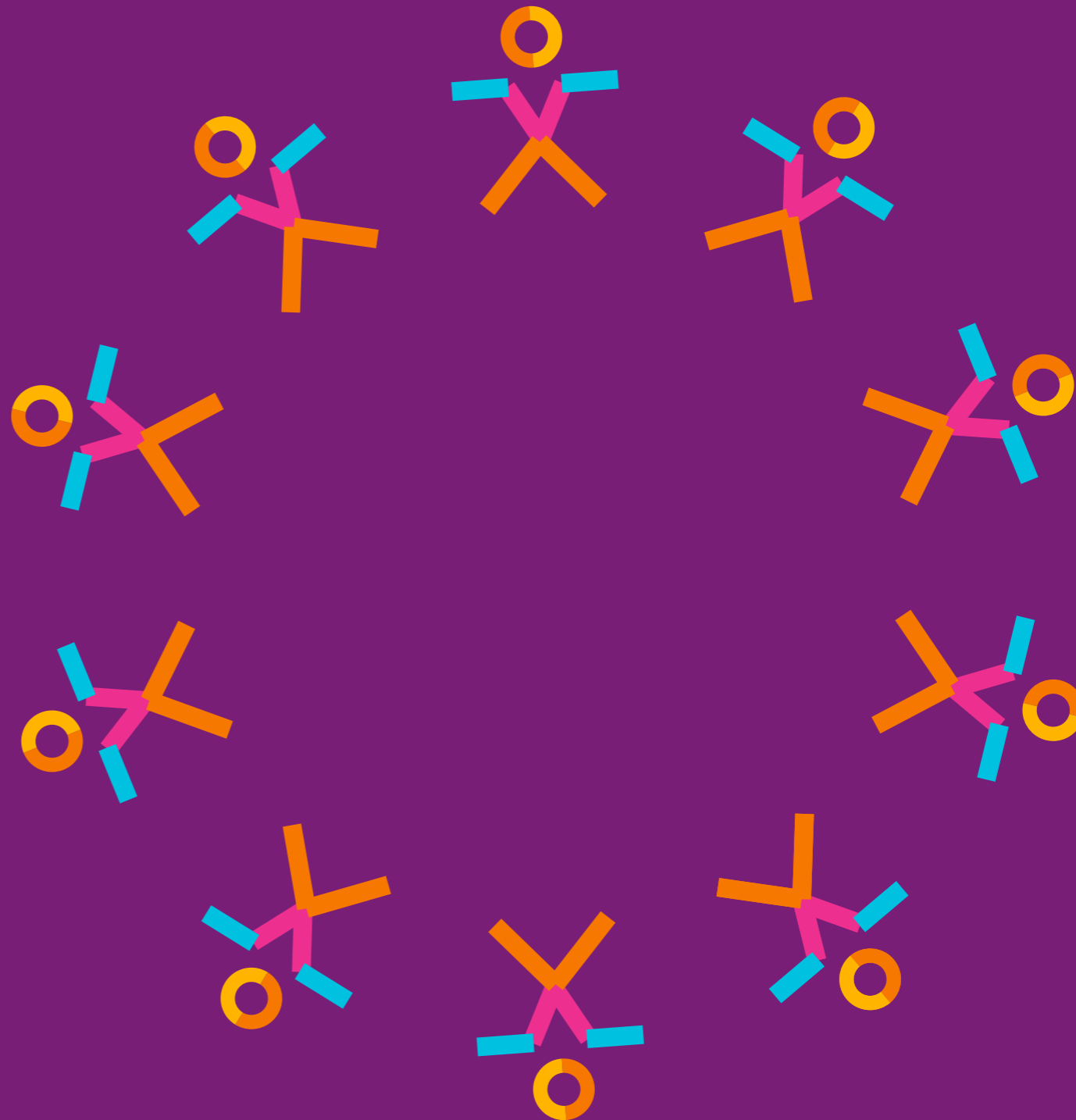


fundação  
**raízen**

ACTIVITY  
REPORT 2021



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# About this report

We reaffirm our commitment to transparency by publishing, for the second consecutive year, the progress of our programs conducted throughout 2021 in our seven centers—Jaú, Piracicaba, Dois Córregos, Igarapu do Tietê, Ipaussu, Valparaíso in the State of São Paulo, and Jataí in Goiás—in addition to other locations served through existing partnerships.

This report further highlights the results of our operating strategy, especially with a view to achieving one of the objectives publicly assumed by our sponsor—Raízen—which aims to promote educational actions through our programs by 2030 in 100% of the regions where it operates.

Questions or suggestions about this report can be submitted by email ([fale@raizen.com](mailto:fale@raizen.com)) or telephone (0800 728 1616).

Enjoy your reading!



Committed to  
transparency.



# Message from the founder

I have always believed that a better future depends on each and every one of us and that together we can turn dreams into reality. The seed behind this thinking was planted 20 years ago in the city of Piracicaba (SP), where Cosan Foundation’s activities began, aiming to serve the children of Cosan’s employees. Since then, there have been many stories and a different name (in 2012, the institution was renamed Raízen Foundation), but we have retained the same purpose: **to develop children and adolescents, promoting autonomy, empowerment, and citizenship in partnership with a network committed to the future.**

I am happy and grateful to see Raízen Foundation’s journey in 2021, marked by achievements that consolidated the review of its operating model in 2018. In the last year alone, Ativa Juventude (Active Youth) crossed the boundaries of the six Centers that maintain the program, reaching 18 new locations—in the states of São Paulo, Minas Gerais, Mato Grosso, Mato Grosso do Sul, Goiás, Pará, and Bahia—and training 1,459 young people, three times more than the previous year. This motivates

the entire team to continue pursuing the goal of transforming nearly 10,000 lives by 2024.

In Jaú (SP), the Foundation’s other initiative—Ativa Infância (Active Childhood)—also showed significant progress, implementing and consolidating the methodology adopted in the previous year. Gradually, respecting the guidelines of local authorities, the Center resumed face-to-face activities, welcoming children in a completely revitalized and even more welcoming environment that has the potential to foster learning in a playful and fun way. Thus, we move forward following our ambition to become a reference in Early Childhood Education.

I proudly look back at what was achieved and continue forward, confident that we are on the right path to ensuring the future through the present of all who add to our journey. Let’s do this together, without giving up on our dream of having the fairer tomorrow we want for our country.

**Mônica Maria Mellão Silveira Mello**  
*Raízen Foundation’s founder*

# Message from the CEO

We ended 2021 with a great feeling of pride and certain that we are developing ambitious but realistic social technologies. In childhood education, throughout the year we advanced our teaching approach, adapting the spaces at the Center in Jaú (SP) to foster autonomous learning through experimentation, exploration, and interaction with nature. The new additions include a vegetable garden that contributes to environmental education and helps children adopt healthier and nutritionally rich eating habits. The results reflect the engagement of our team of educators, who participated in training courses and study groups to apply the new methodology with excellence and quality.

