Annual Report 2025

To change the way things are, we must first broaden our horizons and ensure access to fundamental rights.

ARCA

A educação como caminho

Summary

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Interactive report. Use the buttons to navigate between the different sections of the document. Enjoy reading!

Introduction

For 25 years, Arca has been paving the way for transformation in the Vila Prudente favela. This work begins in childhood, continues through adolescence, and continues to support dreams, challenges and life plans into adulthood. We are convinced that breaking the cycles of vulnerability requires time, a constant presence and continuity. That is why our work integrates education, social support and productive inclusion into a journey that broadens horizons, strengthens bonds and creates real opportunities for human development.

At Arca do Saber, children and teenagers find a safe space for community life, culture and learning. At Arca do Crescer, young people and adults have access to vocational training, support, a welcoming environment and practical ways to generate income and achieve independence.

At the same time, we run two self-financing initiatives - Le Pain and Arca do Fazer - which also serve as vibrant spaces for training, work and productive inclusion, combining creativity, dignity, income generation and institutional strengthening.

Our work has its roots in the local community and remains deeply embedded there. We work within the Vila Prudente favela, recognising its challenges, but also its potential, its talents and its networks of solidarity. It is from this daily engagement that initiatives emerge which are more in tune with the community's real needs.

Arca's history also includes a significant encounter between Brazil and France. Since its inception, this relationship has strengthened exchanges, the mobilisation of resources and cultural interactions

and the partnerships that broaden our horizons and sustain our work over time.

Beyond simply counting the number of interventions, we seek to understand the transformations taking place. That is why we continue to develop human development indicators capable of measuring not only access, but also self-esteem, future prospects, a sense of belonging and autonomy.

This report presents the key results, lessons learnt and impacts achieved throughout 2025. It captures stories, connections and concrete movements of collective transformation, because for Arca, transforming realities begins with broadening horizons and ensuring access to rights.

How to read this report

Throughout this publication, the United Nations **Sustainable Development Goals (SDGs)** are linked to the organisation's key priorities and to the indicators used to monitor outcomes and impacts.

We seek to foster a monitoring culture capable of capturing the human and social transformations linked to education, social protection, productive inclusion, self-esteem, a sense of belonging, future prospects and autonomy.

This approach reinforces Arca's commitment to increasingly strategic, transparent action geared towards **long-term social transformation.**

MESSAGE FROM THE EXECUTIVE COMMITTEE

Strengthening structures to create more opportunities

We are pleased to present the 2025 Annual Report, a year that marked a turning point in Arca's history. This document outlines the structural changes we have undertaken and reaffirms our commitment to every person who is part of our story.

In 2025, we took a decisive step forward in our governance. The creation of a non-statutory executive committee enabled us to implement, with agility and determination, the changes that the moment demanded. At the same time, we established a Franco-Brazilian board of directors, with pluralistic and legitimate representation of all stakeholders, thereby ensuring that strategic decisions reflect the diversity and complexity of the challenges we face.

This new governance structure has accelerated a crucial shift: placing the beneficiary at the heart of every action, every project and every investment. For this change to be meaningful, we first had to engage in some soul-searching. We have acted with clarity and transparency in all internal processes, fostering much better integration between teams. We recognise that we are moving towards an increasingly horizontal and participatory leadership style, but we know there is still a long way to go.

We continue to ensure that decisions are taken collectively, in a spirit of active listening and shared responsibility. This environment has strengthened the sense of belonging and enabled every professional to give their best.

The major challenges and strategies for the future have been identified with both courage and realism. Among these, it is worth mentioning the acquisition of the Salão do Povo, an iconic building in the favela that we hope to transform into a major entrepreneurship centre.

We know that once this project is realised, we will be able to boost our social activities, reach more beneficiaries and have an even greater impact within our community.

At the same time, we are also gaining new momentum in our work with state schools. The support we offer, by providing technological knowledge combined with concepts of community, hospitality, connection to the local area and so many other valuable themes addressed within the framework of social support which are so essential to the education of children and young people, has been very well received by pupils and teachers alike. Our aim is for schools to be able to incorporate these aspects into the support they provide for pupils, going beyond the school curriculum. We believe this has the power to transform, enabling us to educate the whole person.

We continue on our path with the certainty that we are on the right track. We thank all those who walk alongside us - staff, partners and beneficiaries - for their trust. May 2026 be another year of collective building and real impact.

The Management

Key figures for 2025

585
people directly affected by Arca's work

2 340
people indirectly affected by Arca's activities

564
certificates issued by Arca do Crescer

67 %
young employees after their training

81 800
meals served throughout the year, including lunches and snacks at Arca do Saber and Arca do Crescer

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About us

25 years dedicated to success

Who are we and what is our mission?

Arca is a Franco-Brazilian charity that has been creating success stories for 25 years. It runs programmes for children, young people and adults, and promotes education, social support, cultural, sporting and language activities, digital inclusion, vocational training, entrepreneurship and income generation in the Vila Prudente favela and the surrounding area.

We believe that people in vulnerable situations face major obstacles to breaking the cycle of poverty. That is why we promote their empowerment by giving them access to opportunities and broadening their social and cultural horizons, whilst carrying out initiatives in the fields of education, social support and productive inclusion.

Our work integrates childhood, youth and adulthood into a continuous journey of human development.

Where are we?

in São Paulo's oldest favela, to set up a social support network

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Low access to sports

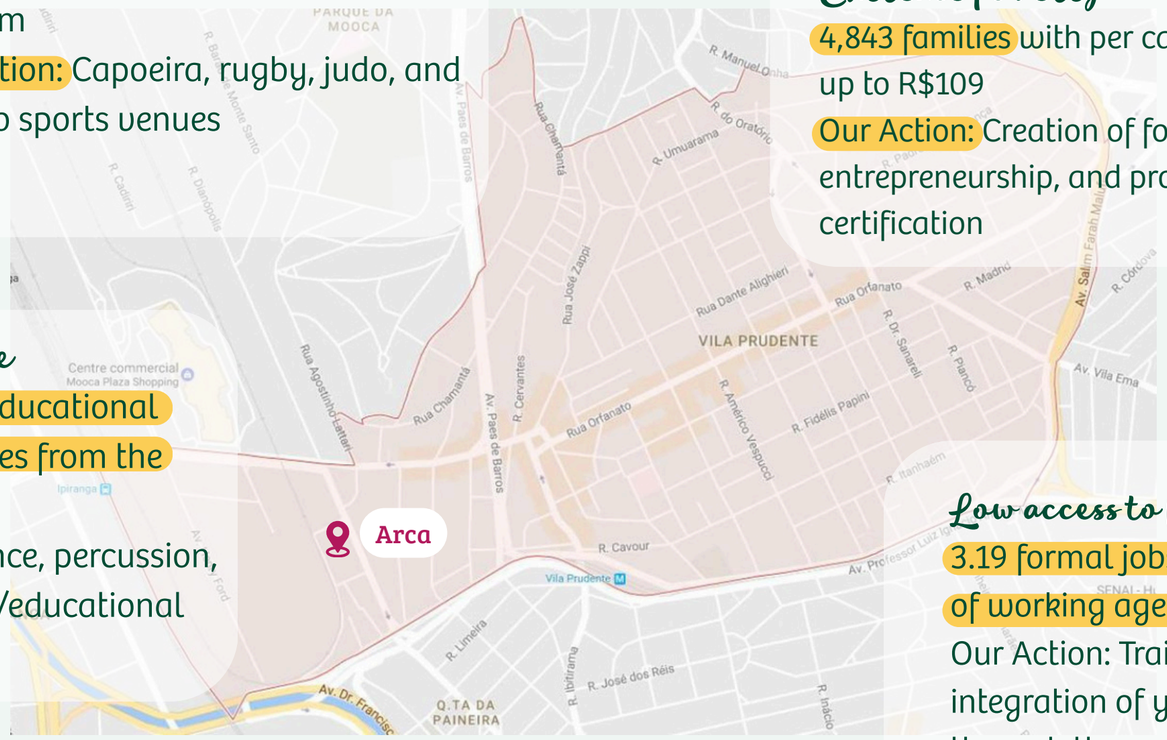
Only one free sports center, 4 km from the slum

