

*Transforming  
people to  
transform the world*

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## Message from the President



After 10 years of dedication to Unibes, being at the forefront of this institution as president for me means the opening of new possibilities, the arrival of a new time.

I am delighted to have the enthusiasm of a tireless team of volunteers, employees, directors, counselors, sponsors and friends. Therefore together we face the challenges that such a long and complex institution presents to us daily.

The brilliant performance of the previous board, of which I had the honor to participate, is another stimulus for the current administration, which works to consolidate the countless achievements of recent years.

The cornerstone of this endeavor is financial sustainability, care in the application of resources in all sectors of the organization. I have an obligation to be accountable to sponsors and partners and thus to ensure that they continue to rely on the seriousness of our work. This credibility is essential for the creation of new partnerships based on transparency and good results.

*“The cornerstone of this endeavor is financial sustainability, care in the application of resources in all sectors of the entity.”*

Over the years partners from governments and private initiative have been pillars of our mission, which is to make a difference in the lives of thousands of Brazilians.

To infancy we continue to offer care in day-care centers and counter-round school, expanding the horizons of these children.

Young people affirm themselves in professional courses that daily build a better future for them.

Our bazaars support hundreds of families and represent a significant percentage of the amount we collect annually.

But we did not stop there. For the elderly, we already have the services of a pioneer Day Center, a Center for Coexistence and two Long-Term Residences. We will expand this service and give affirmative answers to the demands that longevity brings to society today.

The social transformation in which we believe is also, and mainly, by culture. Therefore, it is with great satisfaction that we accompany each day the consolidation of Unibes Cultural as a center of diffusion of ideas and democratization of knowledge.

More than a hundred years old, Unibes is now more than the sum of the work of each one of us. It's an idea of social justice.

For my part, I am proud to be the third generation of women in my family to become involved in voluntary work.

In Unibes it is like this: who knows the institution wants to be part of it and is always welcome!

**Denise Zaclis Antão**  
PRESIDENT OF UNIBES



# Unibes

Commitment to the human being; credibility and transparency; innovative thinking, ethical actions; respect for the staff and volunteers; and resource optimization are the values that keep the mission young—an undertaking of over 100 years—to develop and implement social projects in the areas of health, education and culture, always in accordance to Jewish principles of good deeds and social justice.

The beginning of this successful history dates back to 1915, a period in which various entities were organized to assist families of the Jewish community who came to São Paulo in the early 20th century. Much of what Unibes is today has roots embedded in the history of these entities.

Currently, there are 370 employees and 205 volunteers in the institution who contribute to positive scenarios for more than 15,700 people in situation of social vulnerability. In order to do so, they must rely on the support of members and partners for the upkeep of six units of assistance, a distribution center and five shops, where bazaars are held in the São Paulo neighborhoods of Bom Retiro, Bras and Santana. In August 2015, the commitment of disseminating culture was reinforced with the opening of Unibes Cultural, which offers free and varied programs for all ages. One of the major distinctions is the Organization of attractions around themes that address the major issues that are on the agenda of society, such as entrepreneurship, sustainability, creative economy, aging, technology, the digital universe, urban and artistic events.

The alignment of all that is done is based on a model of management and corporate governance, focused on the needs of those assisted and on the values of the institution shared with all those who participate in this history.

*“We know the standard of civility of a society for what it does, for what it proposes to its children and to its elders. In other words, how this society in the present relates to history, to the past and to the future.”*

*Aldaíza Sposati\**

\*The Constitution of 1988 and the course of public social policies in Brazil.



# Social Context

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POVERTY IS A MULTIDIMENSIONAL PHENOMENON, NOT ONLY LIMITED TO INCOME, WHICH MANIFESTS ITSELF AS A SERIES OF DEPRIVATIONS OF ASSETS, JOBS AND OPPORTUNITIES. PUBLIC-PRIVATE PARTNERSHIPS ARE THE WAY TO OVERCOME SOCIAL INEQUALITIES THROUGH SIMULTANEOUS INTERVENTIONS WITH MORE VULNERABLE FAMILIES INVOLVING ACTIONS IN THE AREAS OF SOCIAL ASSISTANCE, HOUSING, EDUCATION, EMPLOYMENT AND INCOME.

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A model of economic growth that has not been able to extend its benefits to most people—the aging of the population; and phenomena related to migratory flows have increased the demand for social programs and initiatives.

Although not restricting to Brazil, such causes affect thousands of families in large urban centers—not only those in outlying areas, but also within the Jewish community itself, with which Unibes has always acted significantly, assisting thousands of elders, Holocaust survivors and families who have faced adversity, such as loss of income, working disabilities, diseases and other critical and high-risk situations. Examining family conditions of those assisted requires more than information



The Synthesis of Social Indicators (SIS), released by the Brazilian Institute of Geography and Statistics (IBGE) in 2015, reveals that the percentage of families who live on less than a quarter of a minimum wage per capita rose from 8% to 9.2% in comparison with the previous year.

According to the classification of the Institute of Applied Economic Research (Ipea), families with incomes of up to one quarter of the minimum wage per capita live in “extreme poverty”. Those who live with half of the minimum salary live in “absolute poverty”. The percentage of children living in homes with incomes within the patterns of extreme poverty has increased.\*

\* Source: Social-assistance Atlas of São Paulo, published in 2016, which compiles information from the Census of the Brazilian Institute of Geography and Statistics (IBGE), from the Foundation of State Data Analysis System (Seade) and from the Municipal Department of Social Assistance and Development.

relating to income; it includes understanding the level of education, health conditions and possibilities of insertion into the job market and the opportunities for social mobility. Quality of life, therefore, is a complex phenomenon, with several determinations that should be carefully considered when acting in the area of human and social development.

The central region of the city of São Paulo—where Unibes concentrates most of its activities—is administered by the Sé municipality which is divided into 8 districts: Bela Vista, Bom Retiro, Cambuci, Consolação, Liberdade, República, Santa Cecilia and Sé. With a total of 431,106 inhabitants, it is not the most populous municipality, but it is certainly the one with greater mobility of people due to the large number of shopping areas, financial institutions, offices and public

agencies. This municipality also has the largest homeless population in the city. According to data published by the São Paulo Census of 2015 of the homeless population, there are 7,180 people living on the streets, especially in the districts of Santa Cecilia and Sé.

The Bom Retiro district—cradle of Unibes’s social programs—is classified as a high vulnerability district. There are 532 homes in this area with this indicator. With regard to income, this district has the highest incidence of permanent private housing with monthly per capita income of a quarter of a minimum salary. It is also the district with the highest incidence among those living with up to half of the minimum wage per capita, with 971 homes within this indicator.

