

ANNUAL REPORT 2020



BAKERY SCHOOL
FOUNDATION

PRIVATE FOUNDATION

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INTRODUCTION

People really do matter at Puratos, which is why we believe that it is very important to not only share our skills and know-how with our commercial partners, but also to help underprivileged communities in the countries where we operate. Being a reliable local partner is part of our international business philosophy, which we are delighted to have put into practice by opening 5 Bakery Schools in India, Brazil, Mexico, South-Africa and Romania. These schools are very close to the hearts of Puratos shareholders and employees.

It all started with a double observation. On the one hand we noticed an important community of underprivileged youngsters with no professional education and hardly a future. On the other hand, the Bakery, Patisserie and Chocolate sector is growing and lacks well trained and qualified labour. Putting these observations together, led to the creation of the Bakery Foundation/private foundation.

Due to an increasing demand for finished goods such as breads, cakes, pastries and a significant shortage of skilled labour, the Bakery School Foundation is determined to teach young people the skills needed to work in the bakery, patisserie and chocolate sectors. As the global expert in the bakery, patisserie and chocolate industry, we are uniquely positioned to bring a life-changing opportunity to young and keen students from underprivileged backgrounds. The foundation has an equal opportunity policy for boys and girls. Students are recruited based on their motivation, their commitment and their parents are also involved in the selection process. The foundation offers them the means to learn from best-in-class faculty members and the opportunity to be hired by Puratos itself or by top-class employers in the bakery and hospitality sector. Students that want to open their own business, receive the necessary guidance to do so. At the same time, we offer the industry high quality and highly trained resources to not only meet, but exceed the benchmarks of the specialized industry.

Due to the worldwide pandemic, most countries around the world had to close their educational institutions, as did our Bakery Schools. However, thanks to the local management teams and teachers thinking outside the box and promoting online courses, the learning did not stop! All did a great job in keeping our students on board and motivated so that, in spite of Covid-19, they will still be able to graduate.

BAKERY SCHOOL FOUNDATION

Our Vision

We believe that the growing Bakery, Patisserie and Chocolate sector will continue to have a lack of well trained and skilled labour in the future.

Our Mission

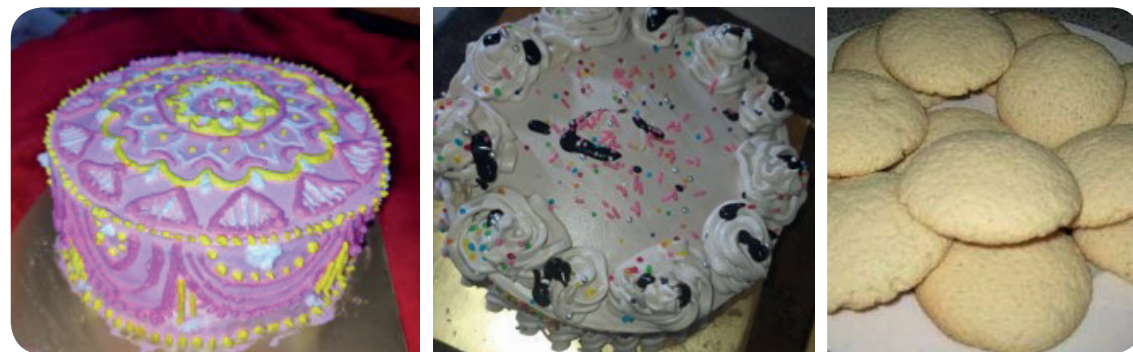
We are committed to make a significant impact on the life of an important group of underprivileged youngsters by training them to become future Bakers, Patisseries and Chocolatiers.

BAKERY SCHOOL INDIA

Puratos Sanskaar Foundation came into existence in 2014 and is being operated on the campus of Shiravne Vidyalaya and Junior College in Navi Mumbai. Its aim is to provide training and knowledge in the field of Bakery, Patisserie and Chocolate to underprivileged students in a state-of-the-art environment.

Mr. Peter Deriemaeker, Markets Director – Asia Pacific/ Middle East/ Africa at Puratos shared, “People Care is one of the important initiatives at Puratos. The Indian Bakery School Foundation is a reflection of this value; in our pursuit to enable a comfortable future for the skilled children coming from underprivileged families. In 2021, the 5th batch of students will graduate from the school and we are very happy and proud about it.”

Mr. Ashish Seth, Managing Director India and Area Director South Asia, Puratos Food Ingredients India Pvt. Ltd., said, “Given India’s growing love for Bakery, Patisserie & Chocolate items, there can’t be a better time to enrich the talent pool in the industry by providing fully trained professionals. With a batch graduating each year, we are sure to add the right value and fill the skill void that existed for all these years.”

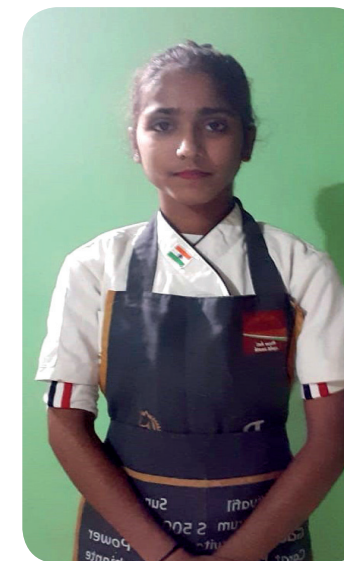


Due to the Covid-19 pandemic, there was, for the 1st time since the school opened its doors in 2014, no graduation. Covid-19 hit India hard and strict restrictions were taken in the Mumbai area. Our students that started in 2018 were foreseen to graduate in August but this has been postponed to 2021. Once the school opens its doors again, the students have one more month of practical classes left to be able to graduate.

The theoretical classes of the promotion of 2019 are still ongoing, and their practical classes will restart when the Covid-19 situation improves. Their graduation is foreseen for September 2021.

Students received products at home to continue their practical classes. They tried out different recipes at home using the limited infrastructure available to them.

In January 2021, a new group of students was selected and if all goes well, their classes will start in February.



Anju Shankar Rathod (Class of 2019-2021)

“I am thankful for this great opportunity that was given to me. Sushmita Jadhav, a senior at the school, informed me about the program. My parents and I were briefed about the course and my journey at the Bakery School started.