As for the education of young people in the transition from middle to high school, we advanced our model to make it scalable and our goal is to transform approximately 10,000 lives by 2024, fighting school dropout rates in a country where only 50% of students who start high school complete it. Since 2018, when Ativa Juventude began to be implemented in pilot projects, nearly 2,000 young people have gained an understanding of their potential and become aware of and act on

their own personal and professional journeys, with a positive impact on the communities where they live. The more individuals we can deeply impact, the more change we will promote in an entire ecosystem.

Among the graduates of the program, there are stories such as that of Vitor, who completed his studies in 2019 at the Piracicaba Center, in São Paulo and, since then, was a young apprentice at Honda and currently works in the automotive sector, motivated to further his studies to become a Mechanical Engineer. We look forward to seeing more stories like these involving young people like Sabrina, from São Francisco do Conde (BA), who participated in Ativa Juventude in 2021 and clearly understands that she cannot give up on her dreams.

Testimonials such as these motivate us to continue telling our story in this second activity report, prepared in line with best practices in terms of transparency and accountability. We want to continue changing the outlook for children and young adults and, to that end, we rely on the support of an entire network of partners that have

been joining us on our journey. I am grateful to them for the results presented in the following pages of this document. Thank you!

## **Paula Carvalho Benevides**

*Raízen Foundation's CEO*





# Highlights of the year

# Highlights of the year



**100%**

of employees trained in topics such as health, safety, and program methodology



**1.856**

children and young adults benefited

**ativa**  
Juventude

**1.459** young people trained

**Expansion of the hybrid model to 11 locations**, in addition to activities in our six Centers that run the program

**Support to UNICEF's *Pode Falar (Speak Up)* program**, an online help channel for mental health care and wellbeing for adolescents and young adults aged 13 to 24.



**10,000+**

people benefited directly and indirectly



**25**

locations served

**ativa**  
Infância

More than **220** children served

Gradual return to classroom activities, following the recommendations of health authorities

Consolidation of our teaching approach

Spaces adapted to foster learning

School self-assessment involving different stakeholders



# Who we are



We are **Raízen Foundation**, a non-profit institution that for 20 years has been involved in the education of children and young adults in situations of social vulnerability.

Together with a network of partners, we work to develop people through affection and care. **Our energy activates the present for the future** of all through two programs that offer education and promote socio-emotional skills, allowing more and more people to dream, achieve, and take charge of their own journeys.

**Ativa Infância** is intended to help the full development of early childhood, with full-time regular education and complementary activities. In turn, **Ativa Juventude** encourages young adults to explore their calling and professional journeys, encouraging them to stay in school and continue learning throughout life.

In 2021, we served 1,856 children and young adults in our seven centers and in 18 other locations through strategic partners who joined us on this journey toward a fairer and more egalitarian future.



We never stop dreaming... and doing.



# Purpose

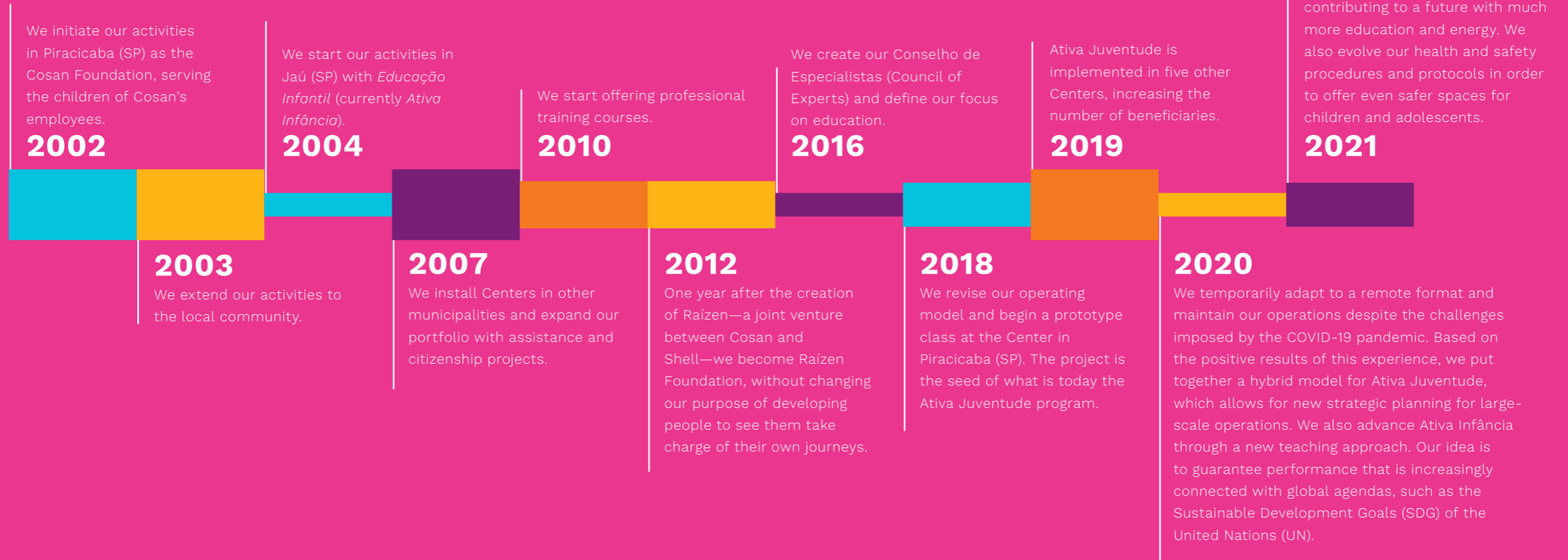
Our purpose is **to develop children and adolescents, promoting autonomy, leadership, and citizenship through a business network committed to the future.**

We operate in line with Raízen's social performance strategy, which aims to be a positive reference in social impact, enhancing businesses and its ROOT culture and driving people and organizations toward a future of renewable energy.

We also aim to achieve the objective publicly assumed by Raízen: that by 2030, our operations will cover 100% of the neighboring communities through replication of our programs.



