the ability to know how to properly use the acquired behavioral and technical resources.

Linked to the Training for Protagonim is the ***Convivência que Constrói*** methodology, which fosters mobilization and community strengthening through an appreciative look, listening, and coexistence, namely:

LISTEN to analyze and understand the local scenario:

- The people
- The organizations
- The territory
- The problems and challenges
- The potentials

DIALOGUE to plan and build social intelligence with different audiences:

- Community
- NGOs
- Universities
- Public power
- Private initiative

ACT TOGETHER to implement and share responsibilities:

- Engaging all publics in transformation-building processes
- Constructing the conditions required for the project to endure

EMANCIPATE to contribute to autonomy and resilience:

- Transfer of social technologies to participating groups
- Monitoring the groups' first steps in their own actions

The principle of the Sustainable Youth program, developed by the Foundation for more than 15 years, is to encourage and strengthen the Protagonism of young people.

Evolution of the positioning

The changes in the Foundation's work in recent years have also entailed an evolution in the organization's positioning, which has shifted from Protagonism for resilient territories to **Social protagonism for fairer cities.**

"A resilient territory is one that returns to its normal state after sustaining a change," says Aline Oliveira, Institutional Development Manager at the Alphaville Foundation. "This resilience is positive on the one hand, as it teaches the group to be stronger; on the other hand, however, the group should ideally grow and advance beyond its original state."

Aline says that this was one of the drivers for adjusting the positioning's terminology: "We have adjusted what the Foundation wanted as a result, as the goal is to go beyond resilience, to achieve fairer cities."

Therefore, the new positioning reflects the Foundation's maturity, whose work was originally more local, limited to the territories of influence of Alphaville Urbanismo's residential areas. Over the years, with many projects being emancipated and turning into public policies, as well as through the implementation of the organization's 5-Year Plan, which covers the period from 2018 to 2021 (read more about it in the Editorial of this Report), the organization is now intervening more extensively in urban locations.

Nevertheless, while the level of action has changed, the goal of empowering people as agents of transformation remains. "The focus is on social protagonism to, as a result, have fairer cities down the line," explains Aline. "Neighborhoods and cities are made by people, so they can only contribute to local development if their basic rights are guaranteed."

According to Aline, the Foundation's positioning and actions are deeply related to the protection, promotion and defense of Human Rights. "Someone whose rights are being violated needs to find ways to become stronger, and when they come across others who are fighting the same fight, they have more strength to move forward," she says. " So, we work primarily towards protecting and strengthening these individuals so that they can, from then on, contribute to the territory where they belong."

The Foundation also bases its intended projects and results on the SDGs (Sustainable Development Goals) of the UN (United Nations), with emphasis on SDG 11, which deals with the topic of sustainable cities and communities, and SDG 17, related to partnerships and means of implementation for sustainable development. Aline says that each of the SDG goals has dozens of targets, and that the Foundation responds to some of them. "The performance ends up being very specific in this connection, so as to make the result really relevant."

MONITORING AND PROJECTS ASSESSMENT

The evolution and results achieved by the Alphaville Foundation's projects are monitored through a matrix that includes the general goals of each initiative, with specific targets and indicators.

There are two types of indicators: general, which are common to all the projects and relate to the Foundation's cause; and the specific indicators for each of the initiatives.

The assessments are carried out based on the initial situation (ground zero), throughout the evolution (monitoring), at the end (results assessment), and after some time has elapsed since the completion of each project (impact assessment).

The benefits of this process are: route guidance; understanding of the real impact of the proposed actions; attention to investments made and the best possible use of the funds invested; adapting the methodologies to the general changes in context; and inclusion of the solutions presented to local public policies, so that they can ensure their longevity and dissemination to other groups.

Time for Planting Regenerative Movement, carried out in Votorantim (SP) through a partnership between Alphaville Foundation and the Alphaville Nova Esplanada residential area.

The Foundation as protagonist

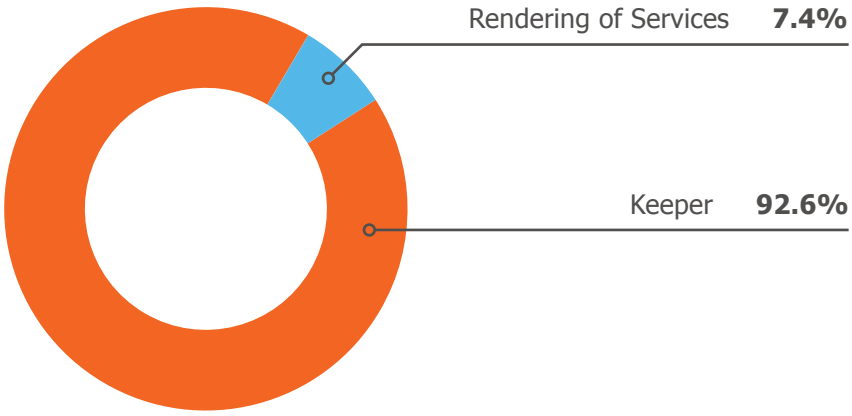
The pandemic has spurred and itensified trends and social aftermaths, such as unemployment and poverty. As a Third Sector organization, the Foundation plays an important role not only in the communities of influence of Alphaville Urbanismo's residential units, but for society as a whole.

"The Foundation has reached a level of maturity at which it must share knowledge and bring social technology to echo the necessary transformations", Fernanda points out. She says that this relevant social role can be played in several ways: together with Alphaville Urbanismo in projects around the residential areas, through private social investment; by providing services to other companies; by investing in initiatives of other domestic and international organizations, with partnerships and co-investments; and also, through contributions from incentive laws. "The Foundation is now ready to be a protagonist, to play its role before society and to expand its activities," she concludes.

Using resources available in the territories makes communities stronger and shows the solutions that may be within their reach. In the photo, residents of Jabaraí (ES) during the production of natural paint.

2021 Income Statement

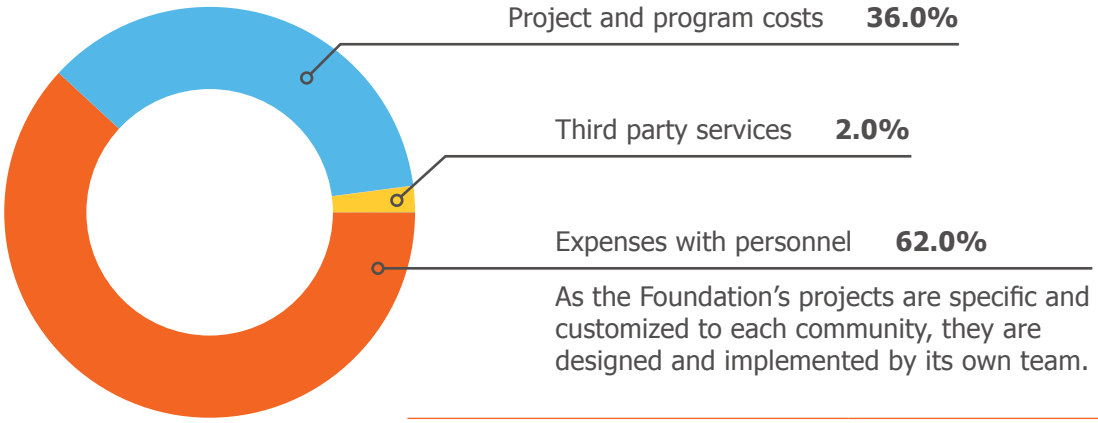
REVENUES: BRL 2,664,710.49



Revenues	BRL	%
Funding Entity	BRL 2,466,634.55	92.6%
Rendering of Services	BRL 197,760.65	7.4%
Public agreements	BRL 315.29	0.0%

EXPENSES: BRL 2,945,882.19

The Foundation has been increasing and promoting new social actions every year, and to maintain and improve such projects it had to employ part of its resources. Consequently, there was a deficit in the 2021 fiscal year. Management is attentive to raising funds to suit the volume of social investments for the coming periods.