First day, I was very nervous as it was all very new to me but then I started to enjoy it. The teaching method is very clear, and our teachers make sure that we understand everything.

We just completed our 1st semester when the Covid-19 pandemic arrived in India. The school was closed, and we switched to online classes for the theoretical part. I do miss the practical classes. I hope that the school can reopen soon so we can meet each other again in person and learn new things. After completing the course, I am looking forward starting a job in the bakery industry.”

Imran Iran Shaikh

“My father is the only member that takes care of my family financially, so it is my responsibility to help him. I was accepted at the Bakery School and my ambition is to become the best bakery and pastry chef.

I was a little bit nervous on the first day, but this was quickly gone once I got more familiar with the products. We learn a lot of things during the course and I really enjoy baking. I also learned that time management and team spirit are important. Interesting as well is the course on how to present our products.

Unfortunately, in the middle of the course we had to stop because of the global pandemic but although it is not the same, we continue to learn online.”



The Puratos Sanskaar Foundation was established on 3 June 2016 in Mumbai to legally give support to the Indian Bakery School already existing since 2014. Established as a not-for-profit company, Sanskaar Foundation’s main objective is to provide knowledge and skills in bakery and confectionary to underprivileged individuals near Nerul (Mumbai) and also to create awareness among them to become self-supporting by securing a job in this sector. The daily management of our Bakery School at Shiravane Vidyalaya & Junior College is in the hand of Mr. Arun Kumar Varma (School director of Sanskaar Foundation).

BAKERY SCHOOL BRAZIL

A partnership between Puratos, Gol de Letra Foundation and SENAI school created the Brazilian Bakery School in 2015. It offers a formal education in Bakery, Patisserie and Chocolate for underprivileged young people.

In December 2019, our students at the Bakery School in Brazil had their final exams. They presented everything they learned to a small audience formed by teachers, parents and friends and to the jury. In February 2020, they celebrated their graduation from Senai.



With the idea of continuously improving, we started another partnership in 2020 with Natasha Franco Vieira, professional education. This technical school was created in 2006 from a partnership between the Federal Government and the Centre for Social Assistance.



Moving our program to the technical school of Natasha offers our students the following advantages:

- The school has an excellent reputation as a technical school which will offer our students more job opportunities.
- The school offers besides the classes, internships in the bakery industry so they can already get a taste of the professional life as a baker.
- The course is recognized by the Ministry of Education.
- Students have the option to follow classes in the evening. This enables them to work during the day which leads to better retention rates.
- The school is experienced in recruiting students and social monitoring.
- The school is located closer to the neighbourhood of our students, so they spend less time commuting.

A senior group of 15 students finished their courses at Senai and will graduate in February 2021.

In October 2020, Natasha started with the onboarding of students through an online registration platform. 25 students were selected to start in February 2021.





Daiane (2020-2022)

"I'm 25 years old and my former boyfriend told me about this course as he knew about my plans to be a professional in this area. My dreams came true. A new chapter started for me. We learn the right way to work, how to get organized and how to handle without forgetting the cleaning and safety procedures. But we also learn about people, communication, human relations, ethics, citizenship and other. When I was told that I was selected among many other applicants, my heart was full of joy and I think I deserved this thanks to God. The candidates are given the opportunity to join but our commitment to the program is crucial. We cannot steal an opportunity from someone else as there are other people interested. It is up to us to stay motivated, even when it gets difficult and to keep on going to finally become a professional baker."

I'm very shy but I was very proud that I was asked to share my experience about this training that helps us to face our challenges during the pandemic but I've never thought to give up, it was not an option. I read an extract from a Brazilian book "Never give up on your dreams" that inspired me: Dream about the moon so that you can at least step on the high hills. Dream about the high hills so that you can have dignity when crossing

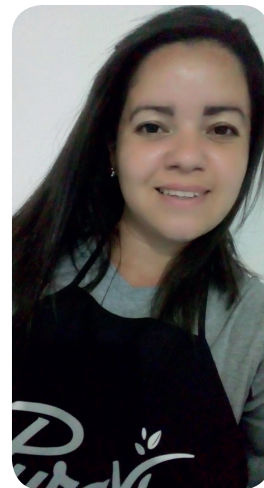
the valleys of losses and frustrations, despite our defects we have to see that we are unique pearls in the theater of life and understand that there are no successful people or failed people. What exist, are people who fight for their dreams or give up on them, so I wish you to never give up on your dreams.

I sincerely appreciate what Puratos and Natasha School and all people involved are doing. Good luck to the new students."

Telma Priscila (2020-2022)

"I am a student from Natasha Franco Vieira and the Bakery School Brazil. This joined initiative makes dreams come true. I have no words to thank the Bakery School Brazil for what they have done during the pandemic. They also offered us a philosophy class in order to avoid that we would give up on our dreams. I learned that during the crisis that is all about your attitude and having empathy and love for each other. We were given benefits such as food baskets and 4G internet which helped us to keep up with our classes."

But the best thing that happened to me: I had the opportunity to meet the great Brazilian baker Rogerio Shimura and my boss João for whom I started as an intern at BGHUM – a semi-industrial bakery run by them. Every day I learn from them and this experience has been incredible. When they ask me if I'm enjoying the job, I say: No, I love it. Each bread I bake feels like a masterpiece to me."



