

ANNUAL REPORT 2019



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 4 Bakery schools in India, Brazil, Mexico and South-Africa and a fifth school opening in 2020 in 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 and 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. 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.

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 kids by training them to become future Bakers, Patissiers and Chocolatiers.**

BAKERY SCHOOL INDIA

Puratos Sanskaar Foundation came into existence in 2014 and is being operated on the campus of Shiravane 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.

As of today, six batches of students have been enrolled and trained to become self-sufficient by securing employment. Four groups of students are already employed in the industry, 9 students with Puratos India.

On 1 August 2019 a fourth group of students graduated from Puratos Sanskaar Foundation. A total of 21 students from diverse backgrounds received their certification in Bakery, Patisserie and Chocolate. Each of these graduating students has been assisted for job placement with leading players in the industry.



During the intensive two-year study programme students learn the art of baking simple breads to complex finished applications. Each of these graduating students have been provided a platform for opportunities within the industry in India.

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. This year we have the 4th batch of students graduating 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 for the fourth consecutive year, we are sure to add the right value and fill the skill void that existed for all these years.”*



Industry visits

Each year in October or November, just before the start of their Diwali vacation, the senior group of students visit at least two industries where they get to know the functioning of the Bakery, Patisserie and Chocolate industry. It helps them to understand the reality of the industry they will be working in. It helps them to be prepared to start their industrial training after their holiday.



Ganesh Nalawade (Class of 2018-2020)

“The Bakery School Foundation gives knowledge about Bakery and pastry industry. Thanks to The Bakery School Foundation we have got added knowledge about latest trends in this industry. In addition to conducting theory and practical sessions, industrial visits and internships are also arranged to give exposure to real time industry scenario. Not only does this course focus on vocational skills, but also on improving our confidence and English speaking by conducting personality development sessions.”

Raini Tarrannum Abdul (Class of 2019-2021)

“I knew about the course at Bakery School as I was studying in a school in the same premises and would always look at the Bakery School students wearing their chef coats and working in the lab. That is when I decided that I will also apply for this course. We are 9 members in my family with my father being the only earning member. I wanted to take up this course because it provided me with an opportunity to learn a skill and help me get a job so that I can support my father financially.



After I finished my school, I attended a counselling session and participated in the admission process and after a detailed personal interaction with me and my parents, I was selected for this course.

My journey with Puratos began on 26th August 2019. When I baked my first bread, it was a great feeling. I continued to learn various types of breads after which during my practical evaluation, I got a chance to bake and present our product. After breads, I learned to bake cookies and now learning to bake various types of cakes.

Not only does this place teach us baking but allows interaction with other students, making friends, focuses on self-discipline. When I entered the class for the first time, I was nervous – how will I cope with my studies as well as this course, but I made up a chart on how to manage both which helped me cope. Initially I did not know everyone but gradually made friends with all other students. I was also a bit nervous during the first practical exam, but I realized where I went wrong, learned from my mistakes and am now more confident and working towards developing my skills.

My goal is to become a professional chef and to achieve this I will make sure that I work hard and give my best.”

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. It offers a formal education in Bakery, Patisserie and Chocolate for underprivileged young people.

In April 2015, after several exchanges and visits to the local communities to understand the needs, the Bakery School at Vila Albertina was inaugurated, welcoming 24 students from three different schools. Many of the participating students come from large families with low incomes and most are participating in government income transfer programmes such as Child Benefit (Bolsa Familia) and BPC (Benefício de Prestação Continuada), a continuous Cash Benefit Programme.

In February 2019, we welcomed 21 students (9 boys and 12 girls) from different social backgrounds. They will graduate in February 2021.

On 1 February 2019, 22 students of the second group of students (2017-2019) obtained their certification in Bakery, Patisserie and Chocolate.

On 7 February 2020, 12 students from the 2018-2020 promotion will graduate and a new generation of 25 students will start the two-year programme.