Our Action: Capoeira, rugby, judo, and visits to sports venues

Extreme poverty

4,843 families with per capita income of up to R$109

Our Action: Creation of formal jobs, entrepreneurship, and professional certification



Low access to culture

Unified Libraries and Educational Centers 15 to 30 minutes from the community

Our Action: Circus, dance, percussion, capoeira, and cultural/educational outings

Low access to formal employment

3.19 formal jobs per 10 inhabitants of working age

Our Action: Training and professional integration of young people and adults through the employability sector

Sources:

- São Paulo City Hall. Sub-city halls and districts: https://capital.sp.gov.br/web/subprefeituras/w/municipio-de-sao-paulo-subprefeituras-e-distritos-municipais
- Sustainable Cities Institute. Map of Inequalities 2024: https://institutocidadessustentaveis.shinyapps.io/mapadesigualdadesaopaulo2024/
- São Paulo City Hall. Sports Centers: https://capital.sp.gov.br/web/esportes/w/centros_esportivos/44154
- São Paulo City Hall. Neighborhood Libraries: https://capital.sp.gov.br/web/cultura/bibliotecas/bibliotecas_bairro/bibliotecas_m_z/ricardoramos
- Social Assistance Diagnosis – 15th Municipal Conference, 2023

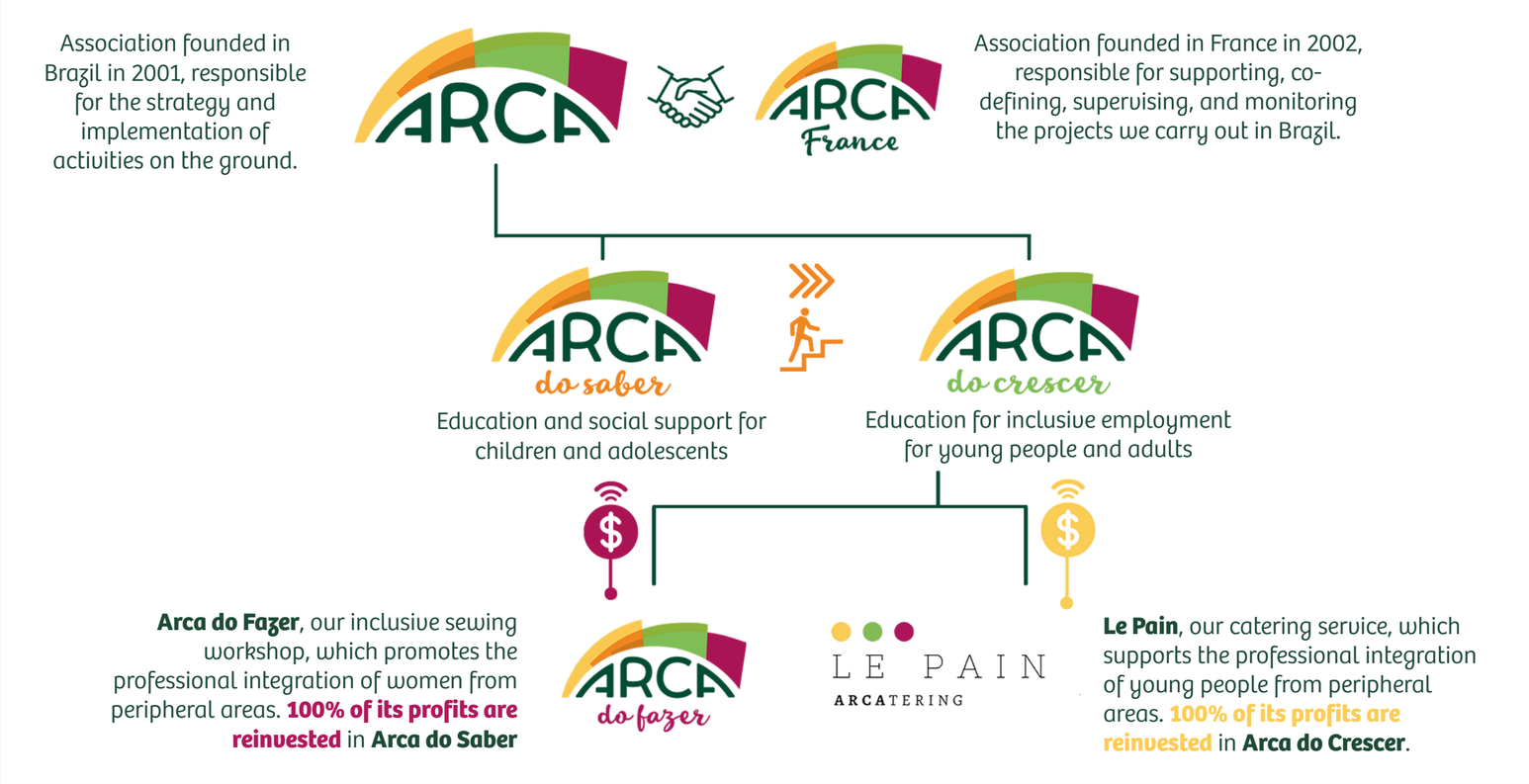
Awards and certificates

Recognised since 2019 by the 'Doar Gestão' label, a benchmark for good governance practices in the tertiary sector, Arca was awarded the transparency label by the Certificadora Social in 2025, thereby reinforcing its commitment to integrity, transparency and responsible management.

For the third consecutive year, Arca has been awarded the Human Rights and Diversity Label by São Paulo City Council. In 2025, this award was granted for the project 'From Digital Literacy to Productive Inclusion', adding to the certifications obtained in 2023 (ConectArca) and 2024 (Rugby: Values in Play and Women's Recovery). This label reaffirms our commitment to human rights, diversity and inclusion.

For the fourth consecutive year, Arca has been awarded the São Paulo City Council's Racial Equality Label, an accolade that recognises initiatives aimed at promoting racial equality and combating racism. This label reinforces our commitment to social justice, diversity and inclusion.