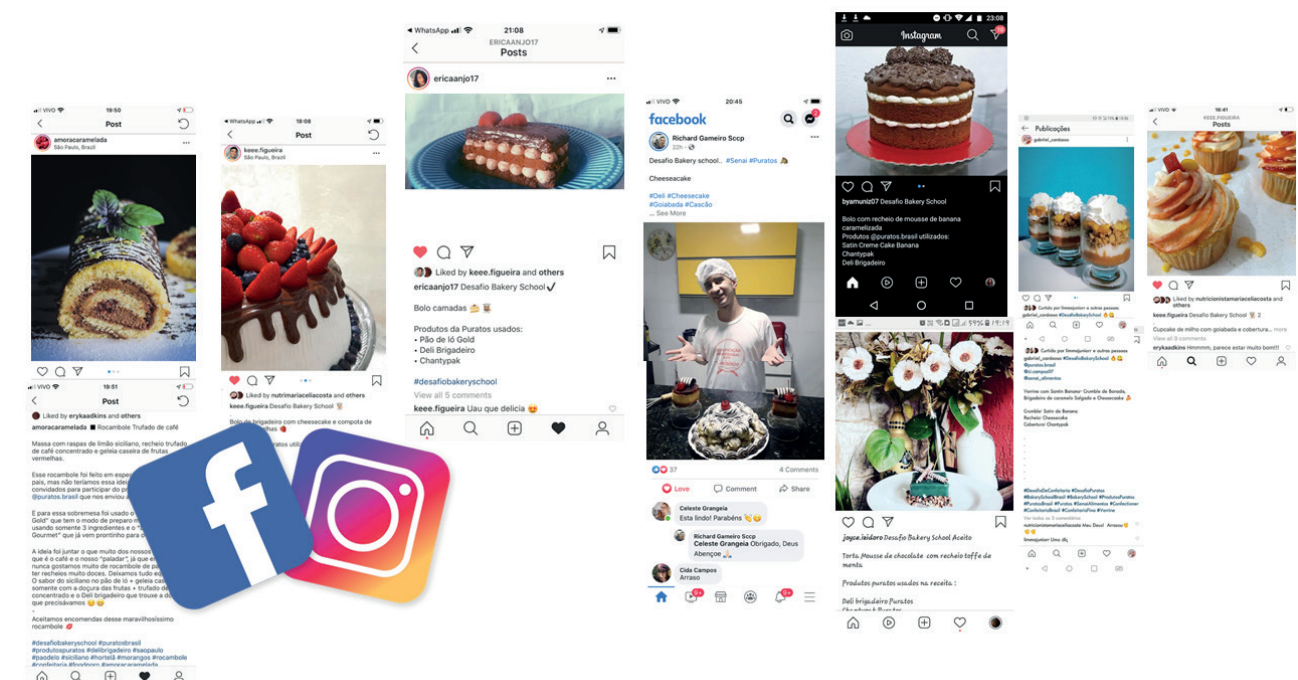
Gol de Letra Foundation was established on 10 December 1998 by former footballers Rai and Leonardo. In 2001, UNESCO identified the Gol de Letra Foundation as a model way of supporting children in situations of social vulnerability. The aim of the Gol de Letra Foundation is to provide a comprehensive education in a small micro territory (notably Vila Albertina, in São Paulo, and Caju, in Rio de Janeiro), based on integrating education practices and social assistance. The programs are geared to serve children, adolescents and youth, coupled with community development within their families. Gol de Letra represents a dream: the opportunity to contribute to the education of children and youth from socially vulnerable communities so that they have more opportunities and better life prospects.

Covid-19 Pandemic

In March 2020 all public and private schools were suspended for an indefinite time. Both Senai and Natasha offered remote learning programs via Zoom and Microsoft Teams to make sure that students could continue their course, that they kept in touch with the teachers and their fellow students and of course to make sure they stayed motivated.

To further encourage our students to stay on board, different initiatives were taken:

- We provided sanity kits and monthly food baskets to support them and their families.
- Those students of Natasha and Senai that did not have WIFI at home, were given internet access.
- The senior students were challenged to bake at home and got some classes on digital marketing. Together with the monthly food package, they received Puratos products and were asked to create 3 recipes. Afterwards they posted pictures on social media of their results and over 20 recipes were shared.



In September, the senior class returned to school and continued the practical side of the program. All students were instructed about the safety procedures and were given a sanity kit with masks and alcohol gel. The junior class returned to school in October.

Natasha Franco Vieira Technical School was created in 2006 from a partnership between the Federal Government and the Centre of Social Assistance – NGO religious entity. Almost 1.000 students are studying in areas such as Nursing, Aesthetic Care, Electronics, Computing and Business Administration and Bakery. Our program on Patisserie and Chocolate started in 2020. Their current courses are structured in a way that provides students the opportunity to be part of Apprentice and Internship Programs which helps to attract and retain students. The school has also a partnership with Help Alliance for training vulnerable underprivileged young people.

BAKERY SCHOOL MEXICO

On the 21st of August 2018, the Bakery Foundation inaugurated a third school in Tizayuca, Hidalgo. The building, located on the premises of the children's home Rosas Rojas, includes one large classroom for theoretical classes and computer science and one large lab for the practical classes. It has the capacity to train 25 students.

The 1st generation of students of the Bakery School in Mexico graduated on October 2nd. Due to the pandemic, this first graduation was streamed online. The Board of Directors of Puratos de México, the teachers and the Director of the Bakery School and renowned gastronomy chef, Aquiles Chávez, who also played the role of godfather to this first generation, were present during the event.

The students received a package which contained a box of chocolates, a thank you letter, their certificate, an overview of their studies as well as their chef's uniform so they were able to graduate in their uniform in presence of their family and tutors.



Covid-19 pandemic

2020 was an exceptional year and due to the Covid-19 pandemic, students were informed that on site classes were cancelled. The school started to organize online activities covering theoretical classes and the Technical Advisors made small videos to share their knowledge. Over the course of the weeks, a complete digital journey was created for the students.

Theoretical and practical classes continued via Zoom and the students received raw materials, so they were able to train and bake products at home. The students that did not have access to internet, were provided with iPads so they could communicate with their teachers and classmates.

Besides Zoom, WhatsApp was used to communicate with the students and a private Facebook group was created so that students could upload pictures of their work as part of an online evaluation.

Hopefully, students can return to the school in 2021. A plan has already been developed to welcome the students back in small groups but of course this will depend on the decisions made by the authorities:

- Organizing of practical classes in small groups.
- Completing the online theoretical classes.
- Providing raw materials if necessary, for students to practice at home.
- All the necessary safety measures have been put in place. Face masks and disinfectants will be provided.



BAKERY SCHOOL SOUTH-AFRICA

The first group of 24 students started the two-year program in 2018 to become bakers, pastry chefs and chocolatiers. They will graduate on February 9, 2021.

A second group of 25 students was recruited and will graduate in February 2022. The third group of 25 students has been recruited and will graduate in February 2023.