Taste Tomorrow

The Bakery School Foundation was present at the Taste Tomorrow event in São Paulo with a booth in the marketplace. Prior to the event the students had the opportunity to discover the 9 trends during a sneak preview. They were also invited to participate in a contest for the best recipe in line with one of these trends. The winning recipe was inspired by the trend of taste, health and freshness and was created by Jaqueline Gomes, Laila Caroline and Thayná de Mello – former students who graduated in 2019. They wanted to introduce unusual ingredients in their Patisserie recipes, while keeping nutrition at heart.

Industry visits

To give the students a better idea of their future careers, visits to customers and Puratos are organized during the two-year programme. It offers the students to get a first glimpse of the Bakery, pastry and Chocolate industry.

In 2019 the senior class in Brazil visited for example Melhor Bocado, a company specialized in frozen baked products. The junior class visited Puratos Brazil where they could see our technical advisors in action.



Gol de Letra Foundation was established on 10 December 1998 by former footballers Raí 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 programmes 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.



Sarah Vitoria B. de Freitas (Class of 2018-2020)

"This training was essential for my professional growth. I had the opportunity to be close to great teachers in the area and some of Puratos technical advisors who shared their knowledge safely and effectively by providing practical examples. I can apply what I've learned at home. The course exceeds my expectations, giving value to my career and enabling a new vision of the food area. It values young people, rebuilding our lost dreams and making them a reality. My current goal is to find a great boss and to always carry the Bakery School, SENAI, Puratos and Gol de Letra in my heart, as an honour. Trust me, this training turned me into the professional I am today. So, in the future, I want to be the professional who aims at sustainability, versatility, convenience and food creation. When we conclude this training, we are prepared to face the labour market, with a huge advantage, because we have chosen the best sector."

Gabriel Cardoso De Siquiera (Class of 2019-2021)

"When I heard about the training, my expectations were already a million. I was looking forward to getting started and learning what I enjoy doing most. But it was much more than I imagined, this experience has been amazing. The training helps to improve our skills and to be in an environment where we feel good, is priceless. The teachers are always thoughtful and ready to answer questions, each class with its unique way that cannot be missed. Even when we are on vacation, we want most is for the classes to come back. My experience in this period has been amazing, a lot of learning and gratitude by all the team that helps us."



My dream, of course, is to join Puratos and learn more and more. However, I do not rule out the possibility of still working in a house of bread and cakes (as I am working today thanks to the Bakery School).

As we are having a qualitative and very updated learning, of course I will look for a Bakery in this same profile, where I can put into practice what I learned. I want to achieve a good position, not only financially, but also have the satisfaction to work in a good environment where everyone shares experiences. I would like to be with my family, have a good job and every day be grateful for the opportunities given to me."

Founded in 1942, SENAI, whose initials in Portuguese stand for National Service for Industrial Training, is a network of not-for-profit secondary level professional schools established and maintained by the Brazilian Confederation of Industry (a patronal syndicate). SENAI is one of the most important institutions in Brazil providing formal training for specialized workers in industry. The unit of SENAI in which the Bakery, Patisserie and Chocolate training is given is a Technology Institute for Food and Beverages. Its aim is to promote innovation in the food industry through new technological solutions and the development of products and processes that will enhance the competitiveness of the Brazilian food and beverage industries. The Institute's focus is on healthy and nutritious foods, food processing and food safety.

BAKERY SCHOOL MEXICO

On 21 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 first group of 20 students started in August 2018 and will graduate in August 2020. On 26 August 2019 we welcomed the second group of 25 students. What makes this group unique is that for the first time, we have a young man from the indigenous community, Triqui, of Oaxaca state joining. This new group of students will graduate in 2021, after a full-training programme of two years.

Taste Tomorrow

This year the students had the opportunity to participate to one of Puratos' biggest customer events, Taste Tomorrow in Mexico. They helped the Technical Advisors to set up the exhibitions and to prepare the products. Afterwards they also had the opportunity to come on stage and to share their experiences with some of the biggest companies in the Bakery, Patisserie and Chocolate sector.



Betsabé Guzmán (Class of 2018-2020)

"Hello My name is Betsabé Guzmán it has been a very beautiful experience because I have learned many things that have served me, I love what I do, I have learned from my mistakes, the teachers are good at what they do, they guide us and answer the questions that we have, teach us order, cleanliness and make us deliver our finished products in the best way. In the theoretical classes we learn a lot, I would like to work in a company for a while and then I would love to put a business where I can implement what I have learned. It would be very nice if more young people take advantage of the opportunity that the school gives them and can change their future."

Ángel Quesada (Class of 2019-2021)

"Hello my name is Ángel Quesada, I found the school incredible, it is a place where I have learned many recipes which I have replicated at home, I have learned new habits such as cleaning, order and punctuality, from my teachers I know they are people with a lot of experience, they treat the students well and are demanding, I would like to have my pastry shop, I like the decoration, I have learned to trust others, I wanted to enter the school because there's a Bakery store near my home, I went take a look there and I found it interesting and I liked it, it was when I looked for my entrance to the school, at the beginning I felt totally new to the field and I thought it would be difficult to fit in, but it is thanks to the administrators and to what they have explained to me that I have learned to value and want to do what I learn in class."



BAKERY SCHOOL SOUTH-AFRICA

We celebrated the launch of the fourth Bakery School, Chipkins Puratos Bakery School in South-Africa at Masisebenze Secondary School in Tembisa on 11 February 2019. A first group of 25 students started the two-year programme to become bakers, pastry chefs and chocolatiers and will graduate in February 2021.



A second group of 25 students was recruited and will graduate in February 2022.

The duration of the programme is two years and the intent for the learners is to obtain their Matric (Grade 12) certificate together with NQF 2 industry recognized baking certificate. After the learnership Chipkins Puratos will employ 5 students and place the other students with quality employers in the sector.

Industry visits

This year the Bakery School in Tembisa received the visit from the General Manager from the Boxer Stores, one of Chipkins Puratos biggest customers. She was impressed by our Bakery School and the training we provide to our students. She already committed to employ some of our students after they have completed their two-year programme.





Mpumelelo Mahlangu (Class of 2019-2021)

"I have grown a lot since the programme started. I always thought bread would be very hard for me to make, however after learning about bread and other products, baking them and seeing the final products really made me see the beauty in baking and motivated me to invest my all in the programme. I have taken everything that I have learned in all my theory and practical's at home, I am more disciplined as a person, more involved in my schoolwork, communicate better and my mom leaves all the baking and cleaning to me."

Yolanda Genda (Class of 2019-2021)

"In the first year that I have been with Bakery school, it has helped me with discipline, communication and presentation skills. The programme has also helped me to realise that my dream of opening a Bakery is not far from being achieved. I have acquired a lot of knowledge about baking that I didn't know and learned that in baking they are various career paths to choose from."



BAKERY SCHOOL ROMANIA

In 2020, the Bakery School Romania will open its doors to a first group of 28 students. The new school will be located in the small village of Tartasesti and will be set-up in partnership with the local Technological High-School.

The school is scheduled to open in September. Therefore, during spring, Open Days are planned for 8th graders from Tartasesti and surrounding villages to attract students to join the first promotion of students.

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 system creates a win-win situation in which the school is preparing a future skilled workforce, catering to the needs of prospective employers. The students will not only be equipped with an internationally recognized diploma by the pastry and Bakery sector, but they will also be empowered with experiences from specialized curriculum and practice schedules.

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. Students are recruited based on their motivation and commitment and their parents are also involved in the selection process.

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 44 are currently enrolled in the programme.

SELECTION PROCESS IN BRAZIL

Every October, SENAI organises an open-door event to present the Bakery School programme 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 programme. 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 32 students graduated from the Bakery School in Brazil and 55 are currently enrolled in the programme.

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 programme.

The first group of students was selected with the help from the Children’s Home Rosas Rojas and from the municipality of Tizayuca where the school is located.

Currently 43 students are enrolled in the programme.

SELECTION PROCESS IN SOUTH-AFRICA

Students of grade 10 of Masisebenze Secondary School and interested in the Bakery programme, are gathered in the hall of the school, where explanation is given about what the programme entails, the curriculum, as well as the benefits for the students. The students are asked to write motivational letters as to why they should be part of the programme. 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 and expression to the programme. 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 on 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 on the selection is conducting interviews with the students’ class teacher, in order to understand the behaviour of the student in the classroom environment.

Currently 49 students are enrolled in the programme.

CURRICULUM

The programme is divided into four semesters and spreads across 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, so 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, 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 immersion in the Puratos subsidiaries are also 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 computer, 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 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 University of 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 programmes 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

Two teachers (Motaung Emily and Petersen Wendy), one administrator (Letsoalo Jeanette) and six directors (R Kuppan, NP Kganakga, NJ Philips, IJP Paty, RJ Licht and JP Michaux). The Bakery school team reports to Richard Kuppan who is the National Training Manager for Chipkins Puratos South-Africa.

Emely 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 to facilitate the same qualification she had obtained which is NQF level 2 and NQF level 3. Before joining the foundation, she was a facilitator at Chipkins Puratos for the past 3 years.

Wendy Petersen has 10 years' experience in the baking industry working as a confectioner and baker and is currently on an NQF 3 baking programme 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.

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 with quality employers in the sector.

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

In 2019, 21 students graduated from our Bakery School after being trained during a two-year course in the art of bread baking and the creation of complex cakes and desserts. All 21 students were offered a job, 8 started in leading bakeries and 2 were selected to work for Puratos India. The remaining 11 students decided to pursue further studies.

Sachin Verma

(Graduated in 2016 and works for Puratos India as a junior technical advisor)



"Thanks for giving me an opportunity to share my personal experience about the Bakery School. I joined the Bakery School when I was 16 years old & was zero to Bakery industry. I learnt all the basics to advance of Bakery industry in the school. I am now working with Puratos India as a Technical Advisor & looking after 3 states (Maharashtra, Goa & Chhattisgarh). While working professionally, the skills gained in the school have helped me a lot to grow my personality. Now it's been 3.5 years working in the industry & gaining experience. From the management I got the best appreciation every time which is very motivational for me. And last year, I got the Puratos Super

Star Technical Advisor award -2018 and this year I got the Value Award-2019 for Passionate Technical Advisor. I again would like to thank the Bakery School for giving me such precious learning & skills."

Chef Mehernosh Khajotia from Celebrations Fine Confections

"Omkar is an outstanding baker in our company. He came with knowledge which is a bonus in any Bakery. He is willing to learn and picks up very fast. Most important, he is clean and sees that the Bakery is clean too. I give him a 10/10 and the credit also goes to the people who trained him. Its thanks to the foresight of Puratos to come up with schools around the world to educate them in the art of Bakery and confectionery."

JOB PLACEMENT IN **BRAZIL**

In 2019, 22 students graduated from our Escola de Panificação in São Paulo. 16 students were hired at leading companies in the Bakery, Patisserie and Chocolate industry and 4 students were hired by Puratos Brazil as apprentices.

Laila Alkimim

(Graduated in 2019 and works for Puratos Brazil as an apprentice in R&D)



"Firstly, I would like to thank you very much for this opportunity to be here, it was two years of learning, where I discovered many new things, I overcame many challenges and insecurities. when I concluded high school, I was lost about the profession. After that, I started this training. It was a challenge in many ways, but I had a lot of help from everyone, both in practice and in theory."

Today I stay here in the R&D lab in the Patisserie weighting formulas, the 5 S programme, among other things, I see that I developed so much during and after the training. I hope that in this final stretch I can continue learning and putting into practice all that I learned in the two years of course and working at Puratos."