## SOCIAL VULNERABILITY

Is a term that covers several factors such as the characteristics of the region, age cycle, difficulties faced by families and lack of access to public policies—situations derived from the processes of reproduction of social inequalities.

## SÃO PAULO SOCIAL VULNERABILITY INDEX – IPVS

The Foundation of State Data Analysis System (Seade) measures the vulnerability based on socio-economic indicators (income and education) and family life cycle (the presence of younger children, age and gender of the head of family). The index guides the development of public policies for the most vulnerable communities.

### Low-income vulnerability

families with income equal to or less than half the per capita minimum wage or monthly household income of up to three minimum wages.

### Poverty Vulnerability

households with income of up to a quarter of the per capita minimum wage.

### Extreme Poverty Vulnerability

families with income of up to one-eighth of the per capita minimum wage.



# Children

## ages 2 to 5 years

### Center of Education Children (ages 2 to 5 years)

In partnership with the São Paulo City Department of Education, Unibes maintains the Betty Lafer Children Education Center (henceforth referred to as “CEC”). The center hosts 200 children, selected according to criteria established by the municipality based on registration held at the unit itself.

The children enrolled attend the CEC from Monday to Friday, from 7:30 to 5:00 pm. In the morning, they perform exercises that stimulate pre-literacy skills and, in the afternoon, they participate in games, playing, storytelling and art workshops. The goal is to develop the role of children as agents of transformation in their home environments, to the extent that they act as information multipliers in their families.

All the pedagogical activities respect the timetable set by the City Department of Education and are drawn up by the institution with the support of an in-house team of educators.

The young ones also have nutritional accompaniment (with five daily meals—breakfast, beverages, lunch, snack, and dinner) and receive dental treatment in a dental office installed within the CEC.

**15.9% OF CHILDREN BETWEEN 0 TO 4 YEARS LIVE IN CONDITIONS OF EXTREME POVERTY. IN THE RANGE OF 5 TO 14 YEARS, THIS PERCENTAGE RISES TO 18.4%.\***

\* Source: São Paulo Department of Social Assistance.

**ADOPT A FUTURE**  
The Municipal public power directs funds for the maintenance of the CEC. However, the institution expands the collection of earnings through the program Adopt a Future for receiving donations from individuals. The registered godmothers and godfathers contribute a monthly fee of R \$140.00. The amount received is intended to cover costs with cultural activities carried out with the children.



### After School-hours (ages 6 to 14 years)

In partnership with the São Paulo Municipal Department of Social Assistance and Development and with the support of private companies, Unibes also runs the Children and Adolescents Center (CAC), which assists 670 children and youngsters after regular school hours.

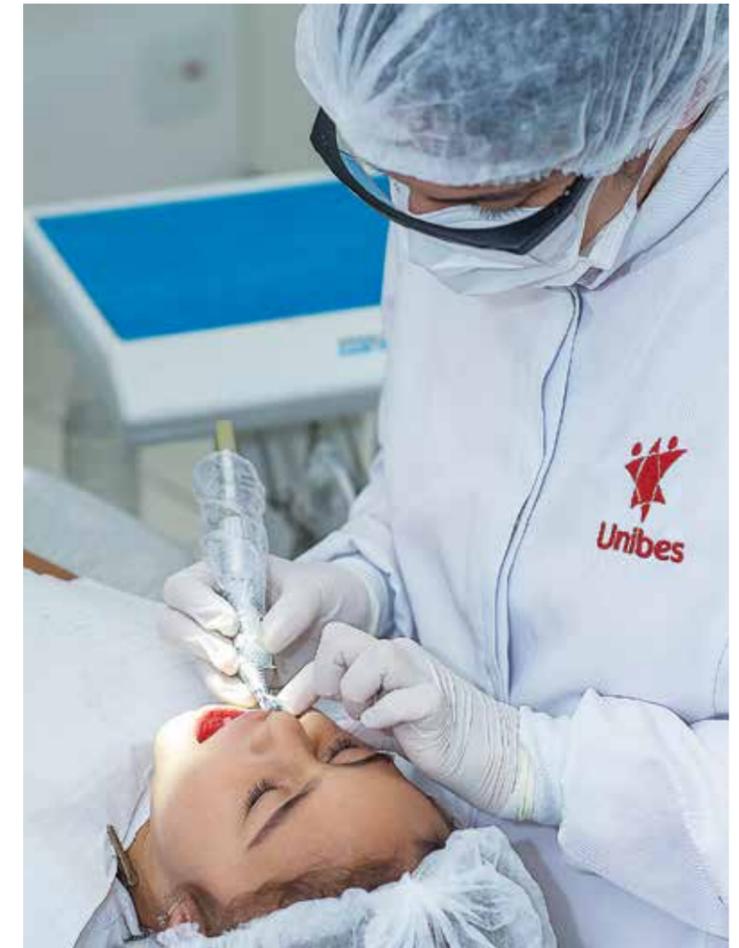
The CAC offers activities aiming to complement the education of students from public schooling and stimulate artistic, sports and social skills, such as workshops in dance, theatre, arts, reading, chess, storytelling, soccer, volleyball, judo, music, orchestra and choir; school monitoring; among others. 2,020 meals are offered a day, two to each child.

The selection of children is carried out by the unit's social assistants based on criteria such as family income, proximity to the center and conditions of social risk.



### THE EARLY YEARS ARE CRUCIAL IN REDUCING INEQUALITIES IN LEARNING (AND INCOME) BETWEEN RICH AND POOR.\*

\* Source: Exame Magazine CEO education/August 2015



### CITIZEN ACTION

It is one of the most relevant initiatives for the low-income population living in São Paulo. The event is held every two years, and the program includes a full day's activities totally free to families in situations of social vulnerability.

The center of activities focuses on topics related to health, education, professional training, grooming and recreational and sports activities for children.

In 2016, Unibes held the seventh edition of the event, having managed to gather 500 volunteers and provided nearly 13,000 caregiving services in a single day for families who live mainly in the regions of Canindé and Luz.





# Youngsters

ages 15 to 29 years

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ENGAGING IN BUILDING A FAIRER SOCIETY THROUGH EDUCATION IMPLIES IN CONTRIBUTING TO THE INTEGRATION OF THE YOUNG GENERATION INTO THE JOB MARKET. THE ROLE OF UNIBES IS ALSO THAT OF HELPING STUDENTS TO FIND OUT WHO THEY ARE, WHERE THEY ARE GOING IN LIFE AND HOW THEY CAN GET THERE. THIS WORK, ENGAGES PARENTS AND EDUCATORS TO DEVELOP AWARE CITIZENS MOTIVATED TO FACE REALITY.