The two-year program's objective is for the students to obtain their matric (Grade 12) certificate together with a NQF 2 industry recognized baking certificate. After having graduated, some students will be hired by Chipkins Puratos and the other students will be offered employment at one of Puratos' customers.

The Bakery School offers the students an educational, an emotional, and a social journey that shapes them into young adults and most importantly into future bakers, pastry chefs and chocolatiers. Over the course of two years they transform into responsible individuals contributing to their families and local communities.

Besides all the inconveniences caused by the Covid-19 pandemic, the teachers and staff of the Bakery School South-Africa ensured that all elements of the program were achieved. The 24 students met all requirements and they will receive their Bread and Flour Confectionery Baking certificate during the online graduation ceremony on February 9, 2021.

Impact of Covid-19

Due to the Coronavirus, the Bakery School South-Africa had to suspend all learning activities. This affected the initial 2020 learning plan, but a recovery plan was implemented.

To ensure that the 2020 academic year was not lost, we supplied our students with learning material to complete the theoretical courses at home. The students received extensive support from the teachers during that time through social media platforms such as Zoom, WhatsApp and telephone.

Bakery School South-Africa's commitment to the students and families

Many families were affected financially by the pandemic, so the Bakery School South-Africa made the commitment to assist the students and their families during these difficult times. The Bakery School South-Africa made sure that students had access to essential products, such as sanitary towels and food products.

Several parents are street vendors, so when the lockdown was announced, this resulted in no income for these families for a period of months. The Bakery School supplied families with grocery packs consisting of dry ingredients such as flour, sugar, jam, and yeast to name a few. Baked goods such as rolls, scones, and other products with a longer shelf life were provided weekly. This initiative was well received by the families. This is an ongoing initiative and students will also receive these grocery packs during and "post" Covid-19.



The school also made sure to inform the students and their families on how they could protect themselves against the virus. Trainings about the virus were given and hand sanitisers and masks were supplied to the students.

In June, restrictions were eased, and the students could return to school to continue their academic year. Precautionary measures were put in place to comply with the new regulations:

- Students are screened before entering the premises.
- Sanitisers and hygiene soaps are available in all rooms.
- If a student has flue like symptoms, they are not allowed to attend any classes (Sick note from the doctor or clinic will be required).
- Social distancing is implemented in our lecture room and labs.
- A student is not allowed in class if he or she has no face mask.
- We disinfect all door handles and surface areas every 3 hours.
- All students are provided with 2 cloth masks and a bottle of sanitiser.

Impacting the communities that we operate in is a key component of our program. We collaborated with the community church "Yahweh Church" and offered supplies to the orphanage home where most of our students come from. In collaboration with this church we were able to feed ± 400 children from the orphanage bimonthly.



Nhlanhla Khoza (2020-2022)

"Hello, my name is Nhlanhla Khoza and I am 19 years old, and the Bakery School has played a big role in my life since I joined in 2020. The Bakery School changed my life and the situation at home.

First of all it taught me to have more discipline and it made me a better person. We get food packs every week which helps a lot at home as we are struggling financially. The program offers me a lot of opportunities and my aim is to become the best in the baking industry."

Busisiwe Nxumalo (2020-2022)

"Hello, my name is Busisiwe and am 17 years old I am a student of the Bakery School South-Africa, class of 2020. The Bakery School has impacted my life a lot, it has taught me how to have more discipline and how to reach my goals.

Usually, I would be on the street all the time, but now that I am part of this great initiative, I spend most of the time at the school and I put more focus on my schoolwork. I thought baking was just a hobby and you cannot make a career out of it, but after learning and knowing more about baking now I know better and there is place in the baking industry for people like us."



BAKERY SCHOOL ROMANIA

The Bakery School Romania is a social project aiming to help underprivileged teenagers from Romania, as well as to create skilled workforce for the baked goods industry, for Puratos and its customers.

On September 14, 2020 our fifth Bakery School opened its doors in the small village of Tartasesti and was set-up in partnership with the local Technological high school.

For the first time, a Bakery School will offer its students a “Dual education system”, in partnership with local companies, allowing them to have a school-based knowledge and put them directly into practice.

The main benefits of the dual system partnership are:

- Theoretical & practical classes are integrated in the standard schedule of the high school.
- At graduation, kids will receive an international certified diploma issued by the Ministry of Education.
- Students receive a monthly scholarship (from both the high school and Bakery School).
- Teachers are being payed half by the high school and half by the Bakery School association.

Due to the pandemic, local authorities decided to close schools and organize online classes. In order to facilitate children's access to classes, Bakery School Romania granted tablets to all children in November. With the help of teachers, children learned to use these tablets to participate in online classes. In support of the learning process, students received printed study materials.

For the practical classes, the teachers organized online sessions from the Puratos Romania Innovation Center. Students were explained very easy recipes, that they could reproduce at home, without the need to use professional equipment.

A WhatsApp group has also been created where teachers post recipes and students post pictures of their products.

At the moment, the courses are still held online. We aim to maintain the curriculum and we offer all the support to students.



Neagu Elena Catalina (Class of 2020-2023)

“I chose this profession because it is what I want for the future. It is my childhood dream to be a famous confectioner, to learn how to prepare and decorate the most beautiful cakes and cookies and bring the taste of childhood in my creations. I remember the most beautiful time of the year, the winter holidays, when my mother made a lot of cakes and I was very curious to learn all the steps she followed. As the years went by, I took my mother's place. Now, the cookies I make are praised by the whole family and the community where I live. I can't wait for the physically classes to start in Bakery School, not just online.

My mother advised me to onboard in Bakery School, to learn and practice this profession from the best. I'm proud to have chosen this school and I'm sure I'll be able to fulfill my dream. Step by step, full of confidence and desire to learn, I will be one of the best confectioners in Romania, maybe even in the world.”

Dinu Petrica Marian (Class of 2020-2023)

“When I finished eighth grade, I didn't know which way I was going for my future. Bakery School lit up my path and came as an opportunity. I chose to be a baker. I'm at the beginning of my journey, moving forward easily and confidently and I'm sure I'll make it. I have with me the wonderful team of Bakery School. They believe in me and I won't let them down.