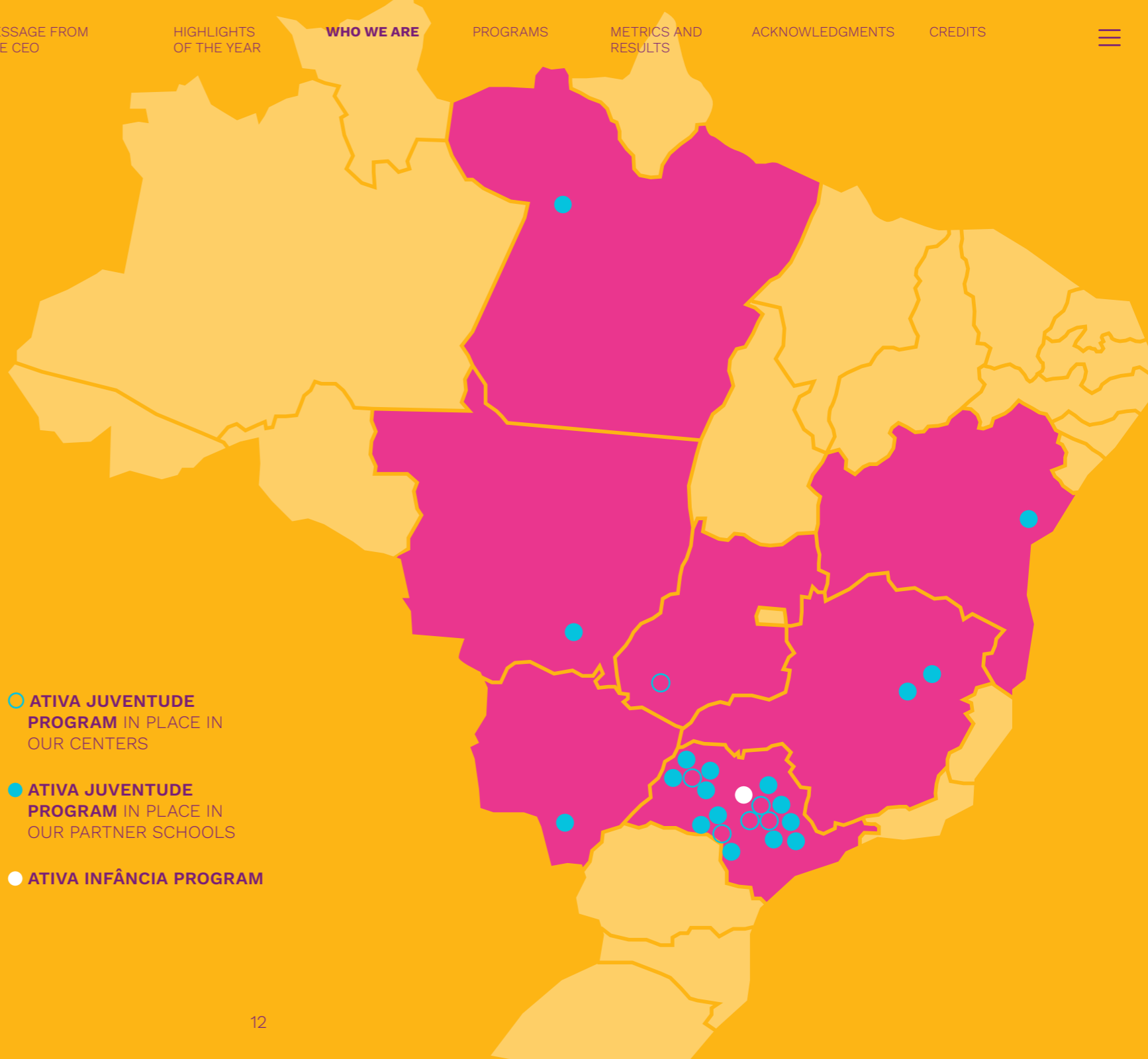
# Our history



# Where are we

We have  
already reached  
**25**  
municipalities  
in different regions  
of the country

- **ATIVA JUVENTUDE PROGRAM** IN PLACE IN OUR CENTERS
- **ATIVA JUVENTUDE PROGRAM** IN PLACE IN OUR PARTNER SCHOOLS
- **ATIVA INFÂNCIA PROGRAM**



# Governance and management

We are a non-profit Civil Society Organization of Public Interest (OSCIP), sponsored by Raízen, a 50/50 joint venture between Cosan and Shell, which capitalizes on lessons learned from almost a century of corporate governance flows, practices, and frameworks.

We follow the same principles and values as our sponsor, which are detailed in Raízen’s Code of Conduct, strengthened by a series of policies and procedures and disseminated through a wide-reaching compliance program. We also advise our team to report inappropriate situations and conduct on Raízen’s Ethics Channel, which is available through a toll-free number (0800-772-4936) or at [canalconfidencial.com.br/raizen](http://canalconfidencial.com.br/raizen). In line with best practices, contacts are registered by an independent company, which ensures confidentiality and anonymity of the whistleblower. Learn more here.

We also follow the best health and safety standards, with the aim of providing safe spaces for the children and adolescents we serve. Throughout 2021, we adopted safety tour procedures and trained our employees on the new guidelines.

We also operate based on protocols that guide attitudes to combat the spread of COVID-19, which were prepared by specialists and adjusted to the specific needs of each of our Centers.

Strategic decisions are made collectively by our Board of Directors, composed of executives appointed by Raízen for three-year terms, with the possibility of reelection. In 2021, Raízen’s CEO, Ricardo Dell Aquila Mussa, became Chairman of our Board of Directors, which also includes three independent members who act as advisory board members, contributing with additional knowledge, in line with best practices.

The Executive Board—responsible for supervising the daily activities and for meeting short-, medium-, and long-term goals, is composed of members chosen by the Board of Directors for three-year terms, with the possibility of reelection.

**Composition of the Board of Directors (elected in 2021)**

Ricardo Dell Aquila Mussa	Chairman of the Board of Directors
João Alberto Fernandez de Abreu	Vice Chairman of the Board of Directors
Mônica Maria Mellão Silveira Mello	Board member
Alvaro Luis Cruz	Independent member
Sofia Esteves	Independent member
Isabel Armani	Independent member

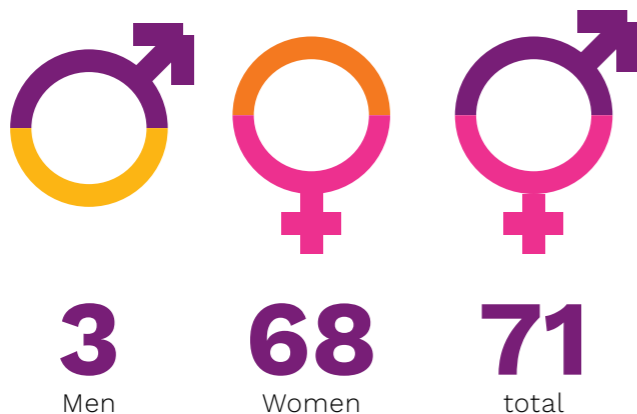
**Composition of the Executive Board (elected in 2021):**

Paula Carvalho Benevides	CEO
Yve Carpi de Souza	Legal Director
Marcos Guilherme Tibúrcio Fernandes	CFO
Fernanda Pompêo de Camargo Ferraz	Executive Director
Fabio Mota	Administrative Director

# Our team

We ended 2021 with 71 employees on our team: 16 in administrative roles, 36 on the teaching staff, and 19 in support roles (general services, nursing, and others). The team is constantly challenged to seek and share knowledge with a view to improving our performance.