Expenses	BRL	%
Expenses with personnel	BRL 1,822,465.22	62.0%
Project and program costs	BRL 1,061,919.99	36.0%
Taxes and fees	BRL 859.92	0.0%
Third party services	BRL 60,318.83	2.0%
Financial expenses	BRL 318.23	0.0%

block 1

A BUSINESS FOUNDATION WITH STRATEGIC PERFORMANCE

2021 was the year when face-to-face work was resumed. In the photo, volunteers at the Make a Difference Day action, during the renovation of the Maria Helen Drexel Foundation, in SP.

Letter to the reader

The Foundation as an essential partner for Alphaville Urbanismo

Focusing attention on ESG issues is not a temporary trend, but rather a reality that is bound to gain strength. Customers, media, and investors demand increasing commitment on the part of companies to such issues, which is very positive for society. The growing demands and provocations relating to social, environmental, and governance issues make for a widespread effort that can be decisive in building a better world.

Alphaville Foundation is Alphaville Urbanismo's central partner when it comes to the "S" of ESG. Such relevance only grows over the years, insofar as the organization's work is strategic for Alphaville as it strengthens paths with the municipalities where new developments will be built, in addition to establishing transparent dialogues, thereby creating relationships of trust with local residents and effectively promoting transformations that lead to fairer cities.

The social contributions brought by the Foundation are valued by the communities and bring even more value to the Alphaville brand, which is already acknowledged for the environmental actions performed through its developments. The combination of the social benefits provided by the organization and Alphaville's environmental commitment is of utmost importance to the company. The strength and reputation of the Alphaville brand were largely built through the work of the Foundation.

Over the past few years, in addition to its connection with the company's business, the Foundation has been gaining maturity. The period that spanned 2020 and 2021, which was affected by the Covid-19 pandemic, brought to light the remarkable capacity of its staff in overcoming obstacles while continuing to deliver results. At the same time, the organization's governance has matured, improved structures, procedures, and processes, and in 2021, it started to raise external funds.

This is a new chapter in the organization's history, which will enhance its operations and has the potential to extend the transformations brought about by its social technologies to other audiences. This will yield gains both for Alphaville - which will have an even stronger partner - and for society.

Klausner Monteiro,
CEO of Alphaville Urbanismo and Chairman of the Board of Trustees of Alphaville Foundation

Certification of organic farmers from Camaçari

"Being certified was the dream of many farmers, so their self-esteem has improved a lot", says Edenilson da Silva, aka Damaceno. "One of our greatest challenges is to make other farmers, from outside our group, aware that they have to stop doing things traditionally, they must not set fire inside their properties, they must not hurt or harm the land, but rather feed it correctly."

Agroecological farmer for over 20 years and agricultural technician specializing in stingless bees, Damaceno coordinates the Raíz da União group, which is part of the Polo Verde pre-hub, an association that encompasses 24 organic production units certified by the **farmer certification project in Camaçari, Bahia.**

After all the setbacks caused by the Covid-19 pandemic, the efforts of the farmers came to fruition in a successful fair, which takes place every Wednesday in one of the busiest squares in Camaçari. "Week by week they gain increased customer loyalty, and sell most of their products very fast," celebrates Debora Silva e Silva, a Social Project Specialist at the Alphaville Foundation, who applied the *Convivência que Constrói* (Social interaction that builds) methodology to the group and has been involved in all stages of the process since its inception in 2019. As of March 2022, farmers also started selling their products in a facility inside Shopping Boulevard Camaçari. The articulation with the shopping center was autonomous and marked the emancipation of the project.

She says that 2021 was a really challenging year for farmers, due to excessive rainfall, and that some lost their crops. Furthermore, three production units decided to withdraw from the initiative due to compliance and suitability issues. The good news is that, not only is the fair held in Camaçari, but also, the group of certified farmers has now become the Polo Verde Association, with a CNPJ (National Register of Legal Entities), and is currently preparing to become, in 2023, a technically qualified hub to certify other farmers.

"For now, they are what we call a pre-hub," Debora explains. "They receive support from the *Povos da Mata* network, a larger institution that draws up, signs and validates the certifications." She says that the benefits of being a certifying pre-hub are, having autonomy for management and certification of organic products; having national recognition and validation; and turning Camaçari into a reference in the management of the organic market in the region, thereby influencing the surrounding areas. "Not even Salvador, which is the state capital, has a certifying hub."

The Camaçari Organic Certified Farmers' Fair supplies the region with healthier products at a fair price, positively impacting the local economy.

Assurance and autonomy

According to Damaceno, such certification leads to trust on the part of customers and promotes a very efficient word-of-mouth advertising campaign.

He was already engaged in other initiatives to sell his own production and now he helps other farmers to sell theirs. "Hearing from farmers that they have sold all their products and that customers are placing orders is priceless."

Damaceno says that Alphaville Foundation has embraced the cause of the farmers and has helped them a lot. "The Foundation has become a great partner, helped us to see and open horizons through great availability, excellent training for farmers and willingness to share knowledge," he says.

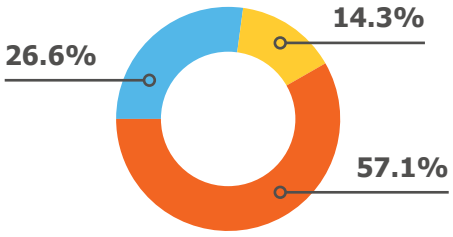
Damaceno's colleagues at Polo Verde, Neilda Pereira and Edna Lúcia Gomes da Silva also celebrate the certification and all the positive results that the process has brought. "We have gained recognition, we are more in demand, we are delivering products and we are now selling to a government program that supplies public schools," says Neilda. "We are now able to offer our products with greater transparency and assurance of their quality, which positions us well in the market and guarantees the flow of production," adds Edna.

SOCIAL AND ECONOMIC IMPACTS

The certification of project for farmers in Camaçari (BA) has directly impacted 120 family farmers and, indirectly, 10 thousand people from the district of Monte Gordo (equivalent to one third of the local population). Moreover, it has already earned more than BRL 20,000 for farmers through the fairs held.

- **Evolution of the farmers' family income:**

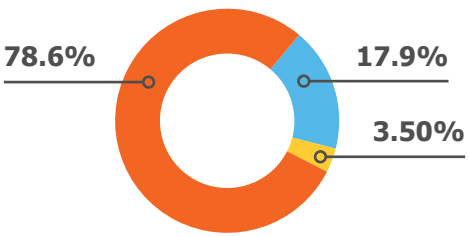
Start of the project (2019)



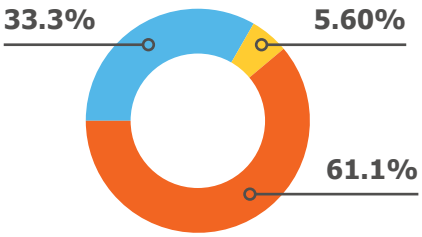
Post-training of farmers (2022)

- **Evolution of individual income of those participating in the project:**

Start of the project (2019)



Post-training of farmers (2022)



up to 1 minimum wage | from 1 to 2 minimum wages | From 2 to 4 minimum wages

Neilda is one of the farmers who attended the two supplementary training programs of *Convivência que Constrói* held in 2021 and a meeting focused on valuing the sacred feminine. "Many rural women still experience a pattern of dependence due to life stories of aggression and domestic violence", explains Debora. She says that the female farmers always participate actively, and that many of them manage their own areas, but many still find it difficult to stand up for themselves with authority. "So, we organized a sacred 'feminine meeting' with systemic activities, to work on the autonomy of the participants, to resignify behavioral patterns, and to boost awareness on feminine strength."

According to Debora, during the meeting, they worked on deep issues and, as result, the women were eager to transition from a position of dependence to one of empowerment. "It was amazing, because we woke up from our past, we let off steam, we were able to free ourselves from many problems," Neilda recalls. "Even the way I work has changed, I feel much better."