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## **Professional Training – Center for Social and Productive Development for Youth**

With duration of six months and a minimum of 600 hours, the professional Training Program assists annually around of 700 youngsters who receive training in two modules: basic and specific. The first aims at improving behavioral skills (communication, teamwork, logical reasoning), as well as the reflection of concepts such as citizenship, responsibility, job appreciation and respect for cultural diversity. The specific module, on the other hand, has the support of partner companies and aims to stimulate professional training through one of the workshops which the student can choose from: culinary training,



hospitality, residential electricity, computer installation and maintenance, web design, telemarketing, among other activities. To participate, those enrolled must be attending school at night or have already completed their studies.

The program offers guidance and referrals of the graduates for job interviews in partner companies. Throughout the biennium, there was an average of four students referred to each position offered, which contributed to the insertion of 72% of these young people into the job market.

### HEALTH AND QUALITY OF LIFE PROJECTS

A project directed to the youngsters enrolled in Unibes's Children and Adolescents Center (CAC) and in the professional Training Program, which aims to disseminate information about sexuality and reduce the incidence of unplanned pregnancy and the spread of sexually transmitted diseases.

## UNIBES PER YEAR



**200**

children enrolled in the Betty Lafer Children Education Center (CEC)

**700**

youngsters in job training with **72% of employment opportunities**

**670**

children and youngsters in the Children and Adolescents Center (CAC)

**750 students from CEC and the CAC participate in sports activities**



**0%**

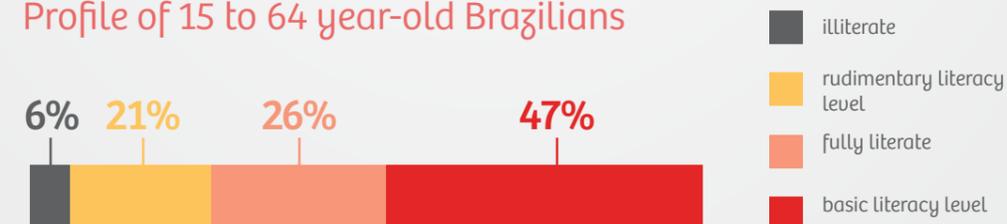
of cavities

**3.740**

meals served daily

**At the end of adolescence, the repetition rates and school dropouts are big in Brazil. 16% of teenagers between 15 and 17 years are out of school. 28% of the dropouts claim the reason is they dislike to study.\***

Profile of 15 to 64 year-old Brazilians



\* Source: Exame CEO Education Magazine / August 2015.

# The Elders

THE WORK DONE BY UNIBES WITH THE ELDERS IS BASED ON THE NATIONAL POLICY FOR THE ELDERLY AND ON THE SENIORS REGULATIONS, WHOSE PURPOSE IS TO ENSURE THE SOCIAL RIGHTS AND CREATE CONDITIONS FOR PROMOTING AUTONOMY, INTEGRATION AND EFFECTIVE PARTICIPATION OF THE ELDERLY IN SOCIETY.

Today, there are 1.5 million senior citizens in the city of São Paulo, 906,000 women and 611,000 men, representing 13.2% of the population over 60 years of age. In 2030, 20% of the total population of São Paulo will be more than 60 years old, which means that one in every five residents of the capital will be an elderly person.\*

\* Source: São Paulo Department of Social Assistance.

Developing countries are ageing at a much greater speed than that of developed countries: in five decades, just over 80% of elderly people of the world will be living in developing countries.\*

\*Source: World Health Organization (2008)

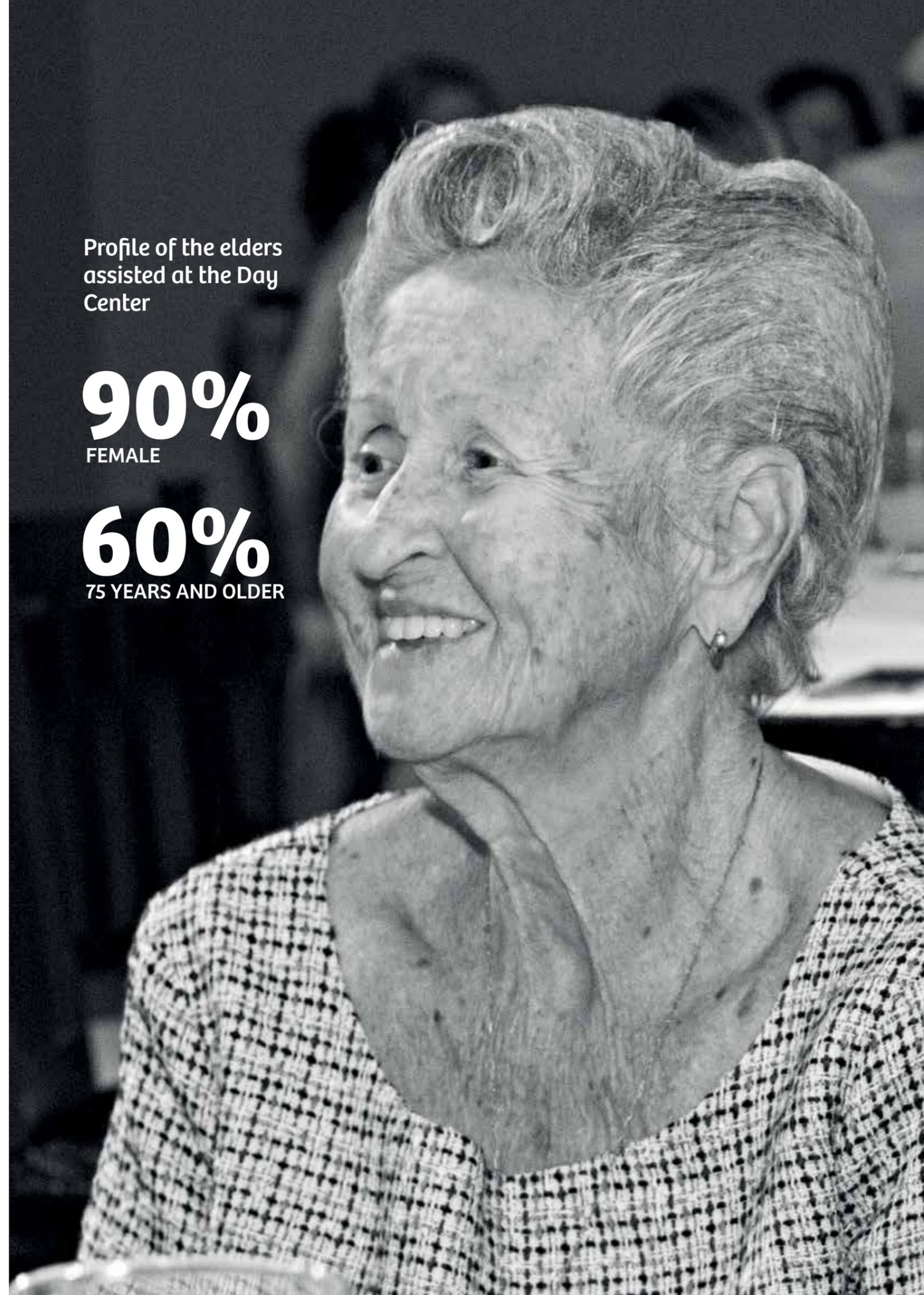
## Community Center for the Elders and Day Center