## Number of employees by gender



### Percentage of employees by employment category, gender, and age group

	Between 21 and 30	Between 31 and 40	Between 41 and 50	Between 51 and 60	Over 60	Total
<b>Administration</b>	<b>7,04%</b>	<b>5,63%</b>	<b>0,00%</b>	<b>0,00%</b>	<b>0,00%</b>	<b>12,68%</b>
Men	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
Women	7,04%	5,63%	0,00%	0,00%	0,00%	12,68%
<b>Coordination</b>	<b>1,41%</b>	<b>4,23%</b>	<b>4,23%</b>	<b>1,41%</b>	<b>0,00%</b>	<b>11,27%</b>
Men	0,00%	1,41%	0,00%	0,00%	0,00%	9,86%
Women	1,41%	2,82%	4,23%	1,41%	0,00%	1,41%
<b>Management</b>	<b>0,00%</b>	<b>0,00%</b>	<b>1,41%</b>	<b>0,00%</b>	<b>0,00%</b>	<b>1,41%</b>
Men	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
Women	0,00%	0,00%	1,41%	0,00%	0,00%	1,41%
<b>Operations</b>	<b>18,31%</b>	<b>28,17%</b>	<b>14,08%</b>	<b>12,68%</b>	<b>1,41%</b>	<b>74,65%</b>
Men	0,00%	0,00%	1,41%	1,41%	0,00%	2,82%
Women	18,31%	28,17%	12,68%	11,27%	1,41%	71,83%
<b>TOTAL</b>	<b>26,76%</b>	<b>38,03%</b>	<b>19,72%</b>	<b>14,08%</b>	<b>1,41%</b>	<b>100,00%</b>

In addition to the team hired for our physical Centers, with the expansion of Ativa Juventude to new municipalities, we plan to have a local educator temporarily hired for six months to run the program at partner schools. In order to perform their activities, these professionals receive teaching training in socio-emotional and administrative skills, which will be provided by specialists in training educators.

Throughout 2021, in addition to the training provided at Raízen University, we conducted specific training courses such as mobile photo classes to share photography techniques using mobile devices (smartphones, tablets, etc.), which contributed to the evaluation process that involves visual records of the activities carried out by teachers.

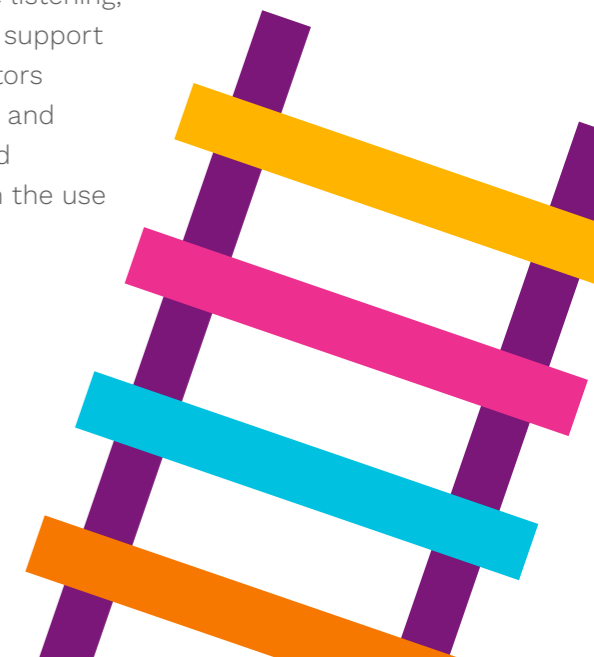
We also entered into a partnership with Microsoft to develop joint actions to streamline the digital inclusion of educators and young people through technological training. During the year, with support from The Trust for the Americas and Instituto Tecnológico Inovação (ITI), our teaching staff was trained on Microsoft tools, improving their performance with tools such as Word, Excel, PowerPoint, Teams, and Hour of Code, which involves programming languages.

Specifically at the Center in Jaú (SP), where we conduct Ativa Infância in spaces adapted to the Reggiana approach (learn more in the following section), we held three immersion teaching events— January, July and October—where we trained the teaching staff on the pillars of the learning path carried out during the year: the empowered and autonomous child, active listening, observation, recording, and evaluation. To support the training course, we offered our educators participation in a study group with weekly and monthly meetings to share knowledge and experiences. The purpose is to strengthen the use of research among our educators.

<sup>1</sup> In Brazil, Pardo is an ethnic and skin color category used by the Brazilian Institute of Geography and Statistics (IBGE) in the Brazilian censuses.

**Percentual de colaboradores por categoria funcional, gênero e etnia**

	White	Pardo <sup>1</sup>	Black	Total
<b>Administration</b>	<b>8,45%</b>	<b>2,82%</b>	<b>1,41%</b>	<b>12,68%</b>
Men	0,00%	0,00%	0,00%	0,00%
Women	8,45%	2,82%	1,41%	12,68%
<b>Coordination</b>	<b>8,45%</b>	<b>2,82%</b>	<b>0,00%</b>	<b>11,27%</b>
Men	1,41%	0,00%	0,00%	1,41%
Women	7,04%	2,82%	0,00%	9,86%
<b>Management</b>	<b>1,41%</b>	<b>0,00%</b>	<b>0,00%</b>	<b>1,41%</b>
Men	0,00%	0,00%	0,00%	0,00%
Women	1,41%	0,00%	0,00%	1,41%
<b>Operations</b>	<b>52,11%</b>	<b>19,72%</b>	<b>2,82%</b>	<b>74,65%</b>
Men	1,41%	1,41%	0,00%	2,82%
Women	50,70%	18,31%	2,82%	71,83%
<b>TOTAL</b>	<b>70,42%</b>	<b>25,35%</b>	<b>4,23%</b>	<b>100,00%</b>





# Programs



# Ativa Infância

At the Jaú Center, we provided an active childhood filled with affection, care, and socialization to more than 220 children, respecting their right to learn while playing. The initiative, recognized by the Ministry of Education, aims to ensure that children between birth and five years old have access to a full-time school and that children between six and ten can, outside school hours, perform activities that encourage them to expand their potential and guide them in their first steps.

Between March 2020 and April 2021, we adapted to the COVID-19 pandemic situation, reaching out to family members and sending them teaching activities that were monitored remotely by our teaching staff.

Between April and August 2021, the Jaú (SP) city authorities allowed the return of on-site activities, but still maintained some restrictions to contain the spread of COVID-19. Throughout this period, we experimented with a hybrid approach, dividing the students into three groups that took turns, with one group attending the Center for one week while the other two were monitored remotely. Only after August 2021 was it possible

to implement the program fully in person. It was a long-awaited return for the children, who were in need of social interaction—so important for the development of socio-emotional skills. In our facilities, we also guaranteed a safe environment for the execution of activities.