I have a long way to go to discover and learn this trade, but with the help of Bakery School I have the chance to become a good baker with a wonderful future. I love everything about this job, from the choice of ingredients to the end result, each new recipe being an experience that gives me confidence and makes me better. For me, the chance to become a baker is a gift, and I will be grateful through my work and ambition.”



SELECTION PROCESS

Admission to the Bakery School is primarily based on a student’s motivation and commitment, but parents are also involved in the selection process. The Foundation has an equal opportunity policy for boys and girls.

A call of interest in applications is normally made to the public schools in the surrounding areas. This is a chance for potential candidates to discover the project and learn more about the courses while understanding the opportunities and challenges of a career in the sector of bakery, patisserie and chocolate.

We make sure to respect the following:

- Gender equal opportunity policy;
- 14 to 22 years old;
- Student or high school graduate;
- Selected according to the degree of social vulnerability;
- Full parental commitment and support.

SELECTION PROCESS IN INDIA

Students who are interested in joining, must fill in a form to share information about their family’s social and financial situation. Once the form has been completed and submitted, these applicants are then individually interviewed to assess their motivation and interest to become a baker or a pastry chef. This allows a first selection to be processed. The parents of the shortlisted students are then interviewed to allow the foundation to gauge their support, leading to the final selection of students who will be admitted to the course.

The students are asked to pay a fee of INR 200 (€3) per month for a period of 23 months (INR 4.600 - €70). Once the course is completed, at the time of the graduation the foundation pays back double the amount, or INR 10.000 (€142).

Such an approach ensures that families are fully involved in the Bakery School students’ education.

So far 68 students graduated from the Bakery School in India and 39 are currently enrolled in the program.

SELECTION PROCESS IN BRAZIL

Every October, SENAI organises an open-door event to present the Bakery School program to the three public schools associated with Gol De Letra.

Interviews are then organised with students who are interested in signing up. This is a very important step that allows the Bakery School team to assess their motivation. The presence of their parents is mandatory as it is critical, they are aware that they will need to be involved every step of the way. They will have a key role to play in guaranteeing a student’s regular attendance and will have to ensure homework and study is done properly to fully benefit from the Bakery School trainings.

The selection process ends with each candidate writing a motivation letter. This enables the school to fully grasp

the interest and enthusiasm of each candidate before selecting the students who will join the program. The potential students also need to take a math test. If they do not succeed, they are asked to follow a preparatory course. A new workshop “Life Project” was launched where students are asked to fill out a series of self-reflection questions that helps them to think about their professional career and personal choices.

So far 44 students graduated from the Bakery School in Brazil and 37 are currently enrolled in the program.

SELECTION PROCESS IN MEXICO

Students who are interested in joining the Bakery School in Mexico are invited for an interview with the Director of the school. They need to be accompanied by one of their parents or a tutor and are asked a series of questions about their family’s social situation and present an admission exam. Afterwards the students are interviewed individually and asked about their motivation and reasons to join the school.

Once accepted, the students and parents are invited to a meeting where the guidelines of the school are explained. The school expects complete involvement from the parents and guardians so they can motivate their children during the two-year program.

So far 17 students graduated from the Bakery School in Mexico and 22 are currently enrolled in the program.

SELECTION PROCESS IN SOUTH-AFRICA

Students of grade 10 of Masisebenze Secondary School and interested in the Bakery program, are gathered in the hall of the school, where explanation is given about what the program entails, the curriculum, as well as the benefits for the students. The students are asked to write a motivational letter as to why they should be part of the program. They also need to provide details on their background and socio-economic factors.

The Bakery School team then evaluates and selects students based on their level of interest to the program. Short listed students are called in for an interview in the presence of their parent/guardian whereby we get to know the student personally and insight about the student from their parent/guardian’s perspective. It is mandatory and critical for the parents to be there, as the Bakery School team highlights the expectations, while maintaining focus of their normal schoolwork. They will have a key role to play in the student’s attendance, performance and will have to ensure homework and study is monitored to ensure sustainability of our Bakery School Model.

The selection process ends when the student has been promoted to grade 11 with a pre- determined benchmark. The final step of the selection is conducting interviews with the students’ class teacher, in order to understand the behaviour of the student in the classroom environment.

Currently 48 students are enrolled in the program.

SELECTION PROCESS IN ROMANIA

The selection of future bakers and confectioners begins every year in April-June, and it involves field visits to nearby secondary schools, together with the principal of the high school to present the Bakery School program & its benefits to potential future students. If the context will allow, Open Door events can be organized on the premises of the Bakery School. Every new generation will start its training in September.

The main advantages of onboarding the Bakery School are emphasized during each presentation: the commitment to find jobs for them after graduation, extra-curricular experiences, such as visits to large accounts & practice sessions at different producers, as well as the school facilities – well equipped laboratories, located in the premises of the high school of Tartasesti.

In July, based on the grades accomplished during final exams (mandatory to graduate Secondary School), potential students can apply to onboard the Bakery School.

Keeping in mind our mission to provide professional training for underprivileged youngsters, different admission criteria must be complied with:

- Students between the ages of 14 and 17.
- Students coming from families with an average monthly income per family member not exceeding the minimum wage in the last 3 months or orphaned by one/both parents or one/both parents who have gone abroad.
- Maximum grade on behavior evaluation in the last semester.

Students who want to apply, submit their application to the partner high school, where they opt for the Bakery School mixed class of bakers – confectioners. They present documents proving that they meet one of the criteria mentioned above. If all the places in the school year are filled, the local team will analyze the applications submitted and will also require a letter of motivation in order to be able to decide which of the students enrolled will be accepted.

According to the partnership agreement, each student receives a monthly scholarship of 45 euros appx. from the Bakery School Foundation, as well as 45 euros from the Ministry of Education. The scholarship is not paid if the students have more than 20 unexcused absences per semester at the specialized classes (theory and practice) organized by the Bakery School. If they have more than 30 absences, they may be expelled or moved to another class or high school. These rules were decided by the management team of the Bakery School Romania.

The students with good results and attendance, will receive a higher scholarship the next year to encourage their attendance and involvement in classes.