People above 60 years of age can count on specialized care at the Community Center for the Elderly and the Day Center. The first is a center of interaction, socialization, recreation and activities for the over 60 population. The venue aims at stimulating the autonomy and contributes to promoting an active and healthy ageing through actions of socialization and cultural experience. There are several activities; among them are arts and crafts workshops; choir practices; dance and gymnastics and intergenerational programs. In addition, there are board and memory games, lectures, cultural tours and celebration of festivities, with lots of music and dancing. In 2016, the institution opened a multimedia room bringing users to new technologies. In this space, they develop cognitive skills, learn to use the computer to interact with friends and family in the virtual environment and have fun with video games, some of which created with the purpose of stimulating physical activity.

Profile of the elders assisted at the Day Center

90%  
FEMALE

60%  
75 YEARS AND OLDER



**88**

goers from the Community Center for the Elders per week and another 222 occasional goers

**30**

elders assisted by the Day Center

**162**

Psychiatric services

**140**

Legal services

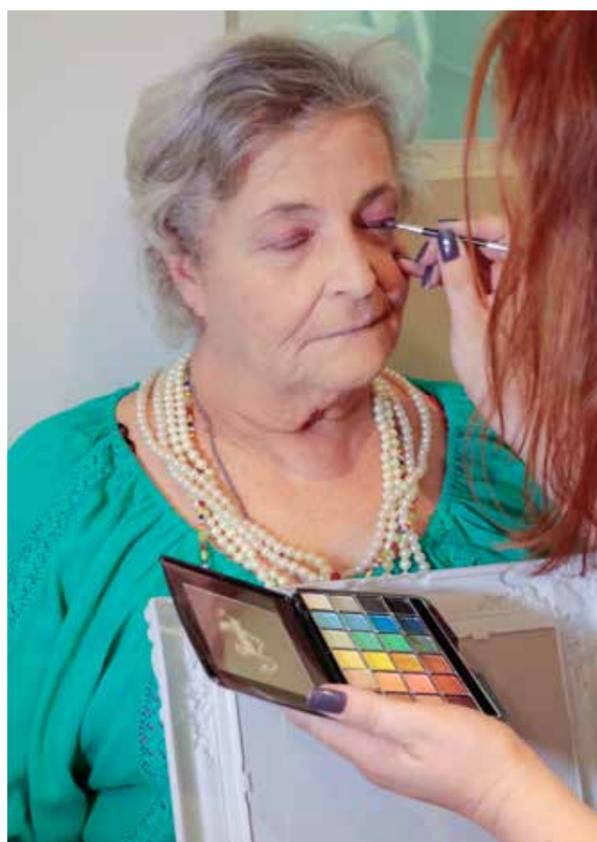
**596**

meals served daily\*

**170**

Psychological services

\*Not counting the occasional goers.



The Day Center, on the other hand, is a service provided by means of an agreement with the City Council of São Paulo for daytime care to semi-dependent seniors, aged 60 years or more. Typically, this group of elders lives with their families, who do not have conditions to give attention and care during the day.

At the Day Centre, these seniors receive meals, can have fun at the TV and DVD room, spend time at the multimedia center and participate in a variety of programs of activities geared to leisure and culture. This group can also count on nursing services for their special needs. The Day Center run by Unibes began operations in May 2015 and is the only one located in the downtown region of São Paulo. Thirty people were assisted in the biennium.

### Senior Homes

Those who do not have the conditions of remaining in the family environment or of living alone are forwarded to Long-Stay Institutions for the Elderly (LSIE), which operate as homes. In 2016, the institution took over two units: one in the Vila Mariana district and another in the Pinheiros district, in São Paulo (SP).



Each unit has the capacity of housing up to 30 seniors, who need full social protection. Many of them have been neglected and find themselves in high social vulnerability conditions. The homes meet the needs of this group with regard to housing, food, health care, personal hygiene and social life.

Residents can receive visits from family members, friends, volunteers and occupational therapists, as well as participate in activities, parties and events promoted by the institution.

The work done through the Senior Department aims to strengthen the social ties between the elders assisted, who begin performing tasks with more autonomy and receive attention, affection and permanent care, in addition to living in a welcoming environment where they can feel in a real home. All of these factors interact to the achievement of positive results in several aspects and contribute to a more peaceful and healthy ageing.

**Age of residents**  
**62 a 88**  
**YEARS**

**18%**  
**80 YEARS AND OLDER**

**EACH RESIDENT HAS SIX DAILY MEALS**

**2.520 MEALS SERVED PER WEEK**





## HOLOCAUST VICTIMS

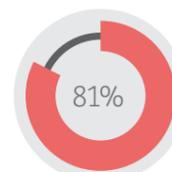
Since 2004, the Claims/Unibes Agency is the official representative in Brazil of the Claims Conference (The Conference of Jewish Material Claims Against Germany), an international organization based in New York that negotiates war reparations to the survivors of the Shoa (Holocaust) with European Governments. It acts, in this way, as a facilitator of the transfer of the compensations to people throughout the country in situation of social vulnerability and health complications arising from World War II. The technical team visits all survivors at least once a year and makes frequent telephone contacts. In Rio de Janeiro, a volunteer team provides service and support to the victims.