Since the previous year, we used the time our students were at home to adapt the spaces at the Jaú Center to the Reggio Emilia approach, developed by educator Loris Malaguzzi in the city of Reggio Emilia in northern Italy. This is a dynamic and innovative approach that includes elements associated with listening, and interaction with art and nature. To be in line with the teaching approach, we adapted the environment as a third educator element, providing a space that allows for experimentation and exploration, arousing curiosity and encouraging the development of hypotheses and arriving at conclusions. In carrying out the activities, we began using unstructured resources, promoting creativity and offering a variety of natural resources, giving new meaning to playtime.

We also considered the partnership between families and the school community, based on the



It is for the  
future that  
we activate  
the present.

“Students participate with great curiosity, always asking questions, and it fills me with pride when I see them savoring the food from our garden. I often meet children and their families at the grocery store or at the farmers market, and I am happy when they come to talk to me, telling me that they are eating the same vegetables at home. I am grateful that my work has had a positive impact on the lives of people in my city.”

**Valdeci Alves Pimentel**

*(General Services Assistant – Hortelão)*



belief that activating children also means activating their surroundings, and we promoted meetings with family members. Families then could experience the methodology proposed in the classroom, so they could understand the value and the purpose of looking at the child as an inquisitive and empowered individual.

Repurposing the spaces of Ativa Infância relied on the support of our entire team, based on a process of deconstructing the paradigms of formal education and recovering the affective memories of professionals, strengthening aspects that reminded them of a childhood with receptiveness, care, games, and much learning.

The methodology also includes a research and documentation front, developing a process where teachers and students learn and teach together in a continuous flow of communication and mutual understanding. To do this, we prepared reports on daily activities in order to monitor the development of each child, considering their individuality, their pace, and their achievements.

From floor to ceiling, the classrooms were painted in light colors, and the traditional layout with tables and chairs was no longer mandatory, allowing educators to have greater freedom to suggest even more playful activities, which encouraged the little ones to explore the space.

Interaction with nature, one of the pillars of this approach, was also encouraged, especially outdoors, where children are now invited to observe the environment in which they live, whether by following the transformation of a caterpillar into a butterfly or by waiting for the growth of plants they planted in the vegetable garden that was built in a space previously unexplored by the children. As a result, we provide a connection with nature while encouraging healthier eating habits among children, which also has an impact on their families.

We also reconsidered our meals, avoiding ultra-processed foods on the children’s menu and using organic products and those from our own vegetable garden. To communicate this change to family members, we invited them to lunch at our center in order to raise awareness of the importance of healthy eating, which positively impacts the surrounding communities. We held cooking workshops for the children in order to make eating more fun and enjoyable.

Always keeping excellence in mind, we applied a school self-assessment methodology that involved different stakeholders: the children’s families, Raízen employees, members of the

local community, and representatives of various sectors (education, health, public authorities) and protection networks (Social Assistance Reference Center, child services, and other institutions). We invited these audiences to an on-site meeting at the Center and divided them into groups to evaluate Ativa Infância on seven dimensions:

- ▶ institutional planning
- ▶ variety of children’s experiences
- ▶ interactions
- ▶ health and safety promotion
- ▶ home spaces
- ▶ teacher training
- ▶ cooperation and participation of families

Each group assigned a color scale to these dimensions: green (does it very well), yellow (does it, but needs improvement), and red (doesn’t do it yet, and needs to start doing it). This methodology was developed by the Ministry of Education, in partnership with the United Nations International Children’s Emergency Fund (UNICEF), the National Union of Municipal Education Professionals (UNDIME), and the civil society organizations Fundação Orsa and Ação Educativa (learn more about them by clicking here). More than 100 people participated in our assessment.

Thus, we move forward following our ambition to become a reference in Early Childhood Education. We have already participated in a few forums presenting our teaching and food approach, such as the Scientific Initiation Meeting (ENIC) where we provided a four-hour mini-course to 68 undergraduate students in Education, Psychology, and Physical Education from Faculdades Integradas de Jaú (FIJ).

We also shared our approach and its pillars through workshops with the Municipal Boards of Education of the cities of Morro Agudo, Brotas, Barra Bonita, and Jaú.

## Escolas pelo Clima

In 2021, our Center in Jaú (SP) was awarded at the 1st edition of the *Escolas pelo Clima* (Schools for the Climate) Conference, which gathered more than 30 initiatives in December related to a sustainable agenda and education on climate. On this occasion, our team presented the Trata Óleo (Treat Oil) Project, which has collected, since June, more than 300 liters of spent cooking oil to be recycled, in partnership with Águas de Jahu Water Utility company and the PetroEcol company.

The initiative—led by our students—promotes lectures and conversation circles, makes posters, provides venues for exhibits, and distributes pamphlets to raise awareness in the surrounding communities about the effects of inappropriate disposal of cooking oil on their homes and on the environment.



# Ativa Juventude

Encouraging young people to build a different future for themselves and their community is what drives us. We want to broaden the perspective of public school students, opening doors to a future not yet imagined. In this sense, we created Ativa Juventude, social technology that encourages students who are transitioning to high school to discover their calling and potential and to seek professional journeys, encouraging education and commitment to staying in school. The program is conducted in two ways: on site, with a 12-month duration; and hybrid, lasting 4 months.

Our methodology is based on the development of socio-emotional skills through a personal and immersive process, with interactive activities that promote body awareness, recognition of emotions and self-regulation, self-knowledge, identifying individual skills, and empowerment. At the end of this journey, aware of their roles in the world, they move toward their dreams and develop an action plan to reach their professional goals.

## Program template

**Module 1 -Who am I? |** This module encourages their self-awareness. The activities allow participants to identify and recognize emotions, feelings, interests, preferences, strengths, and qualities to be developed, among other elements that compose their personalities. It also addresses basic principles of human rights and shows that a story can have multiple versions, leading students to recognize their own life stories.

**Module 2 - What's my dream? |** This module presents them with possibilities for professional paths, encouraging autonomy and empowerment. The activities help participants to identify skills and competencies, study and consider different paths (higher education, technical education,

and entrepreneurship), learn about professions, and reflect on opportunities. At this stage, students understand their dreams and relate them to a professional career.

**Module 3 - What do I need to do to get there? |** This module awakens their interest in materializing their dreams by developing reflections on the importance of planning and encouraging the completion of high school. The activities allow them to choose the path they intend to follow, set objectives and goals, share experiences with professionals from the labor market, and prepare their action plan for their professional future.

“I learned about Ativa Juventude when I was in the 9th grade at the Centro de Estudos e Aperfeiçoamento do Saber (CEAS), and I was immediately very curious about the name of the program and how it could help me plan for my future. I participated in the activities in the hybrid format, with some of the activities carried out remotely, and I found it very interesting that, despite the distance, I felt very close to the other people. It was definitely a fun and unforgettable experience! I will always take with me the lesson that we must never give up on our dreams and our goals.”