CURRICULUM

The program is divided into four semesters and spread over two years amounting to **approximately 1.600 hours and 36 subjects**.

We wish to offer an intensive yet adapted learning curve to our students while acknowledging that many of them are new to the world of bakery, patisserie and chocolate.

We start by explaining the equipment, ingredient interaction and role of commodities before moving to more technical and practical lessons. This all helps our students to face the market reality. Lessons are given in decoration with vegetable cream, chocolate tempering, frozen technology concepts, sourdough baking and much more.

Courses on hygiene and food safety, good manufacturing practices, food quality, storage and shelf life, food labelling, raw materials and ingredients are also given.

Our curriculum also offers English courses. Digital communication and how to display and present finished goods is also taught alongside topics such as people and sales management, basic finance, nutrition and worldwide trends.

Field activities provide students with a thorough understanding of the ‘on the ground’ reality. Therefore supermarket, bakery and industry visits as well as, internships and immersion in the Puratos subsidiaries are organised.



STAFF

The specially selected teachers at the Bakery School are not only experienced in the technical areas of bakery, patisserie and chocolate making, but also in computers, finance, presentation and soft skills such as teamwork and communication. Selection is also based on being able to effectively enthuse and encourage students towards continuous improvement.

TEACHERS IN INDIA

Two teachers (Vipin N.V. and Paritosh Kapur), one administrator (Sheel Iyer) and one Director (Arun Varma) work for the Puratos Sanskaar Foundation.

Vipin N.V. studied Hotel Management before working for 11 years in various five-star hotels and on cruise liners. Before joining the foundation, he was lecturer at Ramnath Payde College of Hotel Management where he taught Food Production and Baking.

Paritosh Kapur obtained his B.Sc in Hotel Management from Punjab Technical University. After graduating he worked at the Hotel Radisson Windsor and then as a Pastry Chef in Garlic & Green and Franco Phone for five years. He then joined the Innocent Heart Institute of Hotel Management as a Bakery Instructor for two and a half years before joining Puratos Sanskaar Foundation.

MANAGEMENT IN INDIA

Arun Varma worked in the pharmaceutical industry for 34 years in companies like Glaxo and Sanofi in the areas of sales, management and training. His main responsibility is to manage the day-to-day operations of the school. This includes liaising with the school authorities and customers for industrial training and placement of the students while also offering training such as grooming, etiquette, communication, selling skills and teamwork.

Sheela Iyer did her postgraduate in Human Resources and has five years of experience in customer service and operations in HDFC and ICICI banks and almost 10 years in Puratos India handling HR and administration before joining Puratos Sanskaar Foundation. Her key responsibilities are to manage day-to-day operations of the school.

TEACHERS IN BRAZIL

Alessandra Pagiato Loureiro graduated in Nutrition and obtained her technical qualification at SENAI. For seven years she worked as a teacher, nutritionist and technician at the IDPC Patisserie and Bakery Development Institute, which belongs to the Bakery Union. Alessandra is part of a team of 14 teachers at SENAI.

MANAGEMENT IN BRAZIL

Cida Campos has worked in Marketing at Puratos since 1997. She studied Communication and Marketing and in 2017 started the Coaching Course to help new professionals in bakery, patisserie and chocolate. In September 2016 she was invited to head the Brazilian Bakery School.

TEACHERS IN MEXICO

Alejandro González graduated in gastronomy from the University of the Claustro de Sor Juana and has worked in the food and beverage industry as a chef in a retail restaurant in Mexico City. His teaching career began in the general direction of educational television, where he has been teaching nutrition and food courses for 5 years. He has also collaborated with the administration of industrial dining rooms in the interior of Mexico.

Antonio Sánchez graduated in gastronomy from the Centro Universitario Internacional de México, and has worked as a sous-chef at the San Francisco Restaurant in downtown Mexico City. He has previous working experience as a bakery teacher and in international cuisine.



MANAGEMENT IN MEXICO

Gerardo Zarco graduated in Gastronomy from the University del Valle de México and has worked in the restaurant industry as a sous-chef and has taught different classes, courses and subjects related to gastronomy at renowned institutions such as Corbuse Gastronomic Institute and the Universidad del Valle de México. He has also collaborated in the publication of several journal articles and TV programs in Mexico. Before joining the Bakery School he held the position of Academic Director at the Instituto de Gastronomía de México.

TEACHERS IN SOUTH-AFRICA

Emily Motaung has 5 years' experience in the baking industry. She obtained her NQF level 2 and NQF 3 qualification on a baking learnership with Chipkins Puratos. She was later promoted to be a facilitator/teacher.

Wendy Petersen has 10 years of experience in the baking industry working as a confectioner and baker and is currently on an NQF 3 baking program that is accredited with the FoodBev Seta. Wendy worked for Chipkins Puratos as a Junior Technical Advisor and engaged with customers on daily basis for the past 3 years.

Jeanette Letsoalo graduated from the University of Limpopo with an Honours degree in Human Resource Management (for 5 years). She joined the training Department at Chipkins Puratos as a "Training Administrator intern". With the experience and knowledge acquired she was promoted to be an Administrator at the Bakery School.

MANAGEMENT IN SOUTH-AFRICA

Richard Kuppan has been in the baking industry for 20 years. He worked for various retail groups in South-Africa, then left to open his own training company that focuses primarily on skills development, where he served as a director. He is an accredited assessor, moderator (NQF level 5 and 6). Richard also assists the Food and Beverage Sector Training and Education Authority as an external moderator, where he approves new service providers into this sector. He serves on the South-African Chamber of Baking's training committee. Richard is also part of a special team instrumental for developing the new baking qualification in South-Africa.

TEACHERS IN ROMANIA

The Bakery School Romania consists of 2 teachers for the theoretical courses, one for each specialization (bakery & confectionery), 2 teachers for the practical courses, an administrator and a project manager that works for Puratos Romania. The recruitment of teachers has started in October 2019, for the school year 2020-2021.

After completing the recruitment process, the teachers contributed to the creation of the curriculum, as well as to the accreditation file.

In August, the teachers received a training organized by Puratos, consisting of 4 days of theory (online webinar) delivered by the local trainer of Puratos Romania and 1 day of practice with the Technical Advisors team (Demonstrators) in the Innovation Center Bucharest (Puratos Romania headquarters).