In 2016, the Claims Agency received the green flag awarded by the Auditors of the Claims Conference, which assessed the documentation and procedures of Claims/Unibes. The positive assessment of the work resulted in an increase of 60% of the funds destined for Brazil,

### EXISTING PROGRAMS

- Austrian Holocaust Survivor Emergency Assistance Program (AHSEAP)
- German Government (GG) – In Home Services Fund
- Swiss Banks Looted Assets Program (SW)
- REAP (Romanian Emergency Assistance Program)
- UROEAP (URO Charitable Trust Ltd,)
- URO1 (URO CharitableTrust Ltd.)s

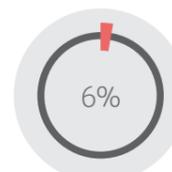
IN 2016, 234 SURVIVORS WHO RESIDED IN BRAZIL WERE ASSISTED



THE STATE OF SÃO PAULO



FROM RIO DE JANEIRO



FROM RIO GRANDE DO SUL, SANTA CATARINA, PARANÁ, ESPÍRITO SANTO, BAHIA AND CEARÁ

IN 2017, THE TOTAL OF SURVIVORS DROPPED TO 227

which was fully passed on to survivors and contributed to a significant improvement in the quality of life of the beneficiaries. The Claims/Unibes Agency was the only agency in Latin America and one of the few in the world to receive this recognition.

In addition, initiatives are undertaken so that the survivors assisted can share different narratives of a common past: **Café Europa** | Held four times a year, the event promotes socialization among the participants, so that they can establish or strengthen ties of friendship in festive and cultural events, with music, dance and different attractions developed with the aim of making these encounters fun and pleasurable.



Assistance is provided by URO Trust Limited





# Families

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SOCIAL ASSISTANCE SHOULD PROMOTE FAMILY AND COMMUNITY LIVING, THE DEFENSE OF RIGHTS AND THE PROTECTION OF INDIVIDUALS AND FAMILIES IN SITUATION OF SOCIAL VULNERABILITY AND IN RISK OF LIFE.

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Social assistance should promote family and community living, the defense of rights and the protection of individuals and families in situation of social vulnerability and in risk of life.

Unibes understands the family structure as the main pillar for the formation of a citizen consciousness. In this sense, it offers assistance to families in situations of social risk or vulnerability. The work targets a deep thinking on human rights in order to promote improvement in the socio-economic situation and strengthen emotional ties through orientation of conflict solutions.

The newcomers seek the Marcia Nigri Social Service or are referred by social workers. The selection of beneficiaries is made according to Unibes's financial status and based on the profile of these families, which is reviewed by indicators such as income, health conditions, conflicts and aggravating behavior. This study also enables Unibes to establish the level of complexity of the cases assisted.

The institution also forwards families to internal and external programs with the purpose of promoting social inclusion and health care, in addition

to facilitating access to Public Power agencies. The work aims to prevent social risk situations for people or families that present situations of vulnerability for lack or insufficiency of income; committed relationships; impairments and disabilities; or physical and mental disorders. For this purpose, it has welcoming rooms, interaction areas, a highly specialized professional team and partnerships with other private entities, which optimizes the funds of all the institutions involved. It also aims at promoting knowledge regarding

**It is estimated that the number of households in a low income or a poverty situation in 2013 was of 773,000. In 2014, that number increased to 922,000 families with an index of 95.4% of them with a per capita income of R\$70.00. On average, each family consists of 3.5 people.\***

\* Source: São Paulo Social Assistance Department.



# Context

9,668 socially vulnerable families in the region: 6,794 in the Santa Cecilia district and 2,874 in the Bom Retiro district\*

## UNIBES IN 2017

**2.607**

families assisted

**7.418**

individuals assisted

**6.869**

house calls

**15.000**

people assisted in 2015 and 15.775 in 2016.

\* Families entered in the Single Registry (CadÚnico) —an instrument that identifies and characterizes low-income families, with incomes of up to half a per capita minimum wage or a total monthly income of up to three minimum wages.

social, economic rights and citizenship, in addition to identifying risk situations of high social vulnerability such as abuse, violence, neglect, abandonment, among others.

**Unibes Legal Program** | Unibes has a team of two in-house lawyers and 20 volunteers, in addition to the partnership of three legal offices that guide users in the confrontation of everyday legal issues. It also forwards some cases to public services.

**Income Generation** | Program that offers lectures and courses of professional training to users who need to supplement their income, but are unable to return to the job market.

**Handmade** | Program that encourages the production of good quality craftsmanship as an opportunity of complementing family income. In addition to the technical skills, the initiative targets developing entrepreneurial attitudes of participants through training of planning, pricing, negotiation, sales, management of profits received and participation in fairs and events.

**Telecenter** | With the objective of promoting digital inclusion, telecenters are places that offer free public access to information and communication technologies. The computers have internet access for multiple uses: free and assisted navigation,

### COMPLEXITY INDEX

**High** – lack or insufficiency of income; physical or mental disabling diseases; professional disqualification; and disruption of family and community ties.

**Average** – difficulties in financial planning; physical or emotional disorders; a mismatch with the demands of the job market; and fragility of family and community ties.

**Low** – temporary economic difficulties, family and community ties maintained and readiness for changes.

courses, school researches, job-hunting, among other activities.

**Additional Health Care** | Those registered at Unibes's Social Service can count with attention to physical and mental health services, such as: dentistry, physical therapy, speech therapy, psychology, among other specialties. To this end, the Institution maintains a team of hired professionals and volunteers.

**Occupational Therapy** | Initiative that aims to promote the social inclusion of those physically or mentally afflicted. The work of the occupational therapists contributes to the strengthening of community ties of those assisted and includes the monitoring of the autonomy conditions of these patients.

**House Calls** | Program carried out by volunteers to provide assistance to those physically or mentally afflicted and in situation of sociocultural isolation. As a result, Unibes has a group of volunteers trained and guided by technical staff.





A venue that welcomes,  
transforms and extends the  
cultural scene of São Paulo

**370.000**

was the public received  
since the inauguration

**3.500**

ACTIVITIES

**390**

musical  
performances

**369**

CHILDREN'S  
ATTRACTIONS

# Culture

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UNIBES BELIEVES THAT, BY PROMOTING ACCESS TO CULTURE, THROUGH A VARIED, FREE AND QUALITY PROGRAMMING, IT IS POSSIBLE NOT ONLY TO DEMOCRATIZE KNOWLEDGE, BUT RECONNECT PEOPLE TO THEIR INNER BAGGAGE, PRIVILEGING THE BEING AT THE EXPENSE OF HAVING; THE ENHANCEMENT OF KNOWLEDGE IN COUNTERPOINT TO THE CONSUMER DEMANDS OF MODERN SOCIETY.