PARTICIPANTS' SATISFACTION

The project **met** the expectations of **82,1% of the farmers**. Learn, below, the main desires of those who took part in the initiative and their respective satisfaction rates:

At the beginning of the project, the farmers had expectations such as:

- Increasing monthly income: **50%**
- Learning new farming and cultivation techniques: **100%**
- Setting up a business establishment to sell their products: **44.4%**
- Making friends: **61.1%**
- Having a healthier diet: **5.6%**

Social Master Plan

The project of certification of organic products in Camaçari is an example of the Foundation's performance as a business organization, which contributes to the business of Alphaville Urbanismo with social intelligence and through private investment. "The Foundation's job is to lead the projects to connect with the region in which they are located," explains Aline Oliveira, Institutional Development Manager at Alphaville Foundation.

To carry out projects like the one in Camaçari, the Foundation involves and liaises with other players, such as neighboring communities, the public sector, and the private initiative in the territory. "The cities are lively, complex, and dynamic, and the Foundation leads developments to consider such movement through the projects, which are very different from one another because they are based precisely on the particularities of each community," she observes. "For the business, the integration between the development and the neighborhood where it is located is very relevant."

Today, the Foundation's collaboration with Alphaville's business goes beyond its activities in the projects' areas of influence. In 2021, the company and the organization jointly designed the Social Master Plan, through which they specified the points of contact between the Foundation and the business during the development process of a residential development.

An example of this joint action is in the land prospecting phase: that is, when Alphaville is looking for areas to undertake a project, the Foundation can contribute by reading secondary data, which helps to understand the social particularities of the region, socio-environmental issues, existing equipment, and the possibilities of support from the Foundation towards the demands raised. "The Foundation's work also shows how careful farmers need to be in order to respect and preserve the culture and traditions of their own local community," says Aline.

Impact mitigation and risk management

"We have developed very large areas either within or away from the city, which is a physical and social impact that can be transformed when the Foundation works together with Alphaville," says Patrícia Hulle, Director of New Business at Alphaville and a board member of the Foundation.

"The organization plays a very important role, for example, when it comes to the strategy for the approval of residential units by the public authorities", says Patrícia, by pointing out that in places where there is no service infrastructure, the Foundation helps to build up the labor force required for the development, in addition to establishing a positive prior relationship with the local people. "Transparent communication reduces impacts, as the community is already aware of everything that will happen", she points out.

As an example, Patrícia mentions the Três Praias residential complex, in Guarapari. The Foundation was involved in the development of the project from its approval by the City Administration, by mapping the surrounding communities. "We knew that it was a work of impact and, after a year of interventions, so far we have had no complaints," reports Patrícia. "Everything was conducted with transparency to the community, who knows step by step of what will happen and the benefits that will be created, free of any communication noise."

Residents of the Jabaraí neighborhood during a community meeting.

Requalification of the Jabaraí neighborhood

The joint action carried out by Alphaville Urbanismo and the Foundation during the development of the **Três Praias residential complex, in Guarapari (ES),** has already become a case of success even before the project is completed. To the application of the Convivência que Constrói methodology, other opportunities were provided to boost the local economy. The registration of a bakery in the neighborhood of Jabaraí in Alphaville's supplier system to cater to the Foundation's meetings and, later, to supply breakfast to the employees of the company's construction sites, is an example of this.

"Such relationship has raised income for this bakery, which had to hire more people and outsource some services, thereby boosting business among local small entrepreneurs," says Ricardo Benitez, Sustainability Specialist at the Alphaville Foundation and responsible for the project in Três Praias. He says they also saw a possibility of coordination so that suppliers of the Alphaville construction work could be engaged in social agreements to, for instance, donate garbage cans or other useful items to the local communities.

The setting up of trash cans and a bus stop (photo) were some of the residents' achievements, after the Convivência que Constrói gathering and training sessions in Jabaraí.

In addition to Jabaraí, which is the most important neighborhood around the future residential complex, because it offers public services used by residents of the entire region, the Foundation is also working in Perocão and Portal. "We conducted the assessment in December 2019 and started working in February 2021, when the population pointed out the main local needs," said Ricardo, noting that during the social distancing imposed by the Covid-19 pandemic, the work was carried out remotely, with the registration of suppliers and communication through a WhatsApp group which included more than 80 people.

Lacking living areas, such as parks and squares, the region also faced problems including garbage collection, flooding, mangrove pollution, and lack of shelter at bus stops. Three interventions were carried out through the mobilization of 20 direct participants, namely, the installation of a shelter at one of the main bus stops, the painting of the local staircase, which connects the neighborhoods, and the installation of a suspended public garbage dump, aiming to prevent garbage from spreading during rainy periods, which could aggravate floods. Around 7,000 people are estimated to have been positively impacted by these interventions, considering official demographic characteristics of the region.

Other actions are anticipated for 2022, with plans to clean the local mangrove and install rain gardens in the Portal neighborhood, in order to improve water drainage and mitigate flooding. The main legacy of the project, however, in addition to the jobs the work has brought to the region, is the training of community members to become increasingly consolidated as protagonists capable of getting organized and seeking the necessary transformations to make the territory fairer and more inclusive.

LOCAL LEADERS HAVE THE FLOOR

Former president of the Jabaraí neighborhood association and one of the main voices of the community, Luciana Gonçalves was involved in the negotiations between the Foundation and local players, as and took part in the meetings for the Convivência que Constrói (Coexistence that Builds) training. She says that the interventions have greatly changed the quality of life of the local population: people no longer have to wait for buses under the sun and rain, and the stairway has encouraged residents to exercise in the area, besides making the neighborhood more attractive and adding value to the region, which is a tourist destination.

"I had never seen such an approach before, a development coming forward and listening to the community leaders," she says. "We were most surprised by the openness and the positive attitude towards the residents." She adds that there are also plans for an awareness action about garbage disposal in inappropriate places, with educational lectures about the environment.

According to Gilmar Pinheiro, who is also a community leader in Jabaraí, the arrival of the development and the Foundation should add value to the region, help boost tourism in Guarapari, and bring job opportunities. "It will bring a whole new visibility to the region of Tres Praias".

Watch the video about the Alphaville Foundation project in Três Praias on this link.

Training for Alphaville employees

Having worked at Alphaville for 13 years and currently a member of the Foundation's Board, Patrícia Hulle has been able to witness the evolution of the organization. Having worked at Alphaville for 13 years and currently a member of the Foundation's Board, Patrícia Hulle has been able to witness the evolution of the organization.

Patrícia points out that the fact that it is a high-end business brings the advantage of its being able to fund the mitigation of impacts in the best way possible, both from an environmental and standpoint. Furthermore, the understanding of social issues leads to the discussion of product features that allow, for instance, social integration between the internal and external publics of the developments. "The result is a more thorough and valuable product delivered to our clients."

In order to address the topic in a more integrated way, the business area and the Foundation are developing a specific training program for interns focusing on social topics. "We bring young urban architects to work inside a high-end office and we felt we needed to ensure they had a social experience, so they could develop a broader view of the impact the developments have on society," explains Patrícia. With a mandatory workload, training will begin in 2022 and initially, it will be aimed at interns from all Business Management areas involved in product development.

This training will not be the first time the Foundation makes knowledge available to the urbanization company's employees. Alphaville's **Volunteer Program,** for example, has been held with the organization and training of the Foundation's team for many years. The Make a Difference Day, one of the most traditional actions of the program, held for almost two decades, was held in a hybrid format in 2021. "It was really cool, because people were eager to take part in the action," says Aline, remembering that in 2020 the initiative had to be conducted 100% online due to the pandemic, and that the volunteers missed being able to work on site.

Another Volunteer initiative, the Agasalhe um Coração Program (Warm a Heart) was 100% online in 2021: the Foundation's team and volunteers disseminated the action, collected clothing donations, sorted, sanitized, and packed the items, and sent them to Beija-flores Solidários, an institution that distributed the items to street communities along with soup and lunch boxes.

A volunteer during first volunteer effort after face-to-face resumption.

MAKE A DIFFERENCE DAY

A survey conducted with Alphaville's employees pointed out as internal preferences the Make a Difference Day, the animal cause, and the childhood cause, which includes children from seven to 14 years old. Two NGOs were then selected: Vira-Lata é Dez, which rescues and takes care of animals and then puts them up for adoption; and Associação Maria Helen Drexel, an institution that works as home and shelter for children living in situations that violate their rights.