Ecosystem



Alliance that make a difference

Arca emerged from the encounter between Brazil and France. It all began in the 1990s, when French nun Bernadette Marchand created a sewing workshop with women from the Vila Prudente favela, starting a journey that culminated in the creation of a CCA (Children and Adolescents Center) and a productive inclusion center.

Today, we continue as a **Franco-Brazilian NGO**, with active support from French volunteers and partners. **Arca France is part of our governance**, contributing to fundraising and strategic planning—a living bridge for social transformation.

LEARN MORE
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Our team

BOARD OF DIRECTORS

France / Brazil - Corporate

Corinne Fontenelle

Brieuc Pont

Arca France

Evelyne Debrosse

Fréderic Rio

Education

Gustavo Pugliese

Edgard Barki

Territory

Jasiel Silva

Cristiano Cardoso

Partners/companies

Sandrine Ferdane

Jean de Lataillade

Sonia de Demandolx

Working groups

- The association's visibility and reputation
- Risk mapping analysis
- Education at both centres (Arca do Saber and Arca do Crescer)
- Fundraising
- Impact measurement
- Development strategy (management and oversight / strategic partners)

FRANCO-BRAZILIAN BOARD OF DIRECTORS

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President

LUCIE SOCRATE
Vice-president

SERGE PIZOT
Treasurer

BENJAMIN DE GROC
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NICOLAS DEVEMY
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Solicitor, Gaia Silva Gaede Law Firm

LUIZ PERETTI
Solicitor Souto Correa Law Firm

FRÉDÉRIC DYÈVRE
Engineer, Paradigmax

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Managing Director

OPERATIONS TEAM

JOELMA SILVA
Manager
Arca do Saber

CHRISTIAN AMENDOLA
Manager
Arca do Crescer

LETÍCIA NAKAZONE
Communication

DYEGO SÉRVOLO
Social coordination

NAYARA LIMA
Partnerships and evaluation
Arca do Saber

FERNANDO MELONI
Partnerships and evaluation
Arca do Crescer

DAIANA SILVA
Coordinator
Arca do Fazer

MÔNICA BERNILS
Coordinator Le Pain

PATRÍCIA FILIPE
Finance Coordinator

COLLABORATORS

Arca's work is underpinned by a multidisciplinary team of professionals who contribute to the development of the organisation's initiatives in the fields of education, social support, employment integration and community building.

The association seeks to create a working environment based on strong bonds, collaboration and continuous development. The loyalty of many staff members over the years reflects the organisation's commitment to valuing individual journeys and building relationships of trust, which reinforce the continuity of the social work carried out on the ground.

The link between the team and the community is also a key aspect of our work. A significant proportion of our staff grew up or still live in the Vila Prudente favela, which helps ensure our work is closely attuned to local realities and in tune with the needs and potential of the area.

Diversity within the team also helps foster a range of perspectives and representation within the organisation, thereby contributing to institutional practices that are more inclusive and in tune with the social context in which we operate.

40
collaborators

65 %
are women

62,5 %
employees identify as mixed-race or Black

52,5 %
grew up or still live in the Vila Prudente favela

ONGOING TEAM TRAINING

Throughout the year 2025, the team also participated in training and awareness-raising activities on topics that are essential for strengthening care, community life, and socio-educational action, including:

- non-violent communication
- active listening
- the inclusion of children with disabilities
- best practices at work
- children at the heart of climate action
- awareness on the occasion of the National Day Against the Sexual Exploitation of Children and Adolescents.

VOLUNTEERS

Volunteering has been an integral part of the history of Arca since its creation and continues to play an important role in strengthening the actions carried out by the association.

Throughout the year, we welcome volunteers from Brazil and other countries who collaborate on different fronts, sharing their knowledge, experiences and providing support to institutional activities. The historical presence of French volunteers reinforces the Franco-Brazilian character of Arca and contributes to cultural and human exchanges that enrich the repertoire of the organization.

Arca also develops corporate volunteering initiatives in partnership with companies and groups that participate in collective actions, participatory workshops and activities aimed at strengthening the spaces and projects of the institution.

more than
246
volunteers participating in the various activities of Arca, in Brazil and abroad, including the volunteers of Arca France

23
volunteer members of the steering committee of Arca France, the steering committee of Arca Brasil, the fiscal council and the board of directors

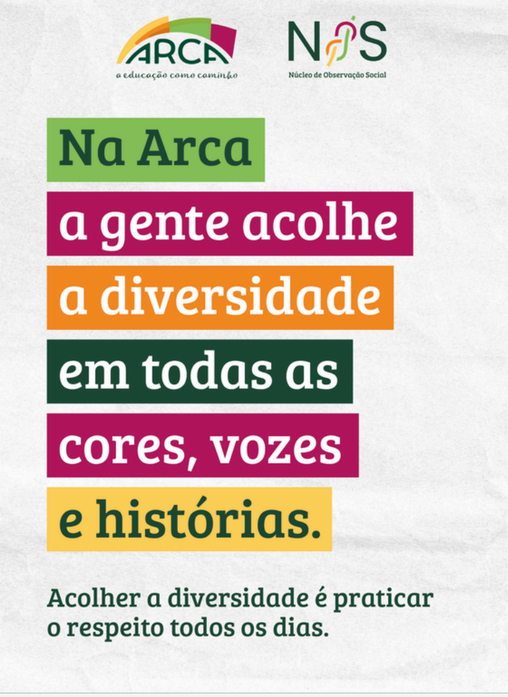
13 037
volunteered hours

Group NÓS

In 2025, NÓS - Social Observation Center - continued its role of strengthening the institutional culture of Arca, establishing itself as a space for listening, reflection and promoting practices in line with human rights, diversity and respect in relationships.

Created in 2024, the center was born with the desire to contribute to the construction of an ever more ethical, safe and welcoming organizational environment. Throughout this year, NÓS has expanded its field of action through thematic actions, awareness-raising meetings and initiatives aimed at raising the team's awareness on topics that are fundamental to institutional daily life and for social action in the field, along with a few posters of the campaigns carried out each month throughout the year.

The activities addressed different dimensions of kindness and cohabitation, promoting dialogues on respect for differences, fight against discrimination, mental health, equity, active listening and strengthening labor relations. The center also continued to serve as a space for support and observation of institutional dynamics, helping to identify challenges, encourage reflection and strengthen practices in line with Arca's values. The internal channel of listening and reception remained active throughout the year, reinforcing the institutional commitment to the prevention and responsible treatment of possible situations of violation of rights.



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Our impact model

Our impact model

Understanding impacts, defining priorities and monitoring concrete transformations: it is from this vision that Arca develops its impact model, linking the theory of change, materiality and the SDGs to human development on the ground.

TOPICS

- Global education
- Professional integration
- Global health
- Governance and institutional sustainable development

RELATED SDGs

Over the past three years, Arca has strengthened its institutional structures with a clear objective: to better understand the impacts of its actions, define its priorities and chart development directions for future cycles.