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Unibes Cultural started its activities in August 2015 as a result of studies carried out in previous years in order to define a new proposal for the city of São Paulo: thinking culture as a vector of social development, as well as education, health, income generation and other activities carried out by Unibes for over 100 years.

The goal is to go beyond the cultural promotion and reflect on the role of the individual in society of the 21st century, characterized by new technologies and the resulting changes in behavior. As an example, one of the highlights among the attractions of the biennium was the exhibition *Diálogo no Escuro* (Dialogue in the Dark), in which visitors walked through rooms completely in the dark while being guided by the visually impaired. In addition to having the public exploring the other senses of the body, the show had empathy as key message making it seminal in a society increasingly complex.

The schedule is planned on the basis of objectives defined for each audience:

#### Children | Formation of cultural habits

Unibes offers activities for children between 6 to 12 years, aiming to awaken the young ones towards the diversity of cultural expressions. In July 2016, the 'Kids that Rock' took place, with attractions relating to various parts of the world: Russian language workshop, Israeli dance class, Spanish storytelling, Italian cooking, Korean calligraphy workshop, Czech tradition lesson, among others. Each day of the week was dedicated to the presentation of customs and tastes of a country or region. The program still included theater and film sessions and festive activities.

#### Youngsters | New possibilities of fulfillment

This public aspires for transformation and participation in society. Through activities in the areas of innovation and creative economy, the program aims to expand the possibilities of access to culture. In this sense, the institution assumes the role of startups' incubator in the area of cultural entrepreneurship. The goal is to cultivate the seeds of future movements,

collectives and organizations of the city. Among the highlights of the calendar, the Perspective Hub has brought a diversity of events that have shed light on the creative and transformative process that promotes paradigm rupture, providing a positive impact on quality of life and human development. It is the innovation linked to processes, products, business model and people. One of the Perspectives Hub's programs was "Voando Alto" (Flying High), developed in partnership with the State of São Paulo's Secretariat of Education. During 2017, thousands of children, young people and public school teachers were trained and impacted by the activities of Training, Sharing and Promotion.

#### Adults | Diversity of thought

The main goal is to keep cultural habits of this audience. The strategy is guided in a variety of themes to attract people with varied interests. Over the past year, courses of geopolitics to history of art, fashion workshops, debates on digital culture, movie releases, workshops on entrepreneurship, among other activities were carried out.



Unibes understands culture as a vector for human development.

#### Seniors | Reinvention in society

The public above the age of 50 who attends Unibes Cultural understands that there isn't an established model for a longevity project in the 21st century. The program offered aims at building a new paradigm, keeping seniors active and with ability to reinvent their role in society by means of culture and of other perspectives. In 2016, one of the highlights was the second edition of the Virada da Maturidade (Maturity Agenda), with lectures, workshops on the use of apps, chat groups about the film 'Calendar Girls' and debates on aging in literature. The movement Lab60+ also stood out, which brought together organizations of all sectors in order to discuss and propose positive responses for longevity.

Despite the age group divisions, attractions are planned to promote the integration of people of different generations. Within the range of offerings for the entire family, the Pátio Cidade was performed weekly in 2016, with music shows, art fairs, photo exhibitions, food trucks, among other activities. The exhibitors are entrepreneurs, designers, photographers, and editors of independent publications and exponents of the new creative economy of Sao Paulo.

The institution, this way, assumes not only the role of public maker, but also the agent transformer of the cultural scene. The strategy is not creating a new agenda for Sao Paulo, but rather enhancing what already exists through venues, meetings, debates and reflections for all those who want to help prepare the city for the future.



## SOCIAL NETWORKS

### Facebook

+ 75.033 likes  
+ 75.083 followers

### Instagram

+ 8.142 followers  
+ 1.350 posts

### Twitter

+ 466 followers  
+ 3.063 tweets (posts)

### YouTube

+ 1.267 registered  
+ 296 videos posted  
+ 235.380 views



# Sustainability and institutional development

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UNIBES THINKS OF SUSTAINABILITY EVERY DAY, AND THE TOP MANAGEMENT OF THE INSTITUTION IS COMMITTED TO ITS IMPLEMENTATION THROUGH SPECIFIC STRATEGIES AND ACTIONS THAT REFLECT ITS VALUES, MISSION, PRINCIPLES AND POLICIES.

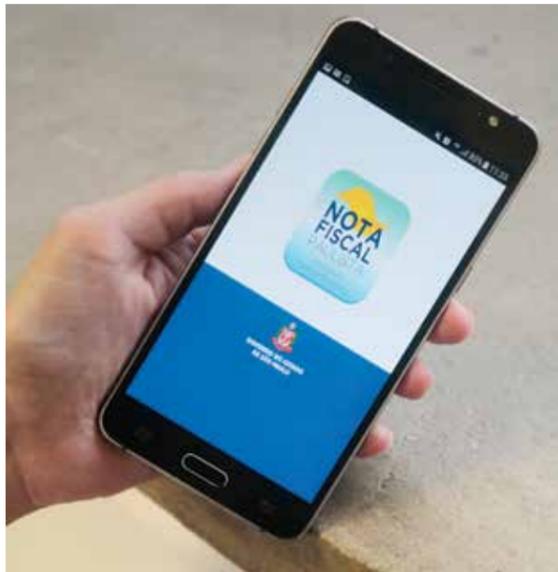
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One of the main challenges of Unibes at present is to ensure the expansion of the initiatives undertaken autonomously and sustainably. Areas have been developed, for this reason, aimed at diversifying sources of fundraising and the extension of the potential for social transformation—by which the institution has been recognized for over a hundred years. The following therefore stand out:

**Courses, lectures and exhibitions** | The calendar is carried out by Unibes Cultural with admission charges. The amount collected is reversed in full for cultural programs.

**Incentive laws** | In order to make Unibes's actions feasible, donations are collected through laws of cultural incentive: Rouanet Law (Federal) and State and Municipal laws.

**Adopt a Future** | Initiative that encourages the donation of a monthly fee to be allocated to cultural activities, leisure and education offered by the Children and Adolescents Center.



**Invoice** | The donations of tax coupons will be made by the website or App of Nota Fiscal Paulista directly to Unibes. The donor must inform the CPF at the time of purchase to donate through the site. If the donation is made by the App, the CPF should not be informed. The donations are reverted to the various social programs of the institution.