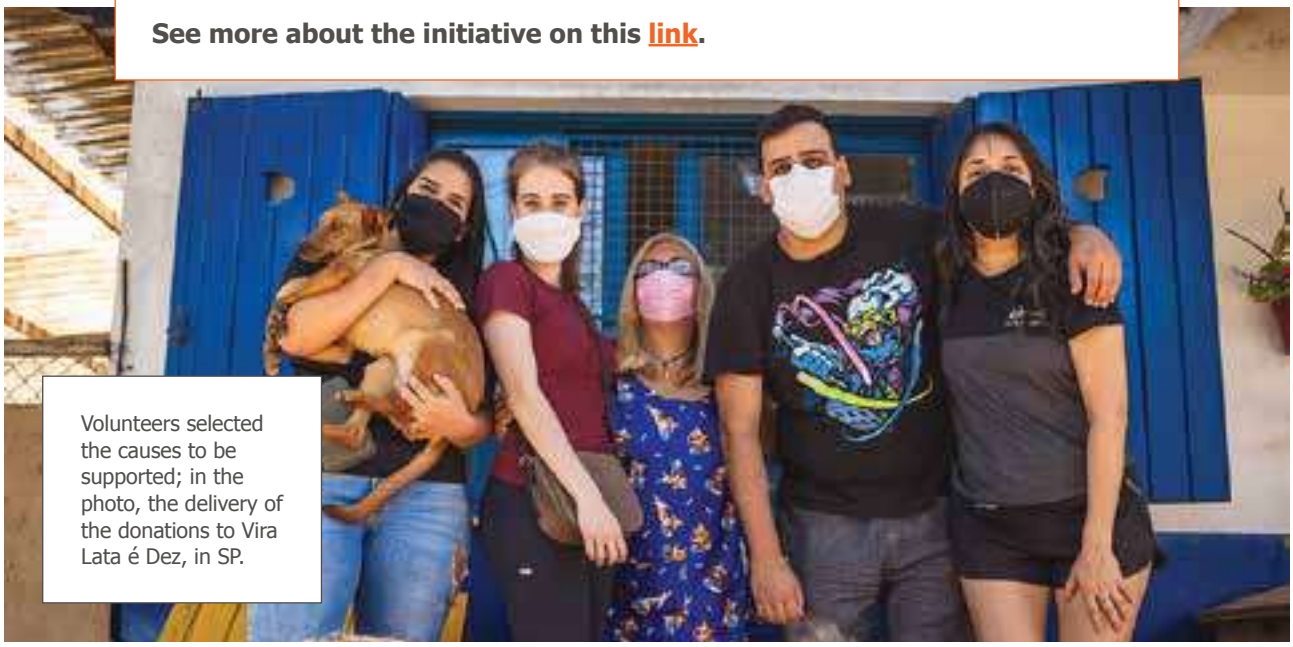
Vira-Lata é Dez was contemplated with financial donations for the purchase of medicines and the collection of items such as pet food and hygienic mats. The volunteers also joined forces to do the overall revitalization of one of the houses of the Maria Helen Drexel Association. Divided into five groups, they worked with fundraising, decoration planning, children's recreation during the day the action took place, the choice of gifts for the children, and the revitalization of one of the Association's houses. Through a partnership with Delboni laboratory, all volunteers who worked in person were tested for Covid-19 and the action involved careful hygiene.

Lucas Souza de Aquino, who works in the Customer Relations department at Alphaville, worked as a volunteer at the Maria Helen Drexel Association and helped to deliver items donated to the NGO Vira-Lata é Dez.

"For the employees, being able to help others means a personal gain, seeing a project being developed, being part of that using only their own time," says Lucas. He also considers volunteering to be important for the company itself. "I believe that it adds great value to the brand to have an organization like the Foundation acting together, because these actions are carried out in the region where our clients will live, which directly impact them."

Lucas, who had already participated in Make a Difference Day in 2019, says he intends to work more often in the Volunteer Program. "This is a pleasure for me, I hope to always be able to join."

See more about the initiative on this link.



Volunteers selected the causes to be supported; in the photo, the delivery of the donations to Vira Lata é Dez, in SP.

Actions carried out by residential units

The Foundation also shares knowledge and encourages the exchange of information and experiences to foster socio-environmental initiatives within Alphaville's residential units, which include the company's clients.

In 2020, after observing the potential of the actions carried out by associations and residents of many developments, the Foundation and Alphaville Urbanismo's implementation area launched the **Alpha Social Seal**. With five categories linked to the company's business, the purpose of the recognition is to showcase the good practices already carried out in the residential areas, as well as to support them so that they become more qualified and impactful.

In early 2021, a workshop was held for associations on planning and implementing social projects. Fifty associations attended the workshop, and also applied for the Seal. They were evaluated by a multidisciplinary committee consisting of members from Alphaville, the Foundation and external parties *(see box with list of members)*. The award winners were acknowledged at a ceremony held in June 2021, and the winning cases were featured in detail in a print publication dedicated to the topic.

We also held meetings with the associations for feedback and analysis about their respective initiatives. "The idea is to make the Seal an educational, improvement, and development process," explains Aline. In addition, each association received a framed certificate and a seal to be used as part of their communication material.

In 2022, as well as a new award edition, there will be a senior category, focusing on cases submitted in 2021 but which have evolved since then; and another specific category for improvements made within the projects.

The association that registered the most cases and stood out in the 1st edition of the Seal was the Alphaville Fortaleza Residents Association, whose general manager is Marcelo Montenegro. He says that the benefits brought by these initiatives are countless, and highlights, first of all, the contribution towards preserving the environment, and then, the financial valuation of the residential complex. "The initiatives show the sustainability of the venture, which is becoming increasingly important in the world," he says.

He says that the Seal has provided a great deal of visibility to the residential area and that it has helped boost the sharing of information: "I have received many calls from ventures in Ceará and even other states to find out how our projects are being conducted." He says that the key to engaging the residents in the actions is to spread the word. "We have channels like Instagram, WhatsApp, and the Club, which we have boosted with a self-run restaurant where we put banners to advertise our projects."

According to Marcelo, the next challenges are to ensure the composting of 100% of the pruning from the residential complex and to implement the solar energy generation project. He says that, for this latest initiative, the Association is creating a sustainability committee, to which residents are invited. "Larger than many neighborhoods in the city, as there are around two thousand people living here, our community is strengthened and united by all these projects," he says. "So, it's extremely important that people get to know each other and blend in."

MEET THE MEMBERS OF THE ALPHA SOCIAL SEAL EVALUATION COMMITTEE:

- Adalberto Santos - Security Specialist at Alphaville Urbanismo
- Fernanda Toledo - Director of the Alphaville Foundation
- Gualter Fernandes - Director of Operations at Alphaville Urbanismo and member of the Foundation's Board
- Patrícia Hulle - Business Director at Alphaville and member of the Foundation's Board
- Pedro Reis - General Marketing Manager at Alphaville Urbanismo
- Yara Garbeloto - Environment Director of the City of Barueri

ALPHA SOCIAL SEAL WINNERS | 1st EDITION

Learn more about the categories and the respective cases awarded with the Gold Seal:

Categories	Initiatives	Impacts generated
Action Category - One-off initiative to solve a low or medium complexity issue.	Held by the Alphaville Association in Juiz de Fora (MG), the action collects monthly donations of clothes, food, and hygiene products and channels them to a different charity or social project every month.	More than a thousand families and two thousand people have already been impacted indirectly.
Project Category - A number of interrelated actions towards a goal accomplished in a given time and with a given resource.	The Alphaville Rio Costa do Sol Association (RJ) created the Glass Crushing project, through which the material is duly processed and set aside for other types of use.	Besides the huge benefit to the environment, the project has already reached 200 people directly and 100 people indirectly.
Program Category - A number of projects with the same purpose.	Aiming to promote social, economic, and human development in the Mauá neighborhood, the Alphaville Graciosa Residencial Association (PR) encourages the strengthening of social institutions that are already active in the region.	About 600 children benefit annually and 3,500 families have been impacted indirectly.
Impact on Public Policies Category - Unfolding of the action/project/program that has been taken on by the public sector as a local drive.	Selective Waste Collection in Eusébio was implemented in 2017 at Alphaville Fortaleza Residencial by means of negotiations with ACCEU (Association of Waste Pickers of Eusébio).	As well as collecting 4 tons of recyclable material per month, a waste monitoring system was created with indicators for maintaining and expanding selective waste collection.