This process was based on three complementary tools:

1. Theory of change - The roadmap

It starts from the territory's concrete problems, low level of education, socio-emotional fragility, job insecurity, lack of prospects, and organizes Arca's action around two axes: education, social assistance, and productive inclusion. The link between these two axes is the strengthening of autonomy, self-esteem, sense of belonging and future prospects. The theory of change answers the question: what are we going to do and how?

2. Materiality analysis—The compass of priorities

It identifies the most relevant themes for both the organization and its stakeholders (community, participants, team, partners). The result is a list of priorities that indicate where to focus efforts: global education, productive inclusion, social protection, health and well-being, diversity, human rights, community building, governance and impact measurement. Materiality analysis answers the following question: what to focus on and why?

3. SDG (Sustainable Development Goals) — The global benchmark

They link Arca's locally led work to internationally recognised commitments - including quality education, reducing inequalities, health and wellbeing, decent work and institution building. The SDGs challenge us: who are we in phase with?

Why are they complementary?

The theory of change charts the path. Materiality sets priorities within this path. The SDGs show that this path is linked to issues that go beyond the framework of the organization.

Together, these three tools allow Arca not only to measure the activities carried out, but also to track real transformations over time: in terms of self-esteem, social connections, sense of belonging, income, employability and future prospects.

How does it work in practice: Arca mobilizes its team, partners, infrastructure, volunteers and resources to carry out educational, cultural, sports, social welfare and productive inclusion actions. These actions generate results in terms of learning, school perseverance, family strengthening and economic autonomy. Over time, these results contribute to the reduction of vulnerabilities and human development in the territory of Vila Prudente.

In practice

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INPUT

Infrastructure • Team • Partners • Resources • Volunteers • Support networks

ACTIVITIES

Education • Social action • Culture • Sport • Vocational training • Mentorship • Productive inclusion • Income generation

RESULTS

Learning • Self-esteem • Perseverance • Employability • Resumption of studies • Strengthening ties • Broadening skills

IMPACT

Reducing vulnerabilities • Human development • Autonomy • Opportunities for the future • Strengthening communities

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Concrete themes favored by Arca	Related SDGs	Theory of change
Global education	SDG 4	Strengthening of learning, school retention, socio-emotional development, broadening the repertoire and future prospects.
Professional integration	SDG 8	Broadening employability, income generation, self-reliance and productive inclusion of young people and adults.
Social protection	SDG 10	Reduction of social vulnerabilities, strengthening of family ties and access to rights.
Global health	SDG 3	Promotion of well-being, self-esteem, belonging and socio-emotional care.
Environmental sustainability	SDG 12 and 13	Development of environmental awareness and encouragement of sustainable practices in the territory.
Community building	SDG 11	Expansion of community participation, territorial strengthening and support networks.
Governance and institutional sustainable development	SDG 16 and 17	Institutional strengthening, resource mobilization, building partnerships and sustainability of actions.

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Our activities

Arca do Saber

Social protection: to welcome, live together and protect. Arca do Saber is the socio-educational center of Arca that promotes global education, community living and social protection for children, adolescents and families in the Vila Prudente slum.

TOPICS

Global education

Social protection

Community building

RELATED SDGs

For over 20 years, Arca do Saber has been educating and protecting children and young people, whilst extending its support to their families. Its work is centred on three main areas:

Global education
Activities aimed at socio-educational development: cultural, sporting and language-related.

Global development
Promoting physical and mental health. Every day, balanced and healthy meals are provided to all service users, thereby ensuring their right to regular meals, in accordance with the Brazilian Dietary Guidelines.

Strengthening ties with families and the community
Ongoing support for families and a coordinated approach by social services.

Arca do Saber 2025 Key Figures

130
children and young people in care

10
regular workshops on offer

2,142
hours of cultural, sporting and educational workshops

83%
average attendance rate at activities

102
families receiving direct support from the medical and social services team

149
social support interviews conducted

60
home visits

68,100
meals provided in 2025, including lunches, breakfasts and snacks

Education, protection and holistic development

In 2025, Arca do Saber continued to strengthen its role as a place of welcome, sharing, learning and comprehensive protection for children and young people in the Vila Prudente favela.

Throughout the year, 130 children and young people aged between 6 and 15 were supported, reflecting the diversity of the local area and the families supported by the organisation. Of all participants, 57.1% were girls. In terms of ethnic background, 55.6% of the children identified as Black (Black and mixed-race).

More than simply ensuring access, Arca do Saber seeks to create experiences capable of enriching cultural knowledge, strengthening bonds and shaping future prospects.

In 2025, 2,142 hours of cultural, sporting and educational workshops were delivered, divided into ten regular workshops: capoeira, languages, digital citizenship, dance, judo, circus skills, percussion, arts and beach tennis (developed in partnership with the Instituto Jovem BT).

The activities incorporated the various dimensions of human development, creating opportunities for socialisation, self-expression, learning and building self-esteem.

During the year, four in-house events and three educational outings were also organised, broadening the children's access to cultural, sporting and educational experiences beyond the neighbourhood's boundaries.

The children's attendance and commitment remain valuable indicators of relationship-building and social protection. In 2025, Arca do Saber recorded an average attendance rate of 83% at its activities, confirming the relevance of the work carried out with the children and their families.

Personal development, a sense of belonging and the enrichment of one's social skills

Arca is constantly deepening its understanding of the impact it has on the lives of the children and young people in its care. Throughout the year, perception surveys have highlighted significant progress in terms of well-being, self-esteem, a sense of belonging, and social and cultural openness, underscoring the importance of experiences that foster overall development and the building of relationships.

The data shows that children recognise Arca as a safe place for learning, sharing and enjoyment, which strengthens relationships of trust and emotional bonds. Positive perceptions have also been identified regarding self-esteem, the enrichment of cultural and social knowledge, and community life.

These indicators confirm Arca do Saber's role as a space for holistic development, social protection and the strengthening of future prospects.

Strengthening family ties and social protection

Work with families remains a cornerstone of Arca do Saber's activities. In 2025, we carried out 149 social support interviews, 60 home visits, 80 referrals to social services and support networks, as well as 11 meetings and training sessions with families, providing direct support to 102 households.

The data reveal the social complexity specific to the area, where a large proportion of the families supported live on an average income of between half and one minimum wage. In this context, social support plays a fundamental role in social protection, strengthening family ties and broadening access to rights.

Arca strives to build lasting relationships based on care, listening and support with beneficiary families, strengthening bonds of trust and helping to chart safer and more stable paths forward.