**Corporate Donations** | Partnerships established with companies from all segments are essential so that the institution can develop different programs. This is the example of the training courses and of the Young Apprentice Program that receive financial support, donations of equipment and even the help of corporate volunteers. This is a way of allowing thousands of young people to join the job market once these partnerships also require the hiring of young people trained by Unibes in partner companies.

**Bazaar** | Department dedicated to the administration of five shops. The earnings are reverted to social service initiatives. Learn more below:





# Bazaar

Solidarity does not go out of style in the five units of the Bernardo Goldfarb Bazaar, one of the most traditional of the city of São Paulo. This is because, through it, Unibes receives donations of clothes, toys, furniture, appliances, utensils and other products and reverts 100% of the result of sales for the maintenance of the activities undertaken in the area of social services.

However, between the donations and sales, the goods are intended first to families assisted by the institution and to people in situations of high social risk or vulnerability (according to Protocol with the City Council of São Paulo).

The surplus is sold for the purpose of generating resources for the institution, expanding the social purpose of this initiative.

Quality is a trademark of the shops, which include goods registered with barcodes, software for cubage calculation and inventory tracking, call center, logistics operation and

support of a fleet with 7 trucks that circulate throughout the greater São Paulo and take an average of 2000 pieces per day for sorting at the distribution center in the Bom Retiro neighborhood in São Paulo.

The activity has raised 19% of the total budget of the institution in the last biennium.

At the end of the fiscal year of 2016, two trucks that could no longer run were adapted and installed as Bazaar trucks at Unibes Cultural. One more point of sale products, specially created for the frequent goers.

of **15%**  
To **20%**

increase of the Unibes Bazaar in relation to the institution's revenue between 2015 and 2016



# Administration

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THE SOUNDNESS OF THE RESULTS REFLECTS THE COMMITMENT OF THE PEOPLE TO WHICH UNIBES IS GRATEFUL. THE INSTITUTION DOES NOT PROVIDE PAYMENT TO THE MEMBERS OF THE EXECUTIVE BOARD, IN ACCORDANCE WITH DECREE No 7,237/2010, WHICH DESIGNATES IN FULL THE REVENUES TO SOCIAL ASSISTANCE.

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Recognized in the third sector for a transparent and quality administration, the institution is in a steady pace of improvement. In 2016, the Enterprise Resource Planning (ERP) was implemented, an information system that integrates all data and processes of an organization, providing a financial systemic view of all units.

Annually, each of the social programs developed by the units of Unibes draws up a report with complete information about all that was accomplished in the previous year and of the results achieved.

The goal is to report to public agencies and to the institution's partner private firms. In that same report, each unit also presents its own planning, with the actions that will be developed and the budget needed for implementation. The plan of action is thought to promote continuous improvement, innovate and add new differentiators to services offered to users.

## Marketing and communication

The Marketing and communication area of Unibes works to expand society's knowledge about the work of the institution, as well as promoting attitude changes in individual and collective areas. It is a steady work and with views over the long term.

The activities are planned to integrate internal and external strategic actions. Among the tools used are owner and social media—Facebook, Instagram and Twitter—, complementing traditional marketing practices —implemented through partnerships.

In addition to technical knowledge, the professionals involved in this work, accumulate experience in the areas of business, finance, team management, leadership, innovation and creativity.



Among the activities undertaken by the Department are:

- Prospecting and production of guidelines for release in the internal channels of communication in order to inform and update employees, volunteers and advisors about the actions carried out by the units of Unibes. For external audiences, such as partners, donors, government agencies, and society in general, the themes released also help to showcase all of the entity's accomplishments, its key challenges and achievements, as well as results and stories of success.
- Photographic Production and filming of events held for the historical records of the institution.

- Creation and production of brochures and electronic or printed materials for the promotion of activities.
- Management of digital media, such as Facebook, Instagram, LinkedIn, Twitter, and Google, as well as ongoing monitoring of the results and preparation of analytical reports.
- Development and updating of content of Unibes and Unibes Cultural websites.
- Support of the development of reports and materials for the area of Fundraising and for the relationship with target audiences.
- Creation and production of institutional materials such as management reports for sponsors and presentations for all units and programs developed by Unibes.
- Negotiation with suppliers and development of partnerships.
- Mailing updates.

## Fundraising

The main role of this area is to obtain necessary funds for the maintenance of the programs and activities carried out by Unibes. Resources can be obtained through sponsorships, financing of projects or partnerships for donation of products and services.

In effect, it is a very strategic activity, since the institution depends largely on the success of this effort to carry out social programs.

The area, in partnership with the communication and marketing team works on relationship building and awareness raising of potential donors (individuals, legal entities or government), identifying the alignment between donors with projects, developing channels of communication and ensuring the image and the values of the institution, as well as the compensation and accountability transparency.

Companies that are interested in associating their image with sustainable social development include the support of consultants to customize solutions and think on the formatting of new projects, as long as within Unibes's scope of activities. This allows the company to assume a distinct position, with the support and experience of an institution that has been a benchmark in the third sector for more than 100 years.

# Forms of Financing

## LEGAL ENTITIES

Through income tax exemption, contributions can be made for the financing of projects through sponsorships or donations, using existing Cultural Incentive Laws, for sports and to the Municipal Fund for the Rights of Children and Adolescents (FUMCAD).

## INDIVIDUALS

Represents a more extensive work and which essentially depends on communication to generate motivation and commitment to the cause and projects developed by the institution. Contributions can be made using income tax exemption or through program donations, such as the program Adopt a Future.

## GOVERNMENT AGENCIES

Partnerships with the Government at Federal, State and Municipal levels, which entails responding to public RFP's, the monitoring of action plans, and the fulfillment of obligations and responsibilities, within the established deadlines for the submission of reports and regular delivery of accounts.

## FOUNDATIONS AND INTERNATIONAL BODIES

Made by large donors, occurs through projects and sympathy with the cause.

The funding for these projects can be obtained in Brazil, or in International Agencies and Foundations. To raise funds outside of the country, Unibes has an International Collection Department which is responsible for membership in CAF America—Charities Aid Foundation of America—, and The Resource Foundation (TRF); both act in the mediation between the American donors interested in supporting causes worldwide, ensuring not only a full tax rebate—as if these donors were supporting causes in their own country—, but also the reputation

of the institution to which the values are intended. The certification to act as an accredited institution in these international bodies was acquired by Unibes in 2011.

Among some of the companies that are part of large donors and are partners with Unibes's projects, are: Bank of America, Deutsche Bank, Foundation Accor, Johnson & Johnson, Michel Bloomberg &, Sage Foundation, TVML Foundation, UBS Bank, among others.