Mrs. Magdalena Lazar – professor for bakery (theory), has over 22 years of experience in the education system, as well as 5 years of experience in a chocolate factory in Romania. Being a professor is her main activity; she is also teaching at another high school with a food profile.

Mrs. Ruxandra Proca – confectionery professor (theory), comes from the private food industry, holding over the years the position of Production Director or Research and Development Director.

Both teachers graduated from universities in the field of food industry and have pedagogical background needed to work with teenagers.

For the first school year, in the context of the pandemic we decided that the teachers for the practice session, to be Puratos' Technical Advisors - **Mr. Laurentiu Holtman** for bakery and **Mrs. Cristina Stancu** for confectionery. The Bakery School experience was something new, for which Puratos' Technical Advisors committed to share their passion, energy and knowledge to the enrolled students.

MANAGEMENT IN ROMANIA

Mrs. Ștefania Slăboiu – Project Manager for the Bakery School Romania, works for Puratos Romania since 2018. She joined the HR team in Puratos Romania and soon took over the project management for the Bakery School Romania. Ștefania graduated from the University of Bucharest, with a master's degree in Human Resource Management and Tourism Activities. The professional experience on the education side comes from the organization of certified courses for adults in the last 3 years before joining Puratos. Starting January 2021, Bakery School Romania will have a dedicated person to manage the project.

JOB PLACEMENT

The Bakery School Foundation has made a very important commitment to ensure that the students that graduate from the Bakery School find a job. The students have the opportunity to work either with the Apprentice Programme at Puratos or be hired as a professional beginner in the network of Puratos' customers.

The final employers of our graduates are very impressed by the quality and efficiency of their work. Some of them have even asked to be listed as permanent potential employers in the future.

JOB PLACEMENT IN INDIA

13 students out of the 22 students of the class of 2018-2020 already started working in the industry. For the remaining students, job opportunities will be offered once the Covid-19 situation is under control.

What do the students and employers think?



Roshan Arjun Musale (2018-2020)

"I would like to explain my journey which started in the year 2018 when I passed my secondary school. At that time, I was confused, and I did not know which field to choose as a career and then Puratos gave me this amazing opportunity to work in the Bakery Industry. I belong to a middle-class family and our financial condition is not so good as my father is a rickshaw driver and my mother works as housemaid. After being selected for the program, I acquired the knowledge and the skills about bakery. Now I am working at Hybrid as a baker. I would like to thank Puratos for giving me this wonderful opportunity."

Hybrid

"Roshan is a really good baker. He has a good understanding of the ingredients and the recipes. He initiates new ideas and offers practical solutions. He is very inquisitive. In general, he is very punctual, very hard working and he enjoys his work."

JOB PLACEMENT IN BRAZIL

From the 12 students that graduated in February 2020, 3 students were hired by Puratos Brazil and 4 were offered a job in the bakery industry. Another student decided to pursue another career and unfortunately the remaining students encountered some personal difficulties. We are following up closely on their situation and looking into ways we can help them.

Erica Gomes (2018-2020)

"The opportunity to study at Bakery School Brazil was more than I've expected. I really liked the training, since the beginning, which uses dynamic ways and different modules. There is a warm environment and team spirit among the colleagues and teachers. Definitely, this course "open doors" for my career, as I have the chance to join Puratos, closer to incredible people that inspire my days. The Technical Advisors teach me daily, giving tips and showing new techniques on how to make a product with dedication and creativity."



JOB PLACEMENT IN MEXICO

Out of the 17 students that graduated in October 2020, 2 were hired by Puratos, the other 15 students are waiting to be placed. Due to the current situation in Mexico, the hiring process is on hold but we hope to be able to place them soon.



Nizarindani Betsabe Guzmán Cruz (2018-2020)

"I studied at the Bakery School México where I learned a lot about the areas of Bakery, Pastry and Chocolate; during my 2 years at school I was very happy as I realized how much I like these 3 specialties because, there are countless things that we can invent or replicate besides that you always learn something new. Realizing that I could make a bread, a cake or a chocolate application, motivated me to continue with the course.

I also really liked the atmosphere in which I was working, and the chefs supported me at all times. They encouraged me to not give up and to try again.

As I graduated from the Bakery School México, I was very happy to have achieved my goals. I mastered the 3 specialties and I now have enough self-confidence and courage to go explore the professional world. I now know effort and dedication everything can be achieved.

Currently I am working in the Quality Area of the Puratos Mexico Company performing the Practical Control of the Flour. First of all, I feel very grateful for this opportunity that I have been given. I feel very good since to put my knowledge into practice and I am also learning new things, in addition to meeting my colleagues and the comfortable environment in which I work. I also really like working here as they always train us and teach us something new to help to expand our knowledge.

At first I thought it would be complicated as it is my first job, but now I realize that I only needed courage and confidence, it has not been easy either but I like what I do and I try to always have that punctuality, commitment, responsibility and cleanliness that is required. I hope to continue working a long time here and continue learning to further strengthen my knowledge until I have a business of my own."

Andrés Cruz Urbina

"My name is Andrés Cruz, I was born in the State of Mexico where I lived my early childhood years, including some years of my academic training. For personal reasons life brought me to the State of Hidalgo where I continued my basic studies. Once my high school was completed, I subscribed myself to the Bakery School Mexico in 2018 where my life would change drastically, due to the great opportunities presented during my journey in this school. At first I had a hard time understanding and following the orders of my teachers and director but thanks to their patience I completed my studies and I know master specialties in bakery, pastry and chocolate.



Currently at the age of 19 I am a graduate of the first generation of the Bakery School Mexico where thanks to the recommendations of my teachers and my performance, I managed to position myself as a Technical Advisor in the Puratos Mexico company where I currently work, at the same time I continue with my higher middle studies at the Instituto Alpha."

JOB PLACEMENT IN SOUTH-AFRICA

Out of the 24 students, 3 students showed consistency and great performance throughout the 2-year journey. They were crowned as the top performers and they are currently employed by Chipkins Puratos. Another 15 students were offered a job opportunity at one of our retail customers and the remaining 6 students decided to pursue further studies in Food Science. Once they complete their studies, they will enter an internship program and be integrated into the Chipkins Puratos family.