Stories that reflect transformation

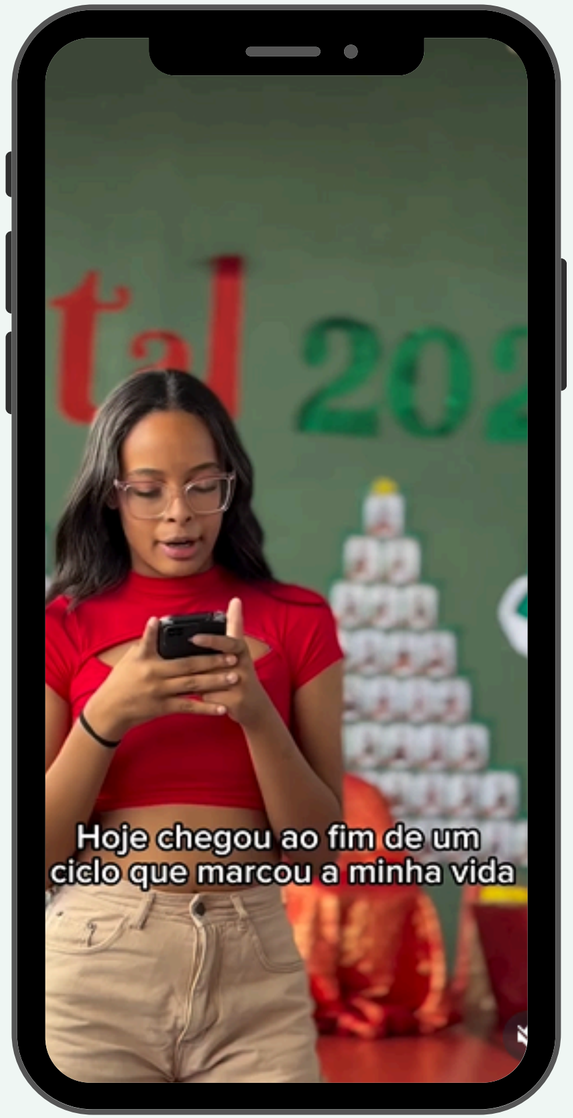
Throughout the year, various initiatives have reaffirmed the impact of Arca do Saber's work on the lives of the children and families it supports.

The experiences gained in the workshops, moments of sharing, educational outings and day-to-day support all help to strengthen self-esteem, emotional bonds, a sense of belonging and prospects for the future.

Testimonials from children such as Gabriela, Igor and Maria Eduarda Santos, as well as accounts from relatives such as Valéria, Micaela and Sandy, provide a concrete illustration of the impact Arca has day by day in the local community.

These stories reveal processes of care, human development and community building that span generations and broaden life's horizons.

> *"Arca wasn't just a place; it was a part of me. Here, I found people who became my family, and these nine years were genuine, intense and truly my own. Thank you for being my home all this time. All of this will remain etched in my memory, like a film I'll always want to watch again." Mirella*



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Rugby

Since 2013, rugby has been an integral part of Arca's work, establishing itself as a powerful driver of human development and social transformation. In partnership with the Pasteur Athletic Club (PAC), the 'Rugby: valores em jogo' project supported 52 children and young people through sport in 2025, promoting learning, community spirit, discipline and the creation of opportunities.

Throughout their time on the project, the young people also gain access to experiences that broaden their cultural, social and personal horizons, with opportunities to travel to other municipalities, states and even countries. These experiences strengthen their independence, sense of belonging and ability to envisage new paths and prospects for the future.

The year 2025 was marked by significant successes. Anne Passos and Rafael were called up to the Brazilian national team, whilst Rafael and Daniel took part in international tours in Argentina, Uruguay and Paraguay. Furthermore, six Arca athletes were selected as among the best in Brazil in their respective categories and are currently training at the High-Performance Training Centre in São Paulo.

Another key achievement was the awarding of grants to support young people aged 17 and over, encouraging them to stay in education and opening up future prospects. At Arca, rugby also helps to instil values such as respect, courage, discipline and selflessness, strengthening team spirit and empowering the young people we support.

Arca do Crescer

Pathways to employment. Arca do Crescer is Arca's centre for productive inclusion, which promotes vocational training, income generation and the development of more independent lifestyles for young people and adults in the local area.

TOPICS

Global education

Professional integration

Community building

RELATED SDGs

Fostering dreams, strengthening career paths and creating more opportunities are integral to the support we provide to young people and adults in the region, through vocational training, personal development and inclusive employment. The key pillars of this work are:

Technical and theoretical training take place in parallel and include psychological and social support.

Contrata AÍ support for employability.

ConectArca, professional and social mentoring programme.

Escola de Empreendedores e Incubadora de Pequenos Negócios, support for entrepreneurship.

Arca do Crescer 2025 Key Figures

455
pupils directly affected, including 175 pupils from state schools

36
vocational training courses completed

564
certificates issued

304
mentoring sessions within ConectArca

67%
of the pupils have found job opportunities

12%
average increase in income among participants receiving support

355
psychological support sessions carried out

13,700
snacks provided to pupils during lessons

Productive inclusion and building autonomy

In 2025, Arca do Crescer expanded training and productive inclusion opportunities for young people and adults in the Vila Prudente favela and the surrounding area, strengthening pathways to self-reliance, income generation and human development.

Throughout the year, 36 free vocational training courses were delivered, totalling 2,900 hours of tuition. This initiative resulted in 1,090 enrolments, 564 certificates awarded and 455 learners directly benefiting from Arca do Crescer's initiatives.

The courses remained aligned with labour market requirements whilst incorporating technical skills, personal development and the strengthening of life plans, promoting not only professional qualifications but also self-esteem, a sense of belonging and prospects for the future.

The dropout rate recorded over the year was 48.3%, representing a total of 286 dropouts. This figure highlights the social challenges faced by participants and reaffirms the importance of implementing ongoing strategies for intake, retention and social support.

Employability, income and access to opportunities

The results observed throughout 2025 demonstrate significant progress in promoting productive inclusion, strengthening economic independence and broadening the future prospects of Arca do Crescer participants.

During the year, 20% of participants were referred to recruitment processes and 67% of the young people involved in our programmes secured a job, demonstrating the improvement in their employability and their readiness for the world of work.

These impacts were also reflected in the participants' educational journeys. During this period, 13 people resumed their studies, 55 returned to secondary school, 13 began higher education and 34 obtained their university degrees, reaffirming the role of education as a lever for empowerment and social transformation.

These advances were catalysed by the support of major partners and institutional funders, including Air France, Instituto Credicitrus, GL Events, Pluxee, Instituto Localiza, Instituto Renault, TMF and Lesaffre, who helped to consolidate the sustainability of our initiatives and extend the reach of the impact generated by Arca.

Human development and socio-emotional support

Arca do Crescer works to promote vocational training by combining it with efforts to build participants' confidence, autonomy and prospects for the future. Data from the study on the development of socio-emotional skills reveal steady progress following the training programme, demonstrating impacts that go beyond the technical sphere to directly affect human development.

With regard to self-esteem and self-confidence, the percentage of participants stating that they 'always' feel confident rose from 41.9% to 53.8%, whilst responses relating to insecurity showed a significant decline throughout the training programme. Notable improvements were also observed in collaborative skills, with the indicator relating to frequent collaboration rising from 57% to 75%.

LThe results relating to the vision of the future also point to significant impacts. The percentage of participants reporting that they are able to envisage a positive future rose from 55.8% to 62.5%, demonstrating the broadening of their personal and professional prospects following their time at Arca do Crescer.