Member of ACCEU - Association of Waste Pickers of Eusébio, CE, one of the projects benefited by the Alphaville Fortaleza Association.

Group of ACCEU members in Eusébio.

Selective Waste Collection in Eusébio, a success story

ACCEU (Waste Pickers Association of Eusébio), mentioned by Marcelo, is one of the strategic projects initiated by Alphaville Urbanismo's private social investment. In the case of Eusébio (CE), the company has been making important contributions to the social initiatives of the Foundation thanks to Cidade Alpha Ceará, a project that anticipates the construction of about 20 developments in the municipality. In 2022, a consortium is planned between the associations of the eight residential areas now occupied, so that a single selective collection point can be implemented.

"Initiatives like ACCEU have an impact not only on the communities around the projects, but also on the municipality as a whole and on major environmental issues," says Graça Rodrigues, Social Project Specialist at Alphaville Foundation and responsible for the Foundation's participation in the initiative. She also adds that the benefits generated are experienced at different levels: in the neighborhoods, in the municipality, and in the lives of the waste pickers, who have had an increase in their income, as well as an appreciation of their profession.

"I am very proud to fly this flag and have no shame in saying that I am a waste picker," says Maria Fabiana Ramos Campos. "Even in my spare time, if I see a piece of paper on the street I can't leave it on the ground," she says. "Very often, when I walk past a house and see material that can be recycled, I collect it, take it home and then take it to ACCEU."

She has been with the Association for six years and says that she has never missed a chance to spread the word about recycling and to inform people on the topic. "For me any time is a good time for that, and when I get the opportunity, I try to make a difference." Together with the management team of Eusébio City Hall, she now participates in the area of environmental education for the project. "We go door to door, handing out educational brochures, raffia bags for the collecting, and the registration form for those who agree to participate," she explains, by adding that there are also visits to schools and companies.

Highly important for the success of selective waste collection as it affects the population's commitment to the initiative, environmental education was suspended for nearly two years due to the pandemic. "The situation had an impact on the quality of material separation," says Graça.

To encourage the return of environmental education activities in 2022, the Foundation donated five thousand raffia bags at the end of 2021, an essential material for the population to sort items appropriately for recycling. Project manager since 2015, in 2017 the organization became an institutional partner of ACCEU, when it officially handed over the project to the city government with a team trained to manage the operations.

The Foundation also supports the initiative by donating T-shirts and providing training, such as the integrative workshops held in 2021. With the objective of improving the social interaction and the working conditions of the group, which today comprises 22 associates, the workshops had NLP (Neurolinguistic Programming) activities, as well as the construction of mandalas and composting.

Other partners in the project are the 3Corações Group, which has an agreement with the Association to pay the waste pickers for the reverse logistics they perform, and the City Hall of Eusébio, which is responsible for 100% of the project together with the ACCEU team.

Jaires Lima, Coordinator of Selective Waste Collection for the Municipality of Eusébio, says that there are plans to implement waste collection in all the residential areas of Eusébio in 2022, to bring waste pickers who collect the garbage on the streets to the Association, and to reach 30 members, in addition to resuming environmental education and reinforcing it every six months. "There are many new residents coming into town who still don't know about the selective collection system," she says.

Despite all the mishaps, ACCEU hasn't stopped working even in the most critical moments of the pandemic, making several adjustments so that the waste pickers could work as safely as possible. In addition, as Jaires explains, the amount of material collected has increased in the last two years. In 2021, 455 tons of material were collected, compared to 353 tons collected the previous year, according to ACCEU management.

Counting on a monthly transfer made by the City Hall to these professionals, this increase in the amount collected has allowed the income of the waste pickers to exceed the minimum wage. "It was a good year for waste collection, with many materials like cardboard and plastic film," says Ana Claudia da Silva, saleswoman, treasurer, and waste picker at ACCEU.

Based on the training offered to ACCEU members, the collection of electronic waste has made it possible to expand the work and income of the pickers.

In addition to Digital Inclusion activities, PJS youth participate in workshops on sustainability, communication, and social participation.

A refuge for the youth of Eusebio

The **PJS (Sustainable Youth Program - Digital Citizenship)** is another strategic project in Eusébio that was developed through private social investment by Alphaville. Created in 2008, the initiative prepares young people aged 14 to 24 through 120-hour courses, which last four months and take place after school. They learn ICT (Information and Communication Technology), which includes the Office Suite, have classes on topics such as citizenship, environment, art, and culture, and take part in integrative activities. culture, and participate in integrative activities.

Partially suspended since 2019 due to the pandemic, the project resumed in a face-to-face format in the second half of 2021. Fifty-nine young people were waiting to hear back from the project. Five of these were unable to participate once classes resumed because they had either moved away from the city or found jobs. "It was challenging as we had concerns about health and hygiene protocols, but it went on quite nicely and calmly, with no cases of Covid-19," says Graça. Due to the limitations on visits to public spaces, the course was unable to include hands-on classes in museums and other venues as outlined in the course syllabus. Instead, these activities were replaced by videos, readings, and reading comprehension.

The young people who attended the last edition of PJS had been waiting for the return of the activities since 2019, so they were really looking forward to it. For many of them, this project represents one of the rare opportunities for personal and professional development. "They were delighted to be back, we could see how much the youth suffered by having to stay home," reports Graça, adding that activities that required physical contact were removed from the project and that, whenever possible, the group met in outdoor areas.

For Victor Horlando, 21, PJS is like a "refuge" for many young people in Eusébio, like himself. "I felt very comfortable in the course, and I realize that, for the students, this project allows them to avoid going down the wrong path to which they are vulnerable and fills their time with positive things". Vitor, who was a student in early 2019 and became a volunteer educator in 2021, says that the NLP activities have been extremely helpful to him both professionally and personally. "I am very shy, and the contact with the teachers and later with the students, as an educator, has really helped me to communicate better, to speak in public, and to have a better attitude at work."

Carolina Mendonça was also a PJS student in 2017, has become a volunteer and to this day acts as a course educator. "I fell completely in love with the project," she says. Currently studying Psychology, she also considers PJS to be essential to further improve her computer skills and overcome her shyness.

The 20-year-old volunteer served as an educator in the most delicate period of the PJS, in which the face-to-face practices that are fundamental to the course had to be adapted, as far as possible, to online. Although "challenging and complex for everyone," as the young woman reports, the pandemic period made it possible for the Alphaville Foundation to start implementing distance learning. This tool began to be used because of the urgent need to assist participants in projects already underway, such as the PJS itself, but it soon became apparent that it could also be a promising resource for expanding the organization's reach *(see more in An Organization Working for Fairer Cities).*

PROJECT EMANCIPATION

Carolina says she is very positive about 2022. "I think this will be much better than 2021, because we are now experienced and fully qualified to deal with this time of crisis," says the young woman. In 2022, the management of the project will be handed over to the City Hall, and it should become public policy. The Foundation was in charge of the initiative from its implementation to 2021.

The City Hall is responsible for the physical structure of the course and for paying the educators. Graça says that the next steps, after the PJS management transfer, will be to create trainings geared more towards the job market, since Eusébio is going through a period of many job openings. "By 2022, the idea is to make sure the students are qualified so that they can fill those vacancies," she concludes.

The journey of self-knowledge has turned out to be an essential item for accessing new life and career opportunities in PJS.

Time for Planting Regenerative Movement, which aims to plant 1 million trees in 1 day.

Bond with nature

The public authorities are also important partners in the action carried out together with the **Time for Planting Regenerative Movement** in the Alphaville III residential area, in the Nova Esplanada district, in the city of Votorantim (SP). The idea of the initiative is for each family in the residential area to be the "guardian" of one or more seedlings, to be taken care of and watered inside their homes during the year until the collective replanting scheduled for December, to be carried out simultaneously by all the committees of the Time for Planting Movement. Created in Brasília, the initiative currently has committees in several countries.