**Sabrina Santos Nascimento de Lima**  
*(student in São Francisco do Conde – BA)*

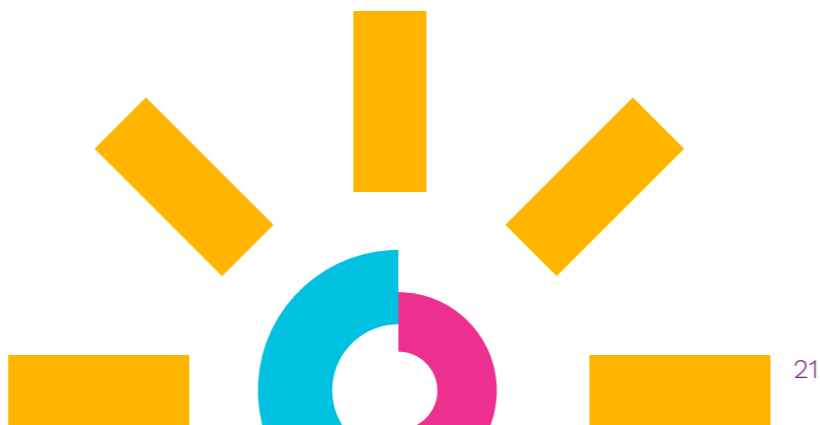
“Ativa Juventude was presented by my school principal when I was returning to on-site classes. As I learned more about the program’s format, my expectations were high. Even in online activities, the educator was very attentive to my entire class, and she made me feel welcomed. From that experience, I learned that in the future I’ll need to have focus. Before the program, I was not very into studying, and today I see that I need to study to achieve my dream of becoming a doctor – a cardiologist or neurologist.”

**Carlos Matheus Guimarães**  
*(student in Santarém – PA)*

Until 2020, the program was held only on site at the Centers in the cities of Piracicaba, Dois Córregos, Igarapu do Tietê, Ipaussu, and Valparaíso in the State of São Paulo, and Jataí in the state of Goiás, with nearly 120 students at each venue. However, after the lessons learned during the COVID-19 pandemic, the physical Centers also started to offer the program in a hybrid format, which is replicated outside our own spaces through strategic partnerships in public schools.

In line with the outlook of a long-term impact and aligned with the public commitment assumed by our sponsor—to promote educational actions in 100% of the territories where Raízen operates through our programs by 2030—we have advanced in scaling the program. In addition to our six Centers that implement the initiative, 18 more locations were reached, nine of which are new territories where Raízen operates, and a total of 1,459 students from 79 public schools in Brazil completed their studies (see the locations served on page 12 of this report).

To enable this growth, every six months we develop strategic planning, defining which cities we will take the program to in the subsequent semester. After defining the schools and formalizing the partnership, a local educator is hired to assist the students who enroll in the program. These professionals receive training



in socio-emotional skills and are qualified to implement our methodology.

In 2021, we implemented a pilot program of the hybrid model in partner schools in surrounding territories, such as Rafard (SP), which is close to the Centers in Piracicaba (SP) and Brotas (SP), near the Córregos Center (SP). We also established our first business partnership with Instituto Rumo—the social arm of Rumo, a Cosan Group company—to operate in the city of Rondonópolis (MT). Starting in 2022, in line with public guidelines for full-time education, we will operate in the hybrid format in 100% of the locations, and in the on-site format only at the Ipaussu (SP) and Jataí (GO) centers.

This reinforces Ativa Juventude’s calling as a scalable program, with measurable results and a positive social impact which, with the support of partners and a business network committed to the future, could become a reality for a greater number of people.

During the period, two online graduation events were held, with the participation of singer Rael, race car driver Átila Abreu, MC Rita Batista, and other ‘edutubers’: Thiago, from the Afronerd channel; Levi Talk; and Yolanda Frutuoso; in addition to the live participation of executives Ricardo Dell Aquila Mussa (CEO of Raízen and Chairman of the Board of Directors of Raízen

Foundation), João Alberto Fernandez de Abreu (CEO of Rumo and Vice Chairman of the Board of Directors of Raízen Foundation), Paula Carvalho Benevides (Vice President of Human and Organizational Development at Raízen and President of Raízen Foundation), and Fernanda Pompêo de Camargo Ferraz (Social Performance Manager at Raízen and Executive Director of Raízen Foundation). The plan is for an additional 2,583 people to complete the program next year, which should be extended to another 20 municipalities in addition to those already served. We therefore continue with the goal of transforming at least 10,000 lives by 2024.

We started supporting the Pode Falar (Speak Up) program, an online help channel for mental health and wellbeing for adolescents and young adults aged 13 to 24. The initiative, from the United Nations Children’s Fund (UNICEF), has already received more than 35,000 hits, offers the opportunity to talk to trained professionals from entities and companies specializing in the area, and works anonymously and free of charge. With the partnership, the channel will expand its service hours to help more and more young people, and will also start serving students from the Raízen Foundation.



“We at state school EE. Camilo Sahade, in Igarapu do Tietê (SP), aim for quality education for our students, with all the efforts of our professionals. We believe in education as a tool to help form fair and conscientious citizens and as an instrument for the transformation of lives and society. Throughout this long journey, we’ve had partners who also believe in the transformational power of education. And we found a great ally on this journey in Raízen Foundation. Its programs develop activities related to socio-emotional skills, working on youth empowerment, seeking to identify professional callings, and encouraging a commitment to stay in school. This enables excellent behavioral changes and cognitive abilities in our students and in the daily life of our school unit. We are grateful for this partnership and for all the personal and professional transformations provided to our students.”

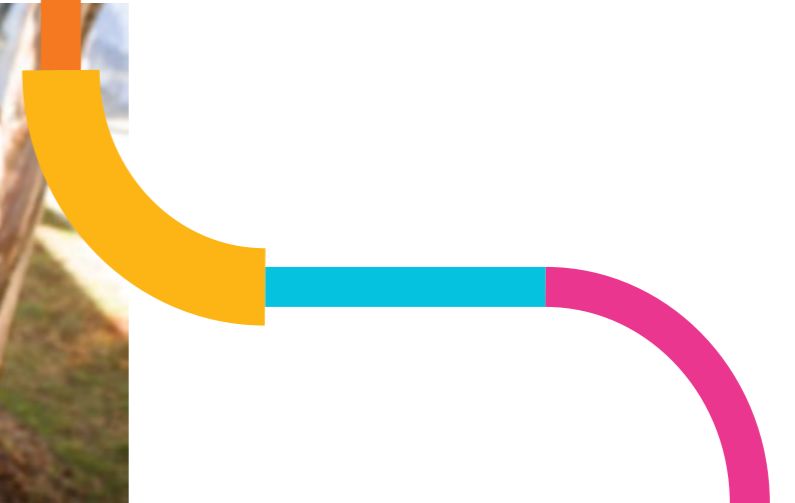
**Francisco Zignani**  
*(Vice Principal at EE. Camilo Sahade)*



# Metrics and results

# We'll get there!

We evaluate the performance of our programs based on both quantitative and qualitative indicators. The purpose is to measure the positive social impact of our activities and the returns for our sponsor, in addition to identifying opportunities for improvement and adaptation needs.