These figures confirm the importance of integrating human development, a caring environment and vocational training at the heart of strategies to reduce vulnerabilities, strengthen independence and broaden life prospects.

Generating income and promoting economic self-reliance

The survey of participants supported by Instituto Localiza highlighted tangible impacts in terms of income generation and the strengthening of beneficiaries' financial independence. Of the 54 respondents, 31 began generating income following their participation in the training courses developed by Arca do Crescer.

The data also indicates a change in participants' average income during the second half of 2025, rising from R$ 2,234 to R$ 2,500, representing an average increase of 12%. These results confirm the contribution of productive inclusion initiatives to expanding economic opportunities and consolidating the conditions for participants' personal and professional fulfilment.

31
Participants began generating income after taking part in the training courses

12%
an increase in participants' average income

Human development, mentoring and inclusive employment

In 2025, Arca do Crescer stepped up its efforts in human development, career guidance and support for entrepreneurship through a range of individual and group support initiatives. Throughout the year, 355 psychological consultations, 326 mentoring and counselling sessions, 22 sessions dedicated to the Negócios Periféricos incubator and 304 mentoring sessions for the ConectArca programme were carried out.

These schemes directly involved 40 participants, offering them emotional support, career guidance, help in structuring life plans and skills development to facilitate their productive integration and personal development.

On the entrepreneurial front, 8 activities were supported within the Escola de Empreendedores and the incubator, whilst 26 participants engaged in entrepreneurial initiatives during the year. These results demonstrate the consolidation of strategies focused on income generation, self-reliance and the development of small-scale activities in peripheral areas.

Stories that reflect transformation

The journeys supported by Arca do Crescer show that productive inclusion goes far beyond access to employment: it is also about restoring self-esteem, broadening the range of possibilities and rebuilding prospects for the future.

Sandra Maria, known as Tia Sam, found in Arca do Crescer a path to professional development and independence after facing unemployment during the pandemic.

What began as the improvised preparation of packed lunches to support her family's needs evolved into a structured business following her participation in Arca's baking course.

Throughout her training, Sandra acquired technical skills and mastered financial management, pricing, planning and communication strategies, strengthening not only her business but also her self-confidence and her vision for the future.

Thanks to the growth in her orders, she has been able to employ another woman from the community – an achievement that perfectly encapsulates the impact Arca strives to make in the local area.

> *I arrived here just wanting to survive, and I'm leaving with the certainty that I can succeed – and even provide work for other women like me. – Tia Sam*

LEARN MORE

Click or access via QR code

SANDRA MARIA – Favela resident / Student at Arca do Crescer / Owner of Pizzeria TIA SAM

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Self-financed operations

Activities that promote self-reliance and sustainability

Creating opportunities, fostering self-reliance and promoting sustainability: it is through this synergy that Arca boosts income, professional development and social impact in the local area.

TOPICS

Professional integration

Governance and institutional sustainable development

RELATED SDGs

Arca firmly believes that productive inclusion also hinges on the tangible creation of economic opportunities. In this context, its self-financing initiatives – Arca do Fazer and Le Pain – foster participants' financial independence and contribute to the organisation's long-term sustainability.

Arca do Fazer promotes the productive inclusion of women in the community through the processes of design, manufacture and management in the field of sewing, by creating original products and bespoke corporate gifts for businesses.

For its part, Le Pain has consolidated its position by offering coffee breaks, brunches and catering services for businesses and events, thereby combining vocational training, revenue generation and institutional strengthening.

As well as boosting revenue and enhancing professional experience, these self-funding activities extend Arca's economic viability and strengthen its capacity to invest sustainably in education, social support and productive inclusion initiatives.

Expanding opportunities

In 2025, Arca do Fazer and Le Pain made significant progress in consolidating initiatives focused on income generation, institutional sustainability and productive inclusion.

Arca do Fazer :

- Restructuring of the workshop's business model;
- Strengthening of the brand's identity;
- Promotion of original, artisanal craftsmanship;
- Launch of the first original Arca do Fazer collection, inspired by the relationship between France and Brazil, thereby cementing the organisation's DNA;
- The rise of the creative economy as a driver of social transformation.

Le Pain :

- Increased production of snacks for pupils at Arca do Crescer;
- Consolidation of its role within the organisation's operations;
- Launch of a snack supply scheme for three social organisations in the eastern part of São Paulo, extending the impact beyond Arca;
- Launch of a range of frozen pães de queijo (cheese buns), diversifying sales opportunities and revenue generation.

Governance and institutional sustainability

Governance, transparency and institutional strengthening

In 2025, Arca continued to consolidate its structures, partnerships and institutional strategies, which ensure continuity, transparency and sustainable development across the region.

TOPIC

Governance and institutional sustainable development

RELATED SDGs

16 PAZ, JUSTIÇA E INSTITUIÇÕES EFICAZES

17 PARCERIAS E MEIOS DE IMPLEMENTAÇÃO

In 2025, Arca continued to strengthen its institutional processes, recognising that social transformation also requires accountability, transparency and organisational sustainability.

Beyond expanding our projects and the services we provide, we have made progress in consolidating the structures that underpin our impact in the region, seeking to ensure that our work is increasingly ethical, effective and in line with best practice in the third sector.

In this context, institutional governance has remained a strategic priority for the organisation. We continue to optimise our internal workflows, monitoring processes, data structuring and control mechanisms, fostering an institutional culture based on listening, accountability and continuous improvement.

The consolidation of the Executive Committee marked a major step forward in Arca's organisational structure, fostering greater synergy between strategy, operations and institutional sustainability.

In 2025, we also continued to refine our policies and guidelines on ethics, diversity, inclusion and institutional integrity.

We also continued to promote voluntary engagement, which we view as an essential expression of social participation, knowledge-sharing and the joint creation of impact.

The year 2025 reaffirmed the need to invest not only in the organisation's grassroots activities, but also in the consolidation of a solid, ethical and sustainable institutional foundation.

Network coordination, advocacy and institutional strengthening

In 2025, Arca continued to strengthen its presence within networks, forums, public spaces and strategic institutional meetings, forging links that foster sharing, learning, advocacy and the consolidation of public policies dedicated to children, young people, social action and human development.

The organisation's involvement in these forums reaffirms its commitment to co-developing solutions for the region and strengthening social protection networks.

Among the year's key institutional highlights were:

- participation in the Vila Prudente regional social welfare conference and the municipal social welfare conference;
- meetings of the Vila Prudente Forum for the Defence of Children and Adolescents;
- an institutional visit to the National Secretariat for Youth;
- an institutional visit to the Ministry of Development and Social Assistance (MDS);
- a visit to the French Embassy in Brasília;

These meetings have helped to strengthen ties, foster dialogue and highlight the expertise developed by Arca in the region.