Through SEMA (Municipal Department of the Environment), the City Hall, among other contributions, will provide up to five seedlings for each participant. Besides being the driving force behind the initiative, the Foundation will donate pots and fertilizers. Communication and stakeholder engagement actions will also be in place.

Nationally, the movement is based on building environmental awareness and responsibility among the population, to make neighborhoods, cities, and countries less arid and to contribute towards the reduction of global warming. "It's not just planting and caring for a tree but establishing a bond with the place where you live", points out the architect Gabriela Montenegro, resident of Alphaville 3 residential complex and creator of the committee formed for the action in Votorantim.

"We want to create a sense of responsibility for a living being, in this case, the seedling," says Ricardo Benitez, Sustainability Specialist at the Alphaville Foundation. "The planting activity can also be a link within each family, since everyone will have their own tree to take care of," he says, and adds that planting can be a source of positive interactions among family members.

Good air quality, beautiful landscaping, shelter for local fauna, reduced heat islands, and the effect of trees blocking noise and dust are some possible benefits of the initiative. According to Ricardo, the project has an estimated potential to reach more than two thousand residents of the Alphaville development.

block 2

AN ORGANIZATION THAT WORKS FOR MORE EQUITABLE CITIES

Marilene is one of the farmers benefiting from the Organic Certification project, in Camaçari, Bahia.

Letter to the reader

The Foundation is prepared for new challenges and new horizons

Guilherme Puppi,
CFO and IR of Alphaville Urbanismo and Vice-President of the Board of the Alphaville Foundation

Over the last 21 years, the Foundation has developed social technologies of excellence, and implemented extremely successful projects all over Brazil. The question we ask is why the organization, with all such potential, should remain acting exclusively in the sponsor's territories? Imagine if we had more partners, how many thousands more people could be impacted?

Capital runs the world. And when companies start to approach sustainability more comprehensively, including by recognizing aspects that affect the business, the topic starts to be addressed with due seriousness.

Companies are increasingly aware of sustainable aspects (ESG, in current market jargon). Nonetheless, for many there is still a huge gap between what they know needs to be done and how they should do it. Deciding which audience to reach, what impact to have, and finally how to carry out a project are just some of the questions companies have on the subject.

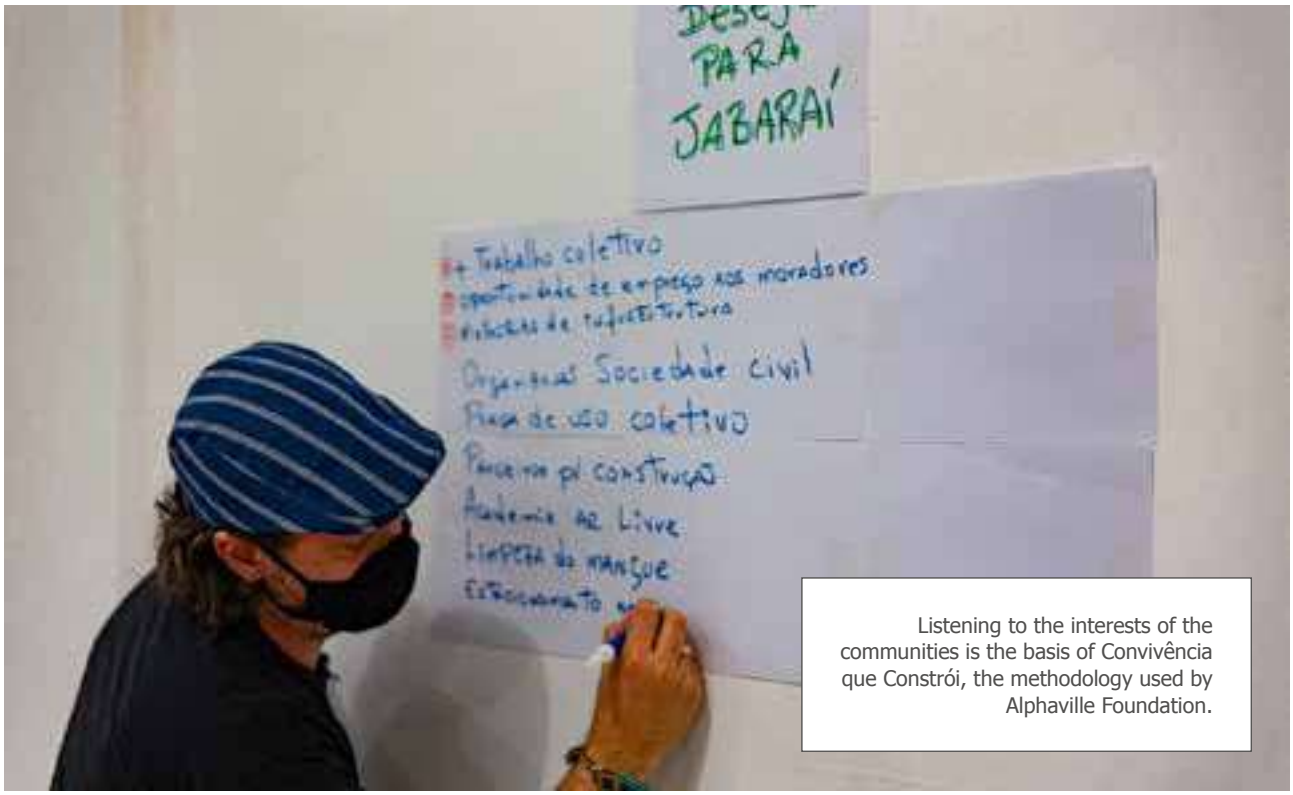
The Foundation has a huge opportunity to fill the gap that exists in companies between the genuine will to do something and the actual accomplishment. To this end, we have the credentials and the seal of approval of the success of our projects. On top of the testimonials from those who have seen the changes up close or had their lives touched by the initiatives, it has received numerous very representative awards and recognition.

Imagine how many people will be reached when the Foundation fills these spaces?

The organization has matured and proven social technologies, while the business world precisely needs this expertise.

Therefore, this moment is really favorable for this expansion move on the part of the Foundation. Undoubtedly, the organization will be challenged in this endeavor. But these new challenges will certainly enhance its expertise and increase its repertoire even further.

Fortune is said to favor those who are prepared. Well, the Foundation has been preparing for this for 21 years.



Listening to the interests of the communities is the basis of Convivência que Constrói, the methodology used by Alphaville Foundation.

Expansion of areas of activity and results achieved

In 2021, Alphaville Foundation took a decisive step forward in its journey: creating an area dedicated to fundraising, with the objective of extending the positive impacts of its activities to locations where there are no Alphaville Urbanismo projects.

Fernanda Toledo, Executive Director of Alphaville Foundation, explains that the expansion of the activities to other cities was part of the organization's Strategic Planning, as a way to reach audiences that are not necessarily from Alphaville. "From 2021 to 2022, a transition of the Foundation's positioning has begun," she explains. "The organization plays its role alongside Alphaville Urbanismo's business, but is also starting to work independently, with other sources of funds."

Fernanda refers to a plan that covers the years 2018 to 2022. During this period, the organization has undergone a maturing curve that resulted in the current moment: today, the Foundation and Alphaville Urbanismo are partner agents that collaborate with each other, but maintain their own structures and actions.

The Foundation put in place a fundraising plan in the second half of 2021, with the establishment of a BRL 1 million target, which was partially achieved, reaching the amount of BRL 600,000. Along with the contributions from corporations, funds were raised through the support of individuals, through services provided to other companies and institutions in the public sector, and through the Incentive Law.

"The Foundation has developed methodologies and new ways of doing things that deliver results, and our intention is to take this social technology also to municipalities that may never have an Alphaville residential building," says Aline Oliveira, Institutional Development Manager at Alphaville Foundation. "By doing so, we fulfill our role as a public interest organization, seeking and articulating partners that are in other regions," she says, while highlighting the Foundation's role as an OSCIP (Civil Society Organization of Public Interest).