Indicator	Type	Objective	Ambition	Result (in 2021)
Attractiveness	Quantitative	Measure the enrollment rate of students approached in schools and interested in the program.	Greater than 45%	We went from 52.8% in 2020 to <b>91.2% in 2021</b> .
Team training hours	Quantitative	One of our goals is to maintain educator training. This is why we offer training to the team and leave room in our schedule for reflection and improvement, since we also support an on-the-job learning model.	At least one training course in the annual planning period	<i>Ativa Infância</i> educators: 131 hours <i>Ativa Juventude</i> educators: 78 hours
Number of students served	Quantitative	Monitor the number of students trained in the <i>Ativa Juventude</i> model	10,000 students by 2024	76 students graduated in 2019; 447 graduated in 2020; <b>1,459 graduated in 2021</b> ; totaling 1,982.
Engagement rate	Qualitative	Monitor the quality of student attendance based on participation and attendance. Participation is measured by attendance and by their results in structuring activities from the teaching model.	70% of the class with engagement above 0.5	The average of the class with engagement above 0.5 went from 71.1% in 2020 to <b>85.1% in 2021</b> .





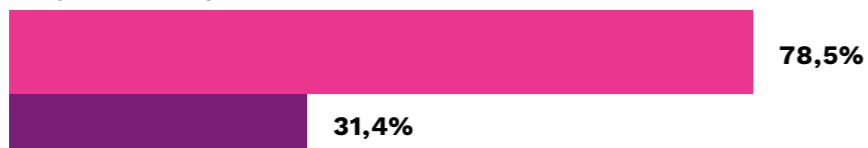
Indicator	Type	Objective	Ambition	Result (in 2021)
Satisfaction	Quantitative and Qualitative	Using the Net Promoter Score (NPS) methodology, the objective is to obtain youth satisfaction. The calculated amount is based on the answers to a simple question: "On a scale of 0 to 10, how strongly would you recommend the Raízen Foundation to a friend?" The NPS is the difference between the percentage of scores 9 and 10 less the percentage of scores from 0 to 6, which can vary between -100 and 100.	NPS greater than 70 - (excellence zone)	<p><i>Ativa Juventude:</i> We achieved NPS of 88.65%. 99.5% of respondents declared being satisfied with the program and 89.9% rated the remote activities as "Excellent" or "Very Good" (the result refers to students graduated in August and December 2021).</p> <p><i>Ativa Infância:</i> We achieved NPS of 96. 99.6% of respondents declared being satisfied with the program, and 96.6% rated the changes made in the methodology as "Excellent" or "Very Good" (the result refers to students enrolled in 2021).</p>
Advancement of socio-emotional skills	Qualitative	Measure the advancement of students in socio-emotional skills: self-awareness, empowerment, communication, and citizenship. Every month, the educators assess their behavior according to the proposals presented on a scale of 1 to 5 (1 = "did not demonstrate"; 2 = "demonstrated"; 3 = "demonstrated at times"; 4 = "demonstrated frequently"; and 5 = "is an exemplar"). At the end of the journey, we compared the average of the most recent module with the first. In addition, each graduate answers a self-assessment questionnaire, reflecting on their growth throughout the program.	Growth greater than 50%	<p>We recorded an average growth of 42.3% for students trained in socio-emotional skills. Taking into account only youth self-assessments, the average for the indicator increases to 51.7%.</p> <p>The growth of the class that participated in the 12-month format, starting with in-person prior to the COVID-19 pandemic and ending remotely, had a higher result (46.9%) than the classes that ran in the hybrid format (41.7%) and remote classes (38.3%).</p> <p>We believe that the results were impacted by the COVID-19 pandemic, a period when educators and young people were exposed to atypical conditions in their daily activities. In order to advance this indicator, we will continually improve our methodology and will reinforce the training of educators.</p>



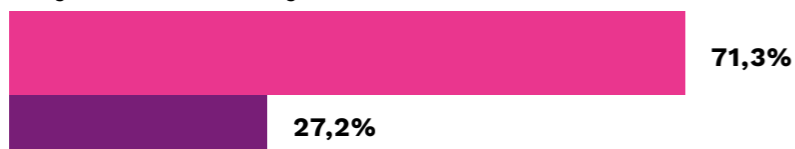
Indicator	Type	Objective	Ambition	Result (in 2021)
Number of people benefited	Quantitative	Monitor the number of people who are directly or indirectly impacted by all our actions, including the families of children and young adults and the communities where they live.	Not applicable	<p>333,936 in the 2015/2016 crop year; 308,549 in the 2016/2017 crop year; 192,661 in the 2017/2018 crop year; 26,366 in the 2018/2019 crop year; 12,935 in the 2019/2020 crop year; 6,170 in the 2020/2021 crop year; <b>10,181 in the 2021/2022 crop year.</b></p> <p>*The decrease in the number of beneficiaries in recent years reflects a change in our operating strategy, which redirected actions toward the community and began to focus efforts on the quality of the relationship with children, young adults, and their families.</p> <p>In 2021, we resumed some actions with the communities, mainly in Jaú (SP), and for 2022, our plan is to intensify services in the cities where we have <i>Ativa Juventude</i> Centers, in line with the Region Relationship Plan.</p>
Number of areas served by Raízen	Quantitative	Monitor the percentage of Raízen's neighboring communities that we serve, as per the public commitment disclosed in 2020.	Include 100% of Raízen's neighboring communities capable of receiving the format.	We went from 7 neighboring communities out of 106 (6.67%) in 2020 to 16 out of 115 (13.91%) in 2021. The number of neighboring communities increased due to the integration of Biosev's assets by Raízen in 2021.

## Self-assessment of students trained in 2021

Do you know your dreams?



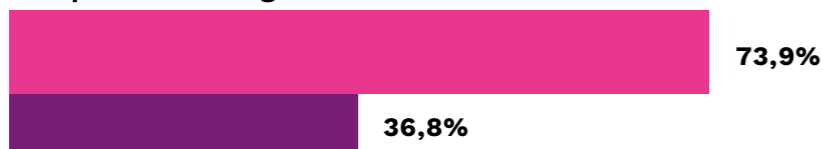
Do you know what your skills are?



Are you able to create an action plan to realize your dreams and professional goals?



Are you able to tell others about your dreams and professional goals?