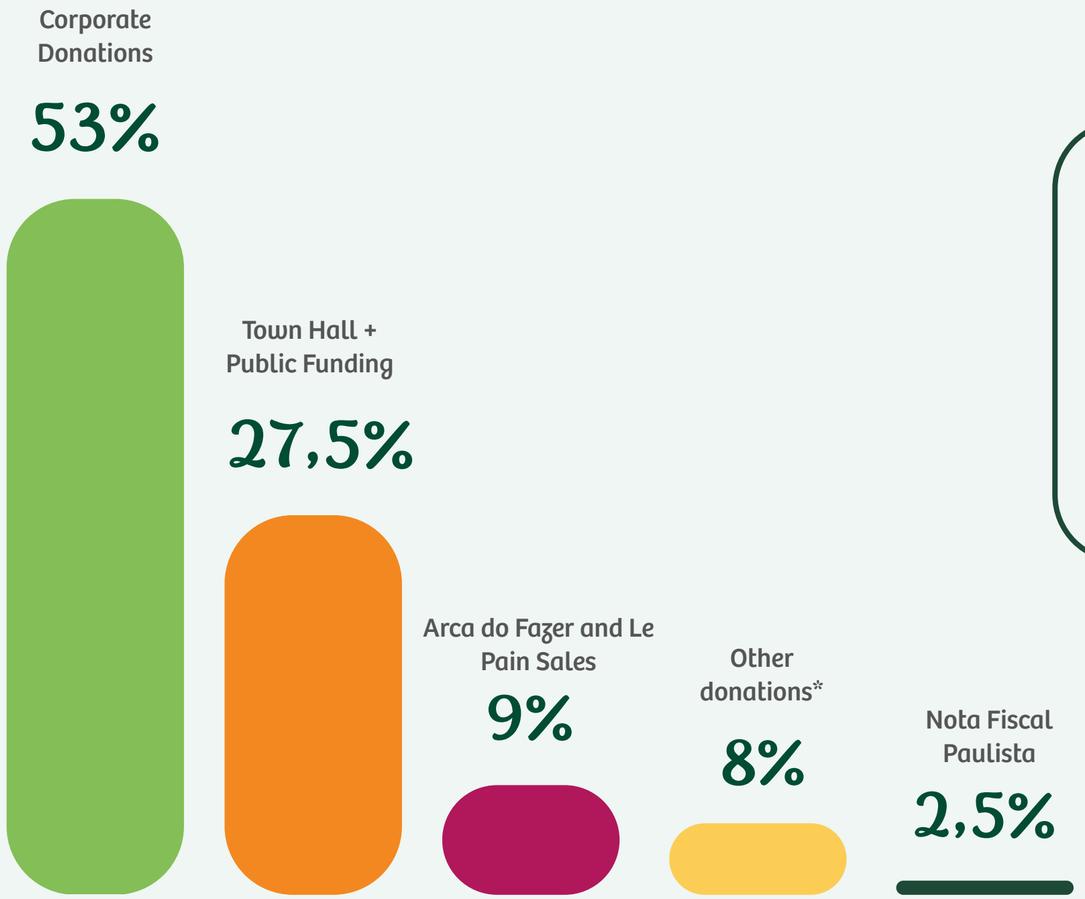
Institutional sustainability and resource mobilisation

In 2025, Arca made progress in developing an integrated strategy for institutional sustainability, bringing together fundraising, partnership relations, impact communication, governance and performance monitoring. This approach reflects a growing shared awareness: the sustainability of a social organisation is intrinsically linked to the development of relationships based on trust, transparency and shared aspirations.

With this in mind, the organisation has stepped up its efforts to diversify its resources, strengthen ties with institutional and corporate partners, optimise accountability practices, and implement strategies guided by evidence and impact measurement (MEL – Monitoring, Evaluation and Learning). It has also made progress in consolidating its self-funded activities, professionalising its institutional frameworks, and establishing an increasingly structured and sustainable operating model for the years ahead.

This process helps to sustain, in an ethical and responsible manner, the continuity of Arca's mission in the region: broadening horizons, fostering autonomy and building pathways for human development through education, social support and productive inclusion.

Financial summary



Total revenue

R$ 3 317,138

Total revenue: R$ 3 317,138

Arca do Saber R$ 1 589,545
Arca do Crescer R$ 1 342,138
Arca do Fazer R$ 161 270
Le Pain R$ 140 054
Financial products : $ 84 130

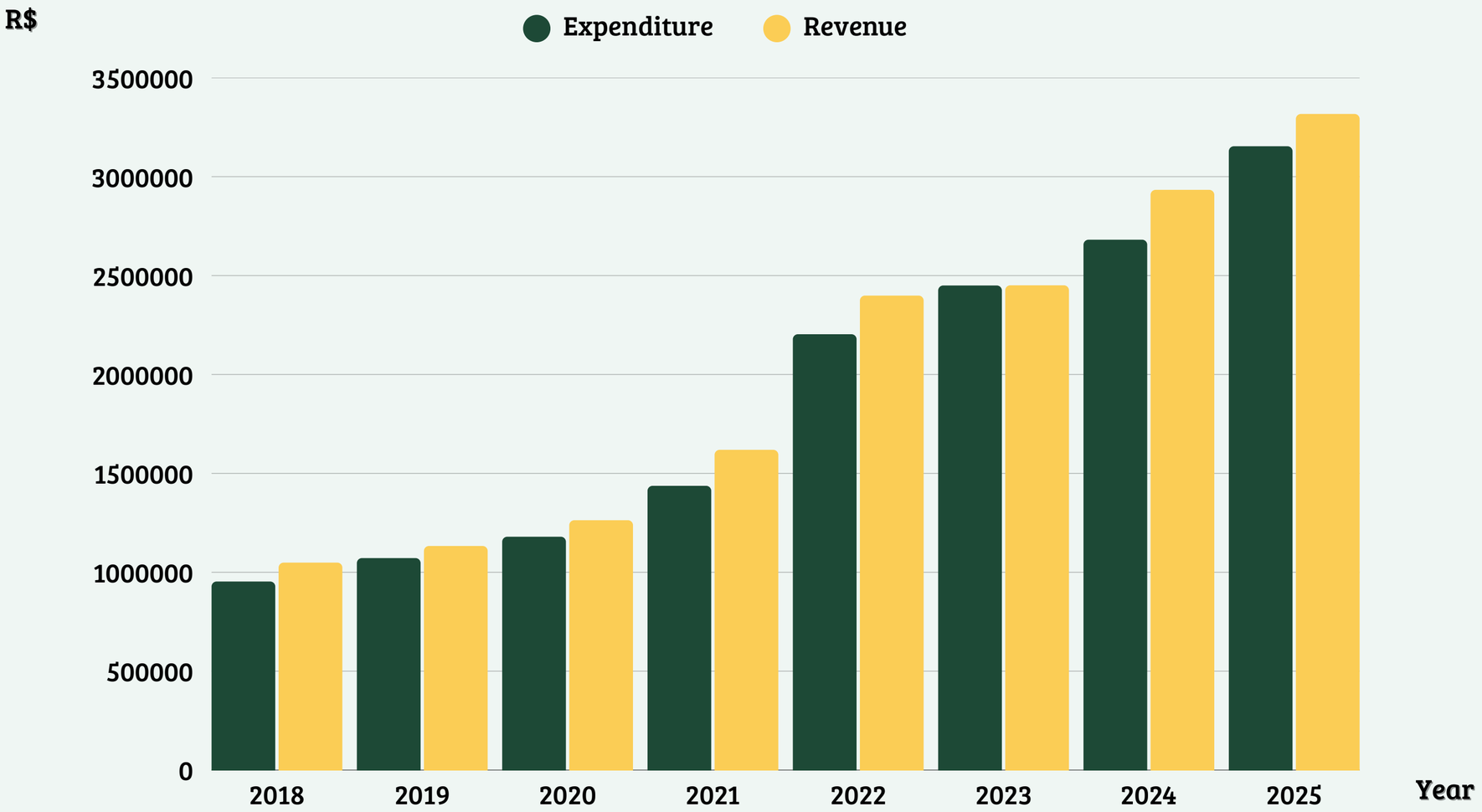
Total Expenditure: R$ 3 153,761

Arca do Saber R$ 1 789,027
Arca do Crescer R$ 1259,597
Arca do Fazer R$ 120 765
Le Pain R$ 58 748
Financial expenses: R$ 6 931
Non-operating income/expenses: R$ 81 306

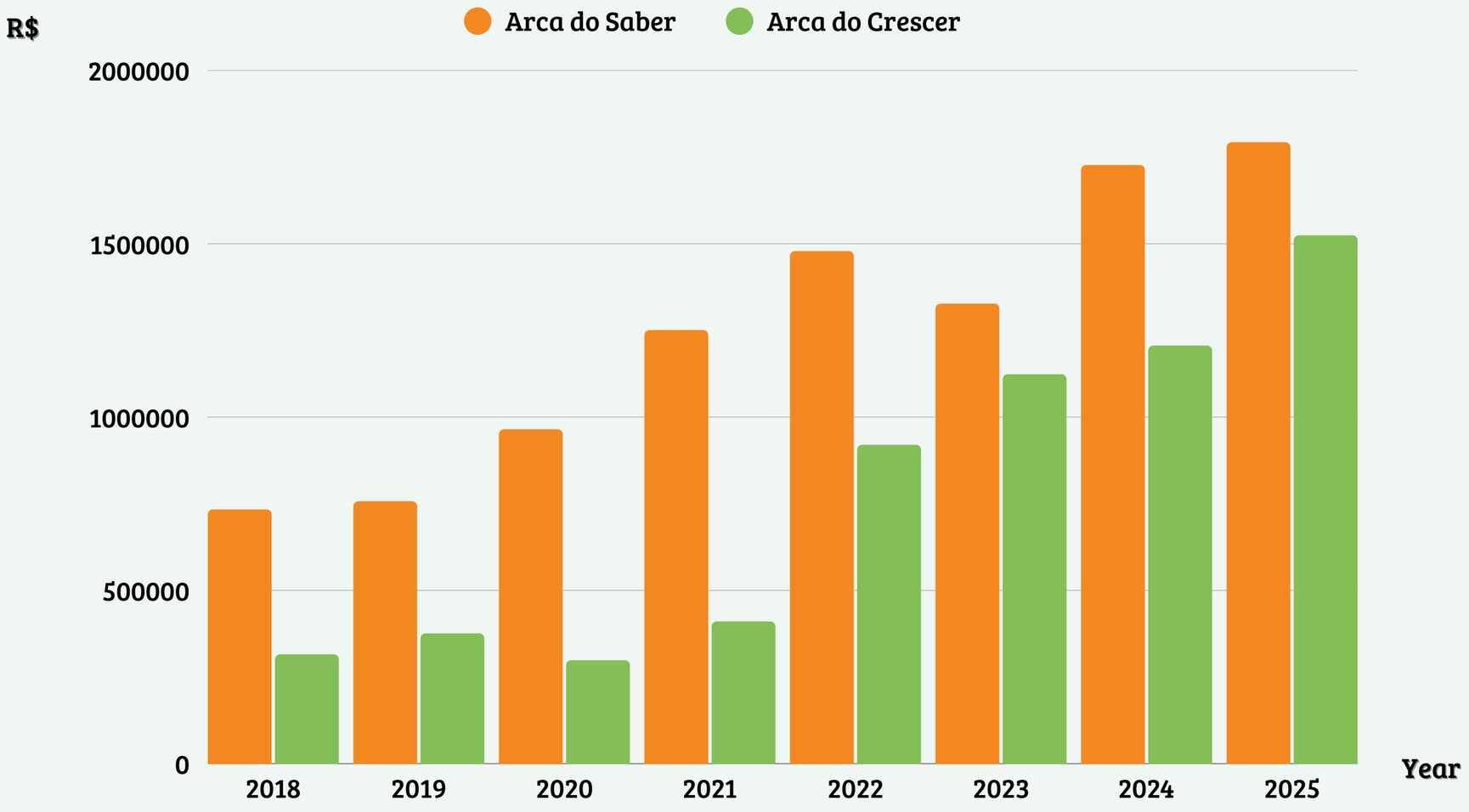
Net surplus for the financial year: R$ 163 377

Donations from individuals (via online platforms and Pix), events and financial products

Arca's expenditure and revenue history



Historical annual revenue figures by centre



Outlook for 2026

A new round of institutional strengthening

Throughout 2025, Arca made significant strides in its institutional maturity, further developing its processes for governance, planning, monitoring and internal organisation. This momentum marks the start of a new cycle for the organisation – one that is more structured, sustainable and focused on social impact.

Looking ahead to 2026, the year in which Arca celebrates its 25th anniversary, the focus will be on consolidating this approach and deploying our capacity for transformation across the region.

Key priorities for the coming cycle include:

- the development of a culture of monitoring, evaluation, learning and impact assessment (MEL);
- the development of institutional intelligence guided by data and evidence;
- the integration and refinement of institutional and social indicators;
- the expansion of opportunities for training, productive inclusion and income generation;
- the development of self-financing activities and financial sustainability;
- the consolidation of the Salão do Povo as a space for territorial development, culture and productive inclusion;
- strengthening networking and links with organisations;
- developing specific, systematised and replicable methodologies;
- optimising practices in human resources management, leadership development and the long-term sustainability of teams;
- modernising processes through innovation, technology and systems integration;
- implementing Arca's corporate communications, social engagement and positioning.

The implementation of the MEL strategy represents a key milestone for Arca, enhancing its ability to monitor results, learn from practice, inform decision-making and gain a more nuanced understanding of the impacts generated across the region.

Arca's 25th-anniversary celebrations also mark a symbolic and strategic milestone: a time to honour the history built alongside the community, whilst laying the foundations that will underpin the organisation's future years.

We continue to firmly believe that education, social support and productive inclusion remain fundamental pathways to broadening horizons, fostering self-reliance and building more dignified and promising futures.

LABELS, DISTINCTIONS AND COLLECTION PLATFORMS

1

INSTITUTIONAL

2

3

PARTNERS

4

5

NETWORKS AND PRO-BONO

6

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