Zama Mulibane (2018-2020)

"Hi, my name is Zama Khutso Mulibane and I am one of the learners that started in 2019. I live at an orphanage home (Tshepang Orphanage Home) in a small village, called Vusimuzi, located close to Tembisa. The Bakery School has changed my life a lot because I am now able to bake and I have acquired multiple skills in baking and life thanks to the program offered by the Bakery School. With the skills I have acquired I will be able to pursue my dream which is to open my own bakery some day and help to create employment opportunities in my community. Being one of the top 3 performers and getting an employment opportunity with Chipkins Puratos really motivated me as now my dreams are a step closer to reality. Coming from an orphanage home and now being able to meet all my needs and be an example to others. It does not matter how and where you start, it matters where you finish."



Tebogo Magane (2018-2020)

"Hi, my name is Tebogo Magane and I am 20 years old. I live in Tembisa in a small village called Vusimuzi. My life before the Bakery School was miserable, I was always worried about my education and how to reach tertiary level because my mother does not have enough money for me to apply or study further. I thought I would not achieve much in life. Then in 2018 I wrote my motivational letter and ultimately, I was chosen as 1 of the 25 students at the Bakery School for a learnership program. It was a big opportunity and a dream come true. During that time, I stopped worrying because at the Bakery School there are many opportunities and great benefits.



I worked hard and after the two-year course I was chosen as part of the top 3 performers to join Chipkins Puratos. I realised that there are many opportunities in baking and I now see life in a different perception. It is a big opportunity to become part of the Chipkins Puratos family. I came from being nobody to somebody because of the Bakery School and Chipkins Puratos. Going forward I am willing to work hard and to keep on learning."

CORPORATE GOVERNANCE

The Bakery School Foundation is an initiative of the Puratos Group, with headquarters in Groot-Bijgaarden, Belgium.

The Bakery School Foundation was established on 18 May 2016 by three founding members, all associated with the Puratos Group:

- Puratos Group NV
- Puratos NV
- Coprem NV

OBJECTIVES

The objectives of the Bakery School Foundation are as follows:

- Setting up and promoting teaching and education; organising teaching; training and support.
- Promoting the concept and practice of fair trade.
- Contributing to the social, economic and ecological sustainable development of disadvantaged workers in developing countries.
- Assisting all other good works and welfare works, without any distinction, and in particular the teaching and education of disadvantaged children.
- The specific activities through which the object of the Association is achieved, include among others: establishing and participating in similar non-profit associations at home and abroad; establishing and managing Bakery Schools for disadvantaged children and encouraging employment.
- The focus lies on giving support to developing countries.

The objectives of the Association can only be amended by a majority of four-fifth of the votes of the working members of the Association.

MEMBERS

Any person who supports the objectives of the Association may apply to become an associate member. The Board of Directors will take a discretionary decision on such applications for associate membership.

Any person who supports the objectives of the Association, whether or not as an associate member, may, on the proposal of at least two members, be accepted as a working member by decision of the general meeting, taken with a majority of three-quarters of the votes cast.

The general meeting comprises all working members. All working members have the same voting rights; each working member has one vote.

Working and associate members pay the same annual membership fee. The amount of this fee is determined by the general meeting. To enable more interested people to become a member, the fee may never exceed five hundred (500) euros.

In June of each year the Board of Directors submits the financial statements for the previous financial year, together with the budget for the following financial year, to the general meeting for approval.

During this general meeting an explanation is also given on how the Association has contributed towards its objectives.

BOARD OF DIRECTORS

The Association is managed by a Board comprising at least three members, elected by the general meeting for a term of three years. The directors may or may not be members of the Association and may be removed at any time by the general meeting.

The Board of Directors who manages the Foundation, is responsible for the day-to-day management and the implementation of the programs and activities.

On average, the Board of Directors meets every quarter to discuss the activities and future strategy of the Bakery Schools. Directors with a conflicting proprietary interest must abstain.

In 2020 the Board of Directors met on March 03, May 15 and September 16.

From its establishment and throughout 2020, the Board of the Association consisted of the following persons:

- Chairperson: I. Baty
- Secretary: C. Degimbe
- Treasurer: J-P. Michaux
- Board Members: S. Bouvy, M. Valls

The members of the Board of Directors are authorised to commit the Association validly, through two Board members acting jointly, in compliance with the Articles of Association.

The directors are assisted in their tasks by the following volunteers:

- Communication: K. Mouvet, Group Internal Communication Manager at Puratos
- Legal & fiscal support: M. Smet, in-house tax lawyer at Puratos
R. Straetmans, Legal and Tax Director at Puratos
- Financial support: J. Segers, Group CSR coordinator at Puratos
- Human Resources: P. Naveau, Group Compensation & Benefits Manager
- Technical support: C. Surdiacourt, Group Customer Technical Support Director
- Administrative support: L. Van Ginderdeuren, Management assistant at Puratos

The directors and these volunteers were chosen for the diversity of their experience and knowledge. The presence of representatives of the Puratos Group ensures that the philosophy of the founders is upheld.

Neither the board members nor the volunteers receive any remuneration.

The accounting of the Bakery School Foundation is outsourced to the financial services department of Puratos. The latter does not receive any compensation for this service.

FINANCIAL REPORT

Balance sheet	
Bakery Schools properties (buildings & equipment)	€ 235.902
Cash	€ 115.138
Total assets	€ 351.041
Equity	€ 86.325
Payables	€ 264.716
Total liabilities	€ 351.041
P&L	
Operating costs	- € 314.871
Other	- € 6.985
Donations received	€ 321.802
Net Result	€ 0

OVERVIEW

India (August 2017 – August 2019)



India (August 2018 – August 2020)



India (August 2019 – August 2021)



Brazil (February 2018 – February 2020)



Brazil (February 2019 – February 2021)



Brazil (February 2020 – February 2022)



Mexico (August 2018 – August 2020)



Mexico (August 2019 – August 2021)



South-Africa (February 2019 – February 2021)



South-Africa (February 2020 – February 2022)



Romania (September 2020 – September 2021)



Notes