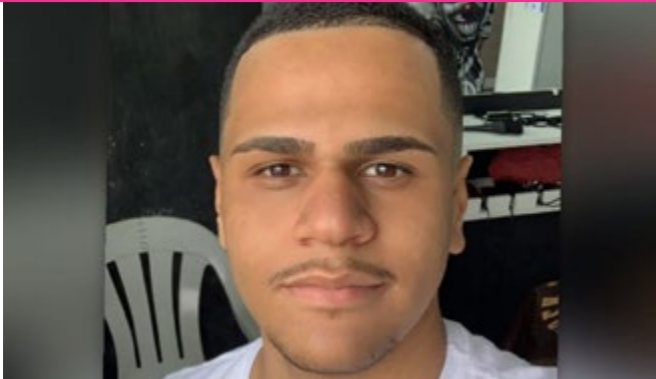


● After Raízen Foundation    ● Before Raízen Foundation

## Sharing best practices

On July 2, 2021, we presented our method for evaluating the growth of socio-emotional skills used in the Ativa Juventude program to 24 organizations associated with the Group of Institutes, Foundations, and Enterprises (GIFE). The initiative was part of GIFE's Evaluation Agenda, whose objective is to promote a space for learning and interaction between social organizations of Private Social Investment (ISP) based on reflection and a collective search for solutions to real challenges in the field of evaluation.





“Some family members had studied at the Raízen Foundation, and when the professionals came to my school to present Ativa Juventude, I knew it was an opportunity to develop myself both as a person and as a professional. Without a doubt, the experience was much better than I could have ever imagined: the environment was very good, the educators were trained for the job, and the activities were just right for my learning. Now, my plan for the future is to complete the Maintenance Mechanic course, complete a technical course in Mechatronics, get a job in this area, and further my studies at a Mechanical Engineering school.”

**Vitor Barreto**  
*(2019 graduate from the Piracicaba Center, who was a young apprentice at Honda and currently works at ElringKlinger do Brasil).*



“I became familiar with Ativa Juventude at my former school and was immediately delighted with the opportunity to prepare myself for my first job. All my expectations were met, since I was very afraid of speaking in public. Fortunately, today I give presentations to more than 100 people. I understand that without the Raízen Foundation, I could not dream as I do today. I want to further my studies in Business Administration and work in this area that I love so much.”

**Bianca Sornsen**  
*(2019 graduate from the Piracicaba Center, currently works at Raízen, where she was hired after taking part in the Young Apprentice program).*





# Acknowledgments

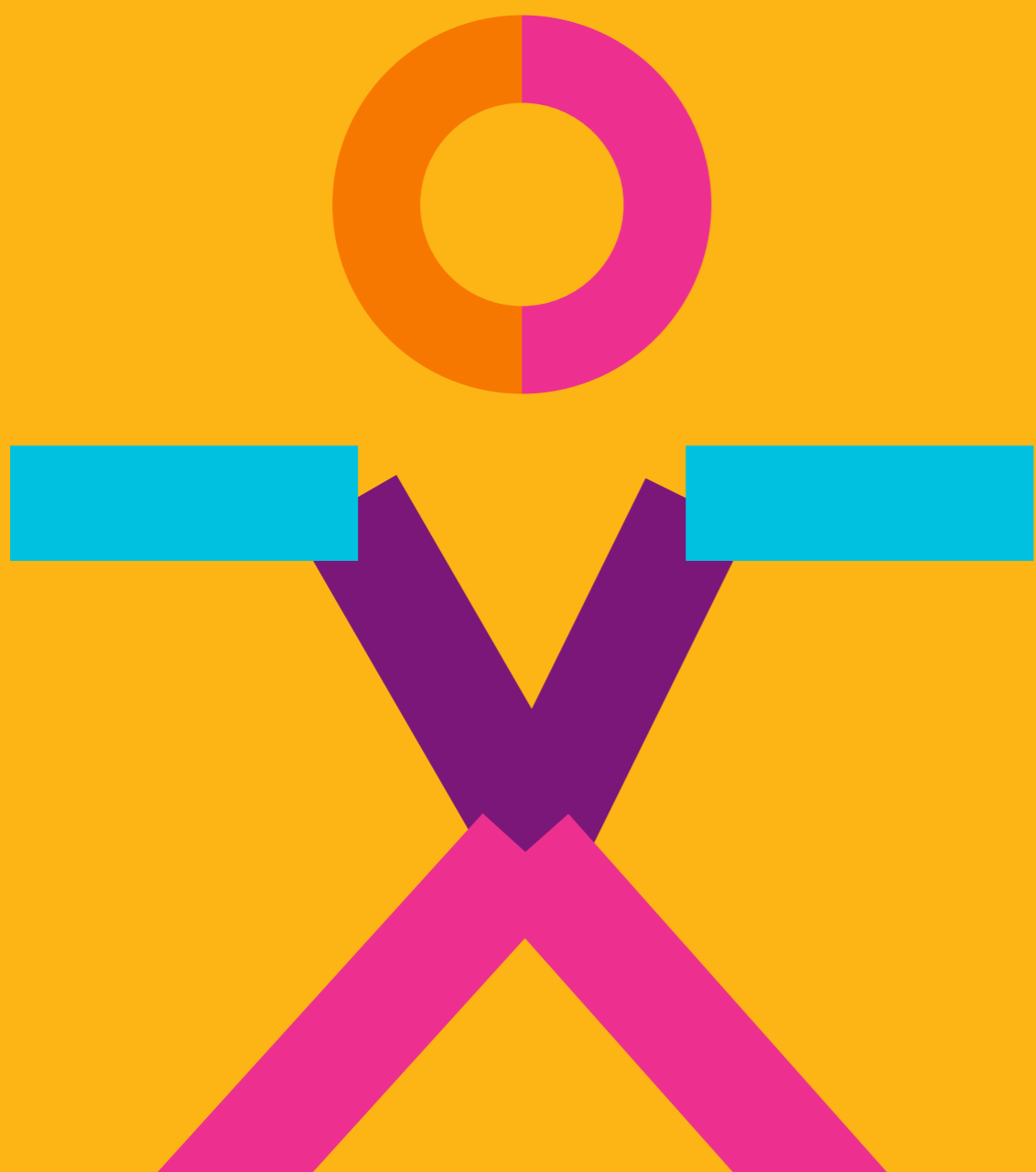


- Átila Abreu**  
(stock car race driver)
- Instituto Rumo**
- Leandro Vicente**  
(Edutuber - LevviTalk channel)
- Microsoft**
- Movimento Escolas pelo Clima**
- Rael**  
(Singer)
- Reconecta**
- Rita Batista**  
(journalist and television host)
- Sertran Transportes Potunduva**

- Sindicato Rural de Barra Bonita**
- Teya & Amplifica**
- Thiago de Barros Carneiro**  
(Edutuber - AfroNerd channel)
- TV1**
- UNICEF**
- Village**
- VOAR - Raízen volunteers**
- Yolanda Frutuoso**  
(Edutuber - Afrobetizando channel)



# Credits



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Gabriela Sathie Akita and Giuliana Chorilli (Raízen Corporate Communication)

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Gotcha! Idiomas

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