Corporate volunteering training

What has called our attention the most at Alphaville Foundation is that its methodology [Convivência que Constrói – Social Interaction that Builds] has many successful cases," highlights Marcos Yamamoto, from Cisco Brazil, when commenting on the beginning of the partnership between the company and the Foundation. The executive is one of the volunteer group leaders for the Citizenship Network activities, an initiative that comprises actions for social inclusion and sustainability issues carried out by Cisco Brazil.

Marcos participated in a workshop given in August 2021 by the Foundation's team for Cisco employees, with the objective of training volunteers who are key players in their activities and know how to conduct them based on good Governance practices. "The main lesson learned was the importance of listening to the community, because organizations sometimes come up with ready-made solution packages that don't necessarily address the needs of that specific population," says Marcos.

He says that the 46 workshop participants learned how to differentiate the organizations and analyze their performances, as well as to technically evaluate their corporate contracts, and were able to understand the differences between those that perform philanthropic actions and those that are non-profit. "This is important if we are to represent the company well in volunteer work," he explains, noting that Cisco has a program in which employees can set aside ten days a year to work exclusively as volunteers. "We want to make sure that there is some goodwill, but by making sure that these activities have followed a governance model that is in line with our culture, with transparency and accountability."

A tangible result of the training, as Marcos points out, was the signing of a letter of intent with the Foundation. The initiative has worked as a model for Cisco to define scopes of action with other social organizations with which its volunteers interact. "Hence, we have created a legal basis for these activities," says Marcos.

In late 2021 and early 2022, the organization was going through a process in which its official documents, as well as the composition of its Board of Directors, were reviewed by CAF America based on a referral from the Cisco Foundation. With the approval through this procedure, Alphaville Foundation is now eligible to participate in the global Matching Funds program, through which Cisco's social arm can make donations matching the volunteer hours worked.

Marcos explains that the company is now working with the organization to identify projects and implement them as soon as the analyses are completed. "Alphaville Foundation will be instrumental in helping us meet Cisco's purpose, which is to positively impact one billion people by 2025," he defines.

CAF AMERICA: A SEAL OF APPROVAL TO ACT GLOBALLY

To carry on the partnership established with Cisco Brazil, the Foundation has also started a relationship with CAF America (Charities Aid Foundation America). Dedicated to creating bridges between private enterprise and Third Sector institutions in different countries, CAF America acts as financial intermediary between the agents, by analyzing risks and validating the performance of the institutions that receive the contributions. "Brazilian organizations that wish to apply for resources in the USA need to be approved by the compliance area of that institution", explains Edson Estevo Lubacheski Ferraz, in charge of fundraising at Alphaville Foundation. He says that the Foundation needed to prove that it complies with US governance, sustainability, transparency, ethics, and tax legislation criteria to initiate projects with companies headquartered in that country, such as Cisco. "By doing so, the Foundation acquires a CAF America seal of approval for partnerships outside Brazil as well."

Other companies, such as the Pátria Group, which is an investor in Alphaville Urbanismo, among other businesses, started actions to strengthen their social actions with the support of the Foundation's expertise and technologies during the year. Other examples included Grand Thorton, which also received training for volunteers; Pinheiro Neto Advogados, through a closer relationship and conversations to support the development of projects; and Eneva, which will carry out the audiovisual project Se Essa Tela Fosse Minha (If This Screen Were Mine), via the Culture Incentive Law, to be implemented in São Gonçalo do Amarante (CE).

"This initiative is for the training of 60 young people aged 15 to 18, divided into four groups for the production of a total of four documentaries focusing on topics related to the reality of these young people, such as social, environmental, and economic interests, in addition to the public screening of these films for the population of São Gonçalo do Amarante," Edson explains.

He says that the actual process of going out on the streets, capturing images, and getting in touch with the communities to make the videos stimulates the protagonism of the participants, not to mention questions and reflections about reality, as well as possible solutions for the problems presented. "And what's cool about it is that the product of this process will then be appreciated by the city residents.

FINANCIAL CONTRIBUTION PROGRAMS FOR COMPANIES AND INDIVIDUALS

There are different ways for companies and institutions to become partners of the Foundation. Under every program, the amounts contributed are used only for the direct costs incurred in the carrying out of the projects.

EMPRESA QUE TRANSFORMA ("Company that Transforms") - Aimed at legal entities, it is based on annual contributions ranging from BRL 4,800 thousand to BRL 144 thousand, and the calculations take into account only the direct operational costs of the projects. This investment is tax deductible since it involves a contribution to an OSCIP.

Companies can participate under the categories Silver, Gold, Platinum, and Diamond. Every company receives a certificate for its participation, accounting reports, which includes receiving Alphaville Foundation's Social Report, as well as other potential counterparts according to their contributions, such as: brand exposure in all materials of the Foundation; a tribute plaque; the seal Empresa que Transforma to be used in their own communication pieces; a one-day lecture to train volunteers; naming and activations featuring the brand during the projects carried out.

TRANSFORMANDO VIDAS ("Transforming Lives") - Aimed at individuals, the program is also divided into annual payments ranging from BRL 400 to BRL 4,000, and calculations are based exclusively on the direct operational costs of the projects. In addition to receiving accounting reports, participants have the possibility of visiting a project to carry out a voluntary activity; they can earn recognition in the form of certificates and trophies based on the contributions made; and receive a social product from the Alphaville Foundation, developed by the organization's projects.

Incentive laws and EAD

The Foundation is currently in the process of registering with the Municipal Councils for Children and Adolescents, with the purpose of soon enabling companies in the city of São Paulo to support social projects via the incentive laws. "In this way, companies can allocate what they would pay in taxes to social impact projects," Edson explains.

After this registration process is completed, the organization will also initiate similar procedures for the Greater Municipal Council of the Elderly. The purpose is to extend initiatives to specific groups of children, adolescents, and the elderly in the city of São Paulo. "The Foundation has experience and positive results with these audiences throughout Brazil and would like to bring them to the São Paulo capital," says Edson.

Also, as part of the strategy to share the Foundation's knowledge and expertise with groups from regions around the country where Alphaville Urbanismo does not have any developments, the organization has started to carry out online activities for the projects that were being developed in 2020 and 2021. The online work began as an emergency measure during the beginning of the health crisis caused by Covid-19 in 2020, when it became impossible to continue the projects on-site.

"One of the fronts of the Strategic Planning 2018-2022 is comprehensiveness," says Aline. "And the pandemic has showed us the possibility of expanding this online", referring to the creation of a platform for **EAD** (the acronym in Portuguese for Distance learning). The future platform will allow two ways of navigating: one is an environment for those who already engage in face-to-face projects; the other one will be an area where entire courses taught virtually will be available. Part of the content offered should be free. "We also want to share knowledge with audiences that cannot afford to pay," says Fernanda, pointing out that the Foundation has reached a degree of maturity that allows it to take social technology to reflect transformations in society.

The first project to carry out activities in the virtual format was the PJS (Programa Jovem Sustentável – Cidadania Digital), carried out in Eusébio (CE) since 2008. The experience led to a pilot for the use of the tool by the Foundation. Intended to help young people build their life project, the program will have a different format on the online platform, and will be available for subscription by the private or public sector anywhere in the country: it will include self-knowledge modules; integrative activity exercises to develop an understanding of professional preferences and personality traits; classes on sustainability concepts; cultural awareness enhancement through a perspective on the territory; and work on the perception of social paths.

As explained by Debora Silva e Silva, Social Project Specialist at Alphaville Foundation, all modules should combine theoretical knowledge and practical activities such as webinars, short lectures, and small tests. " Once the young people have completed this learning process, they become aware of who they are and where they are and can start out on a path knowing where they want to go," Debora adds.

At this point they will come up against two possibilities. They will be able to choose between an option focused on the world of work, which includes the preparation of a résumé and guidance on appropriate behavior for an interview; and an alternative for those who have a talent for entrepreneurism, with guidelines to recognize entrepreneurial aptitudes, validate them, and develop the skills needed for this career path. "All activities will be conducted through Distance Learning, so the platform will be very dynamic and pleasant, with recorded and live classes, light and accessible content that can be used with little internet, in addition to items available offline," Debora points out.

Expansion and completion of successful cases

In 2021, the Foundation also continued to expand other projects that had been previously carried out with excellent results, such as the **PJS Apprentice,** which is part of the Sustainable Youth Program. The program, which started in Senador Canedo (GO) in 2015, is focused on teenagers aged 14 to 17 years old who are serving social and educational measures, and contributes to restore their rights, rescue their citizenship, and encourage the protagonism of the young attendees.

Through a technical cooperation term established with the Labor Prosecutor's Office of the State of Goiás, in addition to the work carried out directly with the adolescents, the Foundation started training local government teams with the aim of transferring knowledge on the methodology applied. Each initiative group comprises up to 25 young people and about 15 professionals, such as psychologists, educators, social workers, and secretaries, who work in Reference Centers and Social Assistance (CREAS) carrying out socio-educational measures, are trained.

Successful, the project was also carried out in Trindade (GO) in 2019. New projects that were underway in Trindade and Aparecida de Goiânia were put on hold due to the pandemic during 2021, and in Aparecida de Goiânia the activities were resumed at the beginning of the following year. Furthermore, there is still the possibility of carrying out the project in Camaçari (BA) in 2022.

The **Edital aTUAção PerifaSul**, on the other hand, was concluded in 2021 with flying colors, mainly in light of the major obstacles faced during the health crisis. The nearly 20 groups within the training processes have faced major changes, some of which have closed down and others have completely changed their scopes of action to attend to their communities on an emergency basis. "There have been cases of groups working in education who had to start collecting and distributing staple baskets," Aline exemplifies.

The public notice was adapted to keep up with the changes, by adjusting timelines, expectations of results, and even of financial contributions. An important adjustment was the creation of the Spiral of Knowledge online series, which bridged the gap between the groups' participants and experts on essential topics such as fundraising strategies and partnership mobilization. The groups completed their rendering of accounts in October 2021.

For 2022, a new project is on the Foundation's radar: it is called **Edital LIGA**, , which aims to identify and strengthen leaderships in the districts of Marsilac, Brás, Bom Retiro, Sé, Capão Redondo, Cidade Tiradentes, Vila Medeiros, Jardim Ângela, Brasilândia, and São Miguel Paulista, all located in São Paulo (SP).

The project is based on specific vulnerability indicators in the capital city of São Paulo pointed out by the Social Inequality Map of Rede Nossa São Paulo (Our São Paulo Network). The plan is to help improve these indicators by means of funds from the private sector and/or the municipality itself.

The first phase of the project includes the identification and training of local leaders; these leaders will then format projects to benefit their regions in order to meet the indicators at hand; the selected projects will be granted financial contributions, will be periodically accountable, and, at the end of one year, must submit the results achieved.

Under the slogan "Connecting protagonism", Edital LIGA embodies the intention of Alphaville Foundation to expand its activities to places where Alphaville Urbanismo is not present, in addition to encouraging the protection, promotion, and defense of human rights in the territories concerned. It also brings together, in a single project, the essential elements of the organization's positioning and purpose: it aims to encourage social protagonism, by training leaders and encouraging collective thinking, and to contribute towards developing fairer and more inclusive cities.

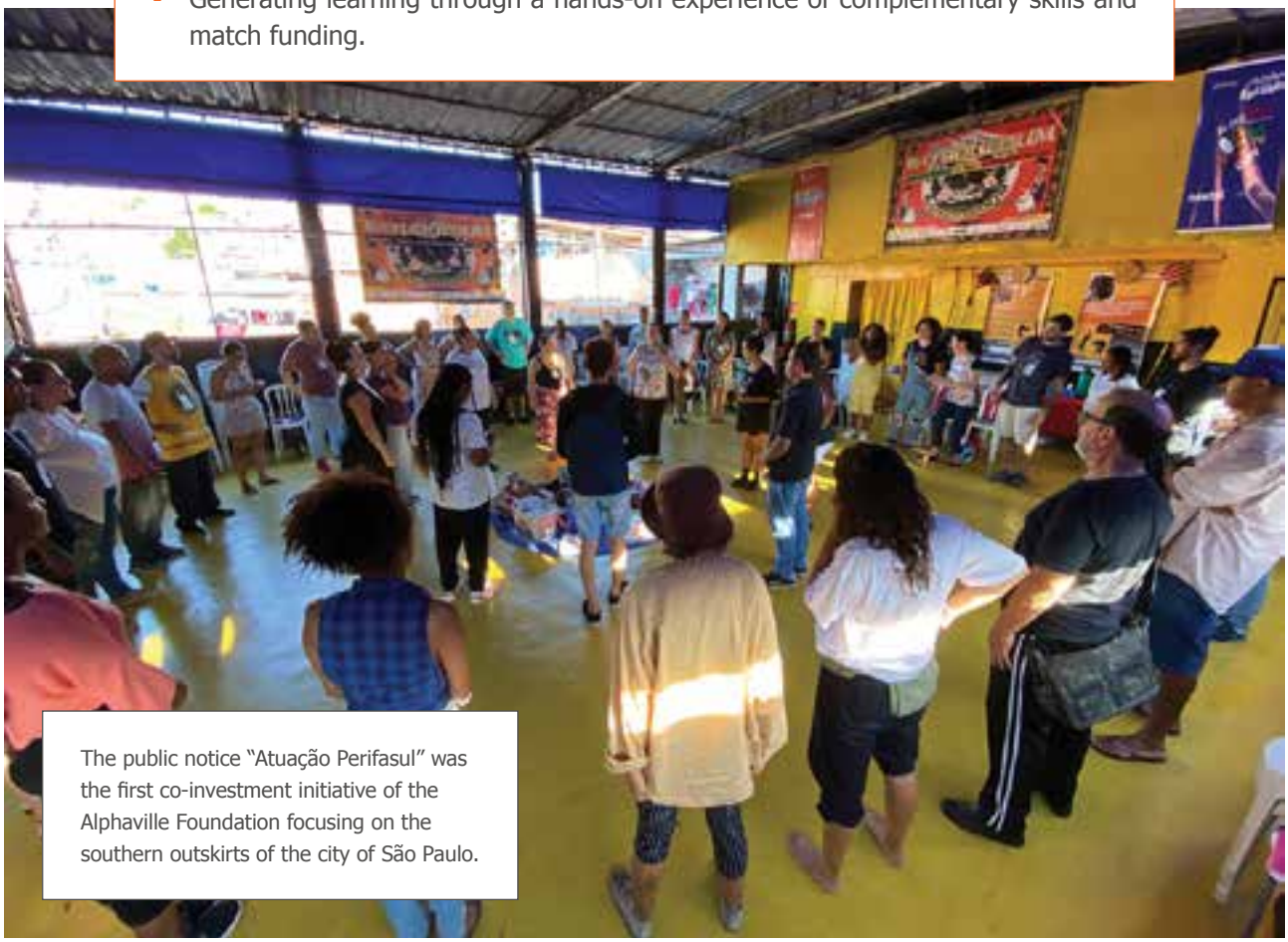
A TASK FORCE TO REDEVELOP SÃO PAULO'S SOUTH AREA

Following an innovative model, that of co-investment, PerifaSul was carried out jointly by four Third Sector organizations: Alphaville Foundation itself, ABH Foundation (Affonso Brandão Hennel), Jatobás Institute, and Macambira Sociocultural.

These organizations have gathered their expertise and networks of influence for the structuring and acceleration of groups in São Paulo's South Area. "Our idea was to teach them the basics, even from a bureaucratic point of view, so that these groups could become organized and could strengthen their work," says Aline.

The objectives included:

- Strengthening actions to reduce social inequalities in São Paulo;
- Ensuring the defense of rights, with a focus on diversity, gender, and race;
- Fostering social innovation and generating opportunities for young people and entrepreneurs in the territory;
- Strengthening the performance of partner organizations;
- Bringing together the vision and needs of both the supporters and the supported;
- Generating learning through a hands-on experience of complementary skills and match funding.



The public notice "Atuação Perifasul" was the first co-investment initiative of the Alphaville Foundation focusing on the southern outskirts of the city of São Paulo.

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