# Term 2018/2020

**Executive President** | Denise Zaclis Antão

**Operational Board** | Abram Abe Szjman, Bernardo Parnes, Boris Ber, Célia Kochen Parnes, Celso Lafer, Claudio Luiz Lottenberg, Denise Goldfarb Terpins, Jayme Brasil Garfinkel, Leo Krakowiak, Luis Stuhlberger, Marcos Arbaitman and Meyer Joseph Nigri

**Lifetime Board Members** | Abrão Goloborotko, Anna Jakobowicz, Anita Schuartz, Antonieta Felmanas, Beirel Zukerman, Bruno Laskowsky, Carlos Shehtman, David Stuhlberger, Dora Lucia Brenner, Kurt Wissman, Luiz Jayme Zaborowsky, Marcos Kertzmann, Moisés Mirocznik, Moysés Waldshtein, Nathan Herchkovici, Oscar Juziuk, and Regina First.

**Honorary President** | Anita Schuartz

**Vice Presidents** | Barbara Regina Lerner, Gabriel Zitune, Liora Steinberg Alcalay and Maria Albuquerque Zanforlin

**Executive Officers** | Rigo Sivek, Moshe Sendecz, Lísias Laurentti, Fanny Michaan Terpins, Patricia Lerner Sereno, Theodoro Flank, Ahuva Flit, Ida Ebel Cohen, Daniel Motta, Cynthia Rabinovitzane, Fabiane Satler, Nicole Rouben, Susan Koln, Carmen Shivarche and Breno Zolko

**Advisory Board** | Abram Berland, Abrão Bernardo Zweiman, Airton Sister, Alberto Blay, Carlos Schuartz, Chulamit Terpins, Edgar Gleich, Ester Adriana Gottschalk, Etejane Hepner Coin, Eugênio Vago, Fernando Blay, Fernando Ferrari Duch, Gilberto Tanos Natalini, Harry Davidowicz, Israel Grytz, Jack Leon Terpins, Jacques Sarfatti, Jairo Okret, Jayme Blay, Joel Rechtman, Lilia Klabin Levine, Luis Gaj, Luiz Kignel, Marcelo Felberg, Mario Fleck, Mendel Lukower Neto, Moisés Singal Gordon, Naum Rotenberg, Nessim Hamaoui, Ricardo Berkiensztat, and Bruno Assami

**Supervisory Board** | Bruno Laskowsky, Mauricio Lafer Chaves, Renato Ejnisman, Ricardo Radomysler, Ury Rabinovitz, Uri Eric Arazi

# Human Resources

UNIBES HAS A STAFF OF 384 EMPLOYEES COMMITTED TO A PLANNED AND SUSTAINABLE GROWTH OF THE INSTITUTION.

**398**  
total employees

**51** in the administrative areas

**227** in the social programs

**72** at the Distribution Center and at the Unibes Bazaar shops

**48** at Unibes Cultural



## Employees

The growing demands of the population and of the Jewish community, as well as the strengthening of the relationship with Public Authorities, have been demanding increasing professionalism of the staff—from management to operation. Investments in training and hiring of skilled labor have therefore been essential. This stresses the understanding that education and commitment of employees continue being the main foundations of the success of the services provided.

## Volunteering

Volunteering is the institutional culture of Unibes once it contributes to the optimization of resources and the maximization of results. At the end of 2016, there were 205 volunteers registered in the database of the institution. This public carries out a variety of activities that encompasses management, such as the members of the Operational Board and the Executive officers; and operations, such as organizing events, partnerships for fundraising, reception of visitors in the units and presentation of the work of Unibes in forums, conferences and seminars. The function of each one is defined according to affinities, skills, age and degree of professionalism.

Among the volunteers, there are those whose life story intertwines with that of the Unibes—because they have been working in the institution for more than 50 years—and there are the young ones, who play activist roles in their social circles—involving more people to this cause. There is still a new form of volunteering—the corporate volunteering—which has been mobilizing companies of the second sector and their employees for this purpose. It is an activity, therefore, that unites people in one same path towards the consciousness of social purpose and the transformation of scenarios for thousands of people assisted.



**205**  
active volunteers

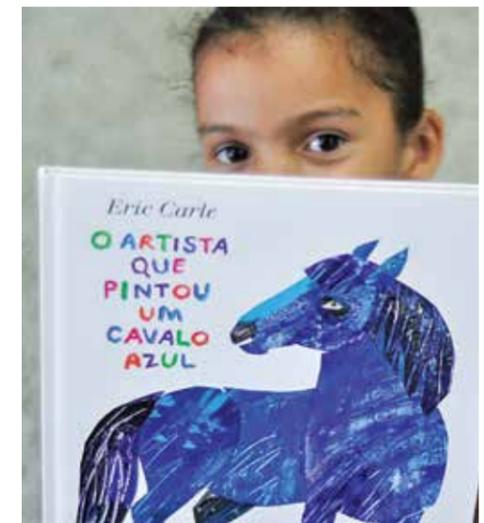
**91** volunteers as Executive Officers

**87** weekly volunteers

**105** volunteers who have been with us for over 10 years

## VOLUNTARY CORPORATE ACTIONS IN PARTNERSHIPS WITH JEWISH INSTITUTIONS, SCHOOLS AND COMPANIES

	2015	2016	2017
companies	8	9	17
Schools and institutions	24	26	13



# How can you help?

## **Donate**

(55 11) 3123-7328 or [unibes@unibes.org.br](mailto:unibes@unibes.org.br)

## **Donate to Unibes Bazaar**

(55 11) 3226-7266/ 7816-1991 or [baazar@unibes.org.br](mailto:baazar@unibes.org.br)

## **Be a volunteer**

(55 11) 3123-7323 or [voluntariado@unibes.org.br](mailto:voluntariado@unibes.org.br)

## **Adopt a Future**

(55 11) 3227-0598 or [adoteumfuturo@unibes.org.br](mailto:adoteumfuturo@unibes.org.br)

## **Be a corporate partner**

(55 11) 3123-7312 or [parcerias@unibes.org.br](mailto:parcerias@unibes.org.br)

## **Hire our youngsters**

(55 11) 3227-0598 or [capacitacaoprofissional@unibes.org.br](mailto:capacitacaoprofissional@unibes.org.br)

## **Sponsor cultural projects**

(55 11) 3065-4333 or [marketing@unibescultural.org.br](mailto:marketing@unibescultural.org.br)