Beatriz Ornelas

(works at Beth Bakery, a stylish modern Bakery that hires only women)

"This place is incredible; it does not fit as a traditional Bakery. We produce different types of breads every day. I really like working here, I've been learning a lot. Even we had a solid base from the Bakery School, I still learn every day. Our development happens day by day. I have a good relationship among the workmates. I'm very grateful for everything I had learned during the training and everything I've been learning there. In the evening I still go to school to study chemical engineering."



Elisa Mafra (Chef Patissier at Beth Bakery)

"We hired 4 girls from the Bakery School and the experience has been very good. They help each other, they are very attentive to details. When we correct them, they try to improve themselves. What I see is that when I compare to the others with the same age, they are ready. It is worth to have the students from the Bakery School."

CORPORATE GOVERNANCE

The Bakery School Foundation private stichting/ fondation privée is an initiative of the Puratos Group, with worldwide headquarters in Groot-Bijgaarden, Belgium.

The Bakery School Foundation was established on 26 December 2017 by three founders, all associated with the Puratos Group:

- Puratos Group NV
- Puratos NV
- Coprem NV

The Bakery School Foundation is the successor of the previously existing Bakery School Foundation VZW/ ASBL. The previous foundation (VZW/ASBL) was established on 18 May 2016. The Foundation has taken over all activities, assets and liabilities of the previous foundation (VZW/ASBL) as from 27 December 2017. The previous foundation (VZW/ASBL) was liquidated on 28 December 2017.

OBJECT

The object of the Bakery School Foundation is as follows:

- Setting up and promoting teaching and education; organizing teaching, training and support in developing countries;
- Promoting the concept and practice of fair trade;
- Contributing to the social, economic and ecological sustainable development of disadvantaged persons in developing countries;
- Assisting all other good works and welfare works, without any distinction, and in particular the teaching and education of disadvantaged children in developing countries;
- The specific activities through which the object of the Foundation is achieved include, among others: establishing and participating in similar non-profit Foundations in developing countries, establishing and managing bakery schools for disadvantaged children, encouraging employment;

The object of the foundation can only be amended by the founders unanimously.

BOARD OF DIRECTORS

The Directors of the board are appointed unanimously by the founders for a period of maximum three years. The directors can be reappointed.

The board of directors is authorized, within the boundaries of the law, the foundation's objective and the articles of Foundation, to perform all actions that are necessary or useful to achieve the objectives of the foundation.

The board of directors also has the decision-making power on behalf of the foundation with regard to establishing, participating in, joining or cooperating with similar foundations, organizations, institutions or non-profit organizations in developing countries.

The board of directors can be assisted by advisers, persons or legal entities that support the foundation's purpose and activities. The board of directors decides on a discretionary basis and without stating who is accepted as an advisor or is no longer accepted.

The board of directors meets on average every quarter to discuss the activities and future strategy of the Bakery School Foundation.

From its establishment, the Board of the Foundation consisted of the following persons:

- Chairperson: I. Baty
- Secretary: C. Degimbe
- Treasurer: J-P. Michaux, Finance Director at Puratos Group

The members of the Board of Directors are authorized to commit the Foundation validly, by at least two Board members, in compliance with the Articles of Foundation.

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

- Communication:
K. Mouvet, internal Communication specialist at Puratos
- Legal and tax:
M. Smet, tax specialist at Puratos
R. Straetmans, Legal and Tax Director at Puratos
- Human Resources:
P. Naveau, compensation and benefits specialist at Puratos
- Technical support:
C. Surdiacourt, technical support Director at Puratos
- General administrative and financial support:
J. Segers, sustainability specialist and corporate controller 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 accounts department of Puratos.

FINANCIAL REPORT

Balance sheet

Bakery Schools properties (buildings & equipment)	€ 295.074
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Cash	€ 185.488
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Total assets	€ 480.562
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Equity	€ 81.140
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Payables	€ 397.422
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Total liabilities	€ 480.562
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P&L

Operating costs	- € 389.461
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Other	- € 12.056
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Donations received	€ 401.517
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Net Result	€ 0
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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)





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