

Ranked among the 100
best NGOs in Brazil for
nine consecutive years.



**Activity
Report**

2025



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Board's Message

Celebrating 30 years of existence was a major milestone for Instituto Reciclar in 2025. It is a pleasure to look back on this year and see that we achieved results that honor our history of social impact. In this edition of our Activity Report, we invite you to learn how we transform lives through youth education and workforce development.

We believe in the potential of young people because we know they are our present and our future. Behind every trained young person and each result achieved is a network of partners, donors, and professionals who share a commitment to building a fairer world with more opportunities for all.



The year 2025 was even more special as we expanded all of our projects. The Educational Program began serving two cohorts (now including young people trained during the morning shift), reaching 332 participants with high-quality training focused on their economic inclusion. The employability rate among participants by the end of the program reached 94%, and the increase in family income generated by the training was 70%.

In addition, the Public School Support Program provided training to 90,000 teachers, indirectly impacting half a million students across Brazil. Mentoring initiatives that promote exchanges between young people and professionals engaged 1,050 participants, and we mobilized 1,200 volunteers. Through the Technology Training Program and the University Support Program, we directly served 80 and 56 young people, respectively.

These positive figures represent, in reality, opportunities created for young people to break cycles of social vulnerability and build a future of autonomy and expanded horizons. In this sense, 2025 was an important year in confirming that we can aim even higher when our educational methodology is supported by partners committed to social transformation.

This collaborative effort also led to recognitions and awards that energize us to pursue new goals in 2026. The Best NGOs initiative (Melhores ONGs) recognized Instituto Reciclar as the Best NGO in Income Generation for the third year and, for the first time, as the Best NGO in Local Development. This also marked the ninth consecutive year that Instituto Reciclar was selected as one of the 100 best NGOs in Brazil.

Additionally, for the sixth consecutive year, we received the Human Rights and Diversity Seal, awarded by the São Paulo City Hall for our Educational Program. We concluded the year by receiving the Professor Paulo Nathanael de Souza Trophy, granted by the Centro de Integração Empresa-Escola (CIEE), in recognition of our impact on youth through education.

In the following pages, we present the main results of our mission to transform realities. Our deepest gratitude goes to everyone who supports us daily and makes this work possible.

Enjoy the read!

Maercio Soncini
Chair of the Board

Fábio Amorosino
President Director

2025 at Instituto Reciclar

Instituto Reciclar exists to empower new realities for young people. Providing high-quality education for innovation, aligned with workplace trends, is our way of fostering economic inclusion as a driver of social transformation. In 2025, we had the pleasure of witnessing the expansion of all our projects, as you will see in the following pages.

The year 2025 was remarkable for Instituto Reciclar, both for the results achieved and, above all, for the significance of completing 30 years of work. This historic milestone shaped our actions throughout the year in many ways. Among the highlights was our Beneficiary Dinner and Auction, an emblematic moment to celebrate our history, present our current achievements, and envision the future we are building. On this occasion, we paid tribute to the individuals who have made, and continue to make, a difference since the founding of Instituto Reciclar, reaffirming that our impact is the result of three decades of collective effort.

We believe in the potential of young people to transform the world, which is why we work with a strong focus on collaboration and respect for each individual. At the

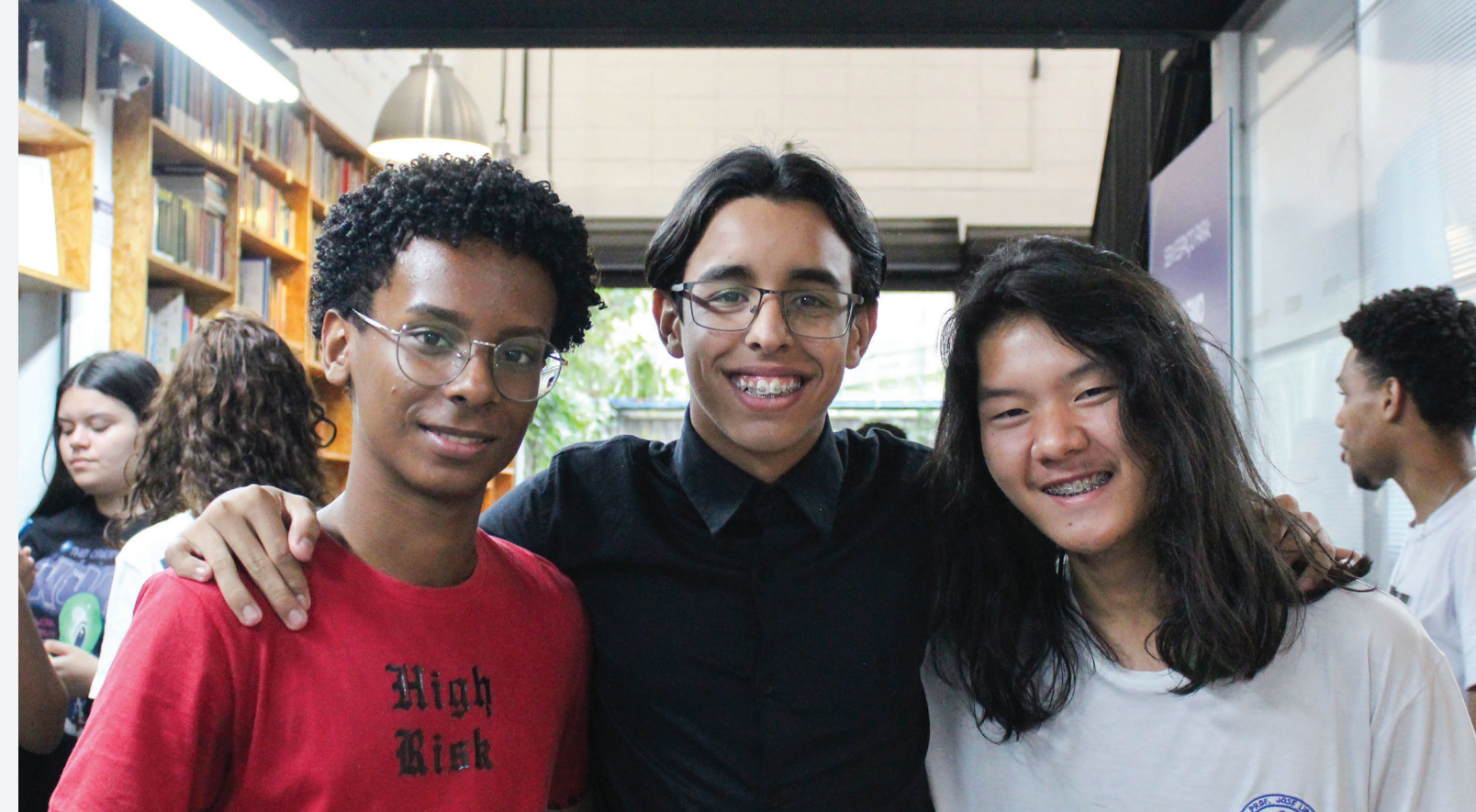
same time, we aim to prepare young people to reflect on and act upon global challenges. For this reason, our educational methodology is intrinsically connected to five of the United Nations' Sustainable Development Goals (SDGs): No Poverty; Quality Education; Gender Equality; and Decent Work and Economic Growth.

We understand that each young person brings a unique perspective that drives transformation. To expand our impact, we offer diverse learning opportunities through a range of programs. Our initiatives span from the Educational Program, a long-term project, to multiplication initiatives that extend our methodology across several Brazilian states. We operate on multiple fronts: supporting public education, strengthening the training of professionals in higher education, and developing specialists in technology.

The past year has shown us that strong partnerships can take our mission even further, whether in São Paulo or in other regions of the country. Across Brazil, we find people willing to dedicate their time, knowledge, and talent because they believe in the change we promote.



RESEARCH



**We are building today the future we envision
for young people, driven by a deep commitment
to a transformed Brazil with fair and dignified
opportunities for all.**



2025 in numbers

Explore the details of our achievements across each of our projects in **2025**



332

young people served by the Educational Program



94%

employability rate by the end of the Educational Program



70%

income increase **generated by the Educational Program**



56

young people served by the University Support Program



8,500

young people reached through the Reciclar Platform



1,050

young people benefited from external mentoring programs with partner companies and organizations



1,200

active volunteers throughout the year



1,605

young people benefited from the Multiplication Program



80

young people served by the Technology Training Program



5

tons of food served to the young people



90,000

teachers trained through the Public School Support Program (PAEP)



500,000

students indirectly impacted by PAEP



67%

women among participants in the Educational Program



65%

people of color among participants in the Educational Program

Our Model of Impact Educational Program



The Educational Program offers technical, human and socioemotional training for young people aged 15 to 19, with the goal of promoting their workforce development. We aim to broaden their perspectives through activities that involve real problem-solving. This way, young people are challenged to create and manage projects that promote social transformation.

In addition to being part of the institute's curricula, the young people are enrolled in vocational courses, all fully funded by the organization, in diverse areas according to their choices, always in accredited institutions, such as Albert Einstein and Senac.

YEAR I

Creative Solutions Workshops + Life Project + Support Workshops + Special Activities

YEAR II

Vocational Training + Mentoring + Educational Platform + Support Workshops

YEAR III

Vocational Training + Mentoring + Employability Support



Creative Solutions Workshops

Provides learning through project management based on real problems, with the goal of training young people for the workplace reality.



Life Project

Encourages reflection on personal and professional dreams, tracing goals to achieve them and choosing a career path to follow.



Support Workshops

Supports the development of socioemotional and cognitive skills, as well as improving educational levels in Portuguese, English, Mathematics, Logical Reasoning, technology and vocational training. It also prepares participants for entering the job market.



Vocational Training

Based on the life project designed in the first year, young people begin their vocational formation at reference institutions in their chosen area, with all expenses covered by Instituto Reciclar.



Mentoring

Connects experienced professionals with the young people, supporting them in facing the challenges in entering the job market and developing soft skills.



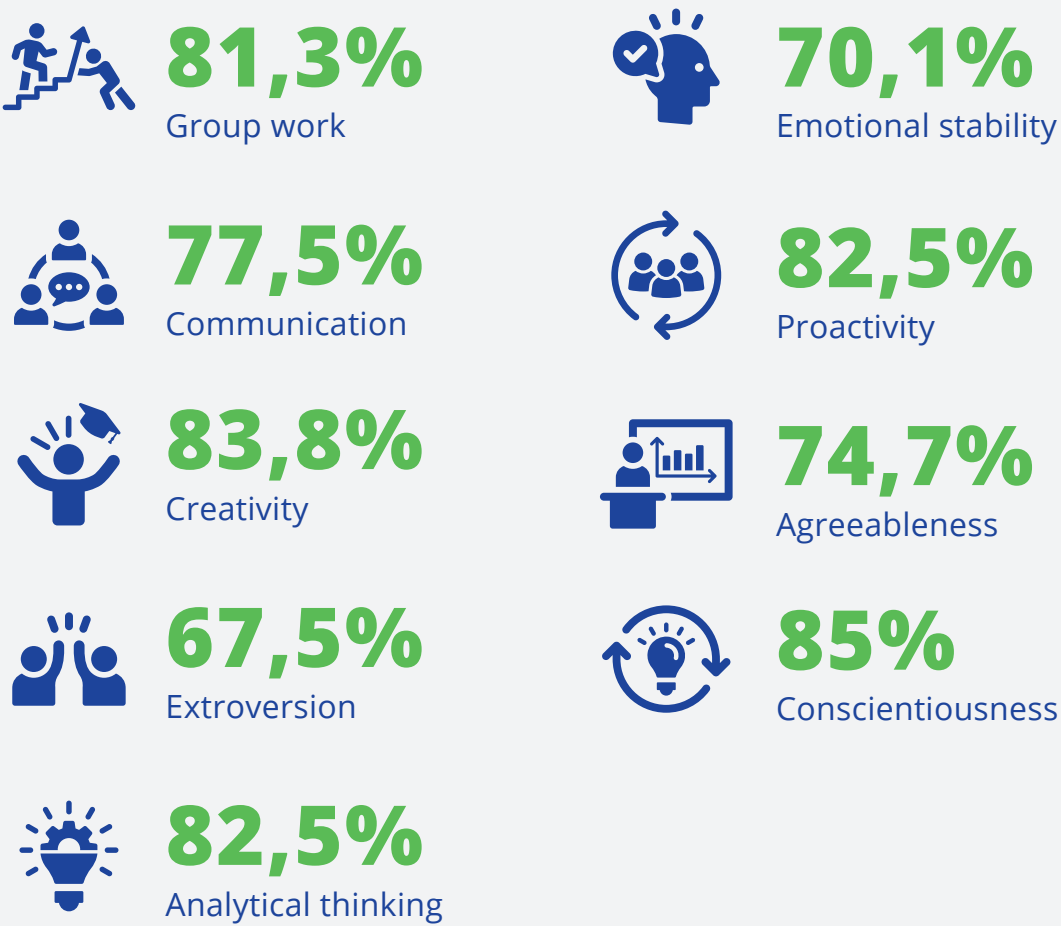
Employability Support

Supports young people's entry into the job market in positions aligned with their vocational training through partnering companies.

By the end of three years, young people trained by the Educational Program have the ability to develop projects, work collaboratively, possess an enriched cultural repertoire, earn a technical diploma and a solid human development.

To evaluate the **Educational Program's impact**, in addition to our employability indicators, we developed a methodology to measure the development of socioemotional skills promoted by the workshops, comparing participants' competencies at entry and at the end of the program.

Through this replicable social methodology, we achieved the following results in 2025 regarding the development of soft skills among our youth:



Julia Carneiro,
youth from the 2023 class
and International Relations
undergraduate at FAAP.

"I can say, with all my heart, that Reciclar became a second home for me. Reciclar was essential for my academic and personal development. I had the opportunity, through Reciclar, to take a marketing course at ETEC Guaraci. I even participated in mentoring sessions, which helped me have a better understanding of my goals. Reciclar is a guiding light! A light that guides us and shows us the way. It is one of those memories that stay with you forever."



Our Model of Impact

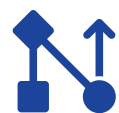
Public School Support Program

The **Public School Support Program (PAEP)** aims to share the technical expertise developed by Instituto Reciclar, in various areas of educational knowledge, with educators from public school systems across Brazil, completely free of charge. It is organized into five main axes that support educators to approach these topics with the students. They are:



EDUCATIONAL TECHNOLOGY

Develops competencies of learnings, using and creating digital information technologies and using digital languages as a form of communication and expression.



LIFE PROJECT

Promotes connection with the world of work and the development of autonomy and protagonism for decision-making, fostering critical awareness and responsibility.



SOCIOEMOTIONAL COMPETENCIES

Enhances the development of abilities and soft skills that allow educators to address the diversity of individuals during the teaching process.



PROJECT MANAGEMENT AND INNOVATION

Encourages project management and administrative skills for everyday school planning aiming to achieve innovation through tools that facilitate school work and organization. It also enables the conduction of teamwork focused on problem-solving and the development of critical thinking.



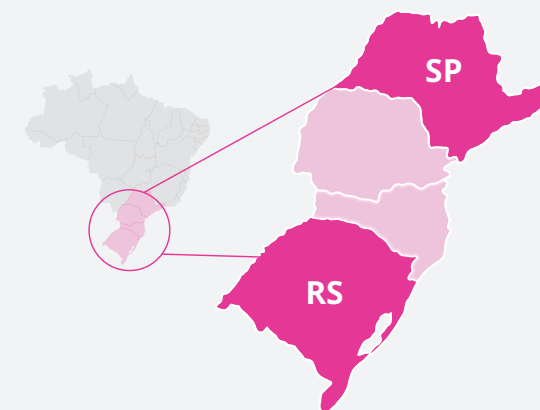
MENTAL HEALTH

Through health-promoting practices, exercises and targeted actions, this axis fosters a welcoming, safe and collaborative school environment, supporting students' emotional and cognitive development within learning spaces.

HIGHLIGHTS OF OUR WORK IN 2025

PAEP's expansion to Porto Alegre included the implementation of the Unplugged Programming (Programação Desplugada) project within the Educational Technology axis. The municipal school system also received the "Aluno Monitor" workshop, designed to develop young people's skills in Digital Citizenship. In São Paulo, this work resulted in the Cyber Pirates initiative.

Additionally, we supported the São Paulo state school system in developing teacher training materials for the Life Project axis, which were applied with students.



WHERE WE OPERATED IN 2025

2 municipal school networks:
São Paulo, SP and Porto Alegre, RS

1 state school network:
São Paulo

TOPICS WORKED ON IN 2025 BY AXIS

TECHNOLOGY

Digital Citizenship- Tools for the World of Work
Sustainable Projects- Monitor Maker Student
Project Management- STEAM Lab

SOCIOEMOTIONAL COMPETENCIES

Communication and Empathy

MENTAL HEALTH

Nonviolent communication
Individual Assistance Plan



Solange Corregio, Head of the Learning Technologies Unit at the São Paulo Municipal Department of Education

"Instituto Reciclar has been an important partner in developing public policy for the training and monitoring of actions with the São Paulo Municipal Department of Education, especially regarding the Monitor Student Program. The program aims to stimulate youth protagonism and digital inclusion by integrating technology into the school environment. Discussions on the critical, safe, ethical, and responsible use of technology, considering race, gender, and inclusion, help promote learning environments that are contextualized to societal and community issues."

Our Model of Impact

Mentoring Program



The Mentoring Program aims to support young people aged 15 to 29 through the development of soft skills aligned with workplace needs, increasing their employability.

The program engages experienced professionals who share their knowledge through volunteer mentorship.

Instituto Reciclar uses its own social technology, called Mentú, a platform containing exclusive content designed to support the development of soft skills and other abilities relevant to the professional world. Mentú also includes management and monitoring tools, maintained by the program team.

We work with vulnerable youth and a diverse audience, in addition to young professionals in companies (interns and apprentices), reaching participants across Brazil.



In 2025, we carried out 13 Mentoring Projects:

01 FUNDAÇÃO
TIDE SETUBAL

08 INSTITUTO
LINA GALVANI

02 BANCO FIBRA

09 CREDZ

03 BANK OF
AMERICA

10 FUNDAÇÃO
JULITA

04 BIOLAB
FARMACÊUTICA

11 ISA ENERGIA

05 BLOOMBERG

12 AMCHAM BRASIL
AND UNICEF

06 BRISTOL MYERS
SQUIBB (BMS)

13 INSTITUTO BEI AND
ONU MULHERES

07 ONG CIDADÃO
PRÓ-MUNDO



**1,200
experienced**
professionals were engaged
in mentoring journeys with
young people



**1,050
young people**
benefitted from knowledge
exchange with professionals in
their areas of expertise



Dayse Franco,
mentored by Ivan Levenhagem,
in the Mais Caminhos Program -
Amcham Brasil

"In the beginning, fear was my greatest companion: I was scared of failing, not being enough, and of not knowing where to start. But, throughout our conversations, I realized that fear wasn't an enemy- it was a sign that I was about to grow. Ivan helped me see beyond my own limitations. Thanks to my mentoring with Ivan, I carry with me not only new knowledge, but a new mindset when facing challenges: always learning, even when the path is intimidating."

"Watching Pedro's evolution was amazing. It was one of those experiences that reminds us what truly matters. I leave this mentorship with a full heart, an inspired mind, and the certainty that growth is a path made much easier when shared. I am grateful for this opportunity and for all the exchanges that were part of this journey. Here's to new chapters, with more learning and great stories to tell."



Kelly Cristina Takahashi,
Pedro Henrique Rocha's mentor,
during the Credz 2025 Program

Our Model of Impact

University Support Program



The **University Support Program** is a way for Instituto Reciclar to remain present in young people's education as they enter higher education and throughout their academic journey.

Aimed at participants who have completed the Educational Program, the University Support offers non-repayable grants to cover tuition fees at private higher education institutions or pre-university preparatory courses, as well as a stipend to support living expenses at public universities.

In this way, Instituto Reciclar ensures that young people have access to high-quality education, contributing to their comprehensive development and preparing them for qualified entry into the job market. Additionally, participants have the opportunity to break cycles of vulnerability and become agents of social transformation.



In 2025, 56 young people were attended by the program, receiving scholarships for various courses:

A

- Administration
- Architecture and Urbanism

J

- Journalism

L

- Law

C

- Civil Engineering
- Communication and Marketing
- Computer Networks

M

- Marketing and Advertising
- Medicine
- Multiplatform Software Development

E

- Economic Sciences / Economics

N

- Nursing
- Nutrition

F

- Financial Management

G

- Graphic Design

P

- Physical Education
- Psychology
- Public Management

H

- History
- Human Resources Management

S

- Software Analysis and Development

I

- International Relations



Sabrina Brito Nascimento, former Educational Program participant who graduated as a Nurse Technician. She is now a Medicine undergraduate student at Uninove supported by the University Support Program.

"One of the most special moments I experienced at Instituto Reciclar was during a Life Project workshop, when we chose our vocational courses. We had interviews with professionals from the areas we wanted to pursue, and I interviewed the nurses. I was delighted with everything they shared about the hospital routine, the challenges... That was when I realized the health sector was truly my dream."

Our Model of Impact

Technology Training Program

The **Technology Training Program** aims to meet the growing demand for professionals in the technology sector who not only possess technical expertise but also the soft skills and socioemotional competencies required in the workplace.

The program is designed for young people aged 14 to 19, enrolled in public schools, and combines in-person and online learning.

In 2025, we trained 80 young people from Escola Eurípedes Simões de Paula in São Paulo. Training took place at the school, through an online programming course offered by SENAC, and via two online courses available on the Reciclar Platform.

By the end of the program, participants are able to use programming tools and proactively engage in professional activities. They complete the program prepared to create a resume, participate in selection processes, and demonstrate the skills necessary for effective communication in the workplace.

Additionally, participants receive ongoing employability support, with their resumes forwarded to positions at partnering companies.



Contents covered



Programming logic (SENAC)



Tools for the World of Work (Reciclar Platform)



Communication for the World of Work



Claudir Santos Goes,
participant of the Technology Training Program

"With the Technology Training Program, I learned about cybersecurity and information security, and now I want to work at a large company thanks to this initial opportunity provided by the institute. Instituto Reciclar has contributed to my future, both personally and professionally."

Our Model of Impact

Reciclar Platform



Launched in 2024, the Reciclar Platform is a social technology developed to expand our reach. This digital tool offers content dedicated to the professional development of young aged 14 to 19.

With a variety of formative pathways and interactive content, the Platform focuses on developing socioemotional competencies and technical skills for the workplace. By promoting reskilling and upskilling for growth and transformation, we connect the young people to a promising professional future.

The more than 50 courses available covers topics such as organizational culture, project management, innovation and English language, providing comprehensive training.



In addition to serving internal audiences from partner companies, such as young apprentices and interns in professional qualification programs, the Platform also supports workforce development for historically marginalized groups, including Black, Indigenous, women, and members of the LGBTQIAPN+ community, preparing them for professional opportunities.

This digital environment has been essential for enabling learning through applied projects across the country, from municipalities in the interior of Bahia to state capitals such as Porto Alegre (Rio Grande do Sul) and Belém (Pará).



In 2025, we reached 8,500 young people through the Reciclar Platform.

Our Model of Impact

Multiplication Program



The Multiplication Program is an initiative to take our methodology to other social organizations and locations. Through this program, we expanded our impact to 1,605 young people, opening new paths and opportunities in the workplace.



In 2025, the following multiplication projects were implemented:



AMCHAM
Brasil



FUNDAÇÃO TIDE SETUBAL - São Paulo

2025 was a milestone for the second edition of the Asas Project, in partnership with Fundação Tide Setubal. The initiative brings our educational methodology and workforce development actions to young people from the Eastern region of São Paulo, at Galpão ZL, in the Jardim Lapenna neighborhood.

The project trained young people aged 15 to 24 from April to December. In addition to developing socioemotional and technical skills, the program also focused on abilities required in the workplace. To achieve this, participants attended courses in Reading, Writing and Oral Communication, Logical Reasoning and Mathematics, English, Theater, Tools for the World of Work, and Creative Solutions Workshops.

One of the principles of our methodology is to contextualize learning by connecting theoretical topics with real workplace situations. Through this approach, young people understand the relevance and applicability of what they are learning, increasing motivation and engagement in the learning process.

Participants complete the program with enhanced empathy, effective communication, and problem-solving skills. This learning, supported by collective knowledge construction, fosters lasting personal and professional growth.

INSTITUTO LINA GALVANI - Bahia

In partnership with Instituto Lina Galvani, we developed the Conecta Jovem Project, bringing our methodology and expertise to four different territories in the state of Bahia: Luís Eduardo Magalhães, Angico dos Dias, Irecê, and Rio das Ondas Settlement.

The initiative, which began in 2025 and will continue in 2026, provides professional and socioemotional training for 180 young people aged 15 to 18. The project is structured around three main pillars:

- Technology Training;
- Reciclar Platform learning pathway, including modules in Life Project, Communication, and Tools for the World of Work;
- Mentoring with experienced professionals.

The project is designed to promote formal job opportunities and address issues such as the lack of professional qualification and school dropout in areas outside large urban centers.

AMCHAM BRASIL - Belém (PA) e Rio Grande do Sul

Through a partnership with the American Chamber of Commerce in Brazil (Amcham Brasil), we implemented the Mais Caminhos Project in Belém and in the state of Rio Grande do Sul.

In Belém, the capital of Pará, we offered mentoring and English programs (basic and intermediate levels), coordinating with local institutions to mobilize young people and reach specific populations, including young women and quilombola communities. The actions were supported by UNICEF, Instituto BEI, and the State Department of Education, through a project developed by Usina da Paz and Fundação ParáPaz.

In Rio Grande do Sul, we offered English language training, supported by six institutions connected through Amcham Brasil:

- ÁGIL
 - Instituto Agregar
 - Aliança
- CIEE
 - Fundação Marcopolo
 - Simecs



Maria Eduarda Novais,
participant in the Asas Project
in 2025

"I really enjoyed the Wednesday workshops with educator Luisa. I could relate a lot because I really wanted to learn how to use Microsoft Office so I could work in the corporate world. Every Wednesday I went to the course happily, excited to learn more. I will carry all the lessons into my professional life, because everything I learned has been and will be very useful in my career!"



Awards and Recognitions



TEACHER PAULO NATHANAEL PEREIRA DE SOUZA TROPHY

The Centro de Integração Empresa-Escola (CIEE) highlighted the impact of the Educational Program in preparing young people for the job market through training in soft skills and vocational education. The CIEE award recognizes institutions and individuals who transform youth through education.



BRAZIL'S BEST NGO IN INCOME GENERATION

In 2025, Instituto Reciclar received this distinction for the third time through the Best NGOs Award. This recognition further validates the results of our methodology in promoting productive inclusion through youth training.

BRAZIL'S BEST NGO IN LOCAL DEVELOPMENT

Instituto Reciclar was recognized in this category for the first time. The award highlights the importance of our work being directly connected to the territory and the communities we serve, particularly in the Jaguaré neighborhood of São Paulo, where our headquarters are located.



100 BEST NGOS SEAL

For the ninth consecutive year, we are among the 100 best NGOs in Brazil. In addition to defending important causes, the organizations recognized on this list stand out for working according to high standards in four pillars: management, governance, financial sustainability, and transparency.

DIVERSITY AND HUMAN RIGHTS SEAL

This recognition, awarded by the São Paulo City Hall, highlighted the impact of our Educational Program on workforce development for young people. 2025 marked the sixth consecutive year that Instituto Reciclar received this acknowledgment from the city of São Paulo.



2025 Financial Demonstrations

Instituto Reciclar's annual financial statements are audited by **KPMG** and are available in a summarized version alongside.



2025 SUMMARY TABLE

Our complete financial demonstrations and its respective explanatory notes are available at our website, at the Transparency section.

2025 REVENUE	R\$	%
Incentive Laws Donations	1,737,917	21%
"Nota Fiscal Paulista" Credit	377,780	5%
Individual and Corporate Donations	3,354,891	41%
Volunteer Work	410,280	5%
30th Anniversary Events and Celebrations	1,165,502	14%
Donations from Member and Supporters	274,844	3%
TOTAL DONATIONS	7,321,214	89%
Social Service Provision	259,355	3%
Financial Income	643,911	8%
TOTAL INCOME	8,224,480	100%
2025 EXPENSES	R\$	%
TOTAL	7,306,474	100%
RESULTS	918,006	



To learn more, access:
www.reciclar.org.br/transparencia

INSTITUTIONAL PARTNERS



Individual Donors and Maintainers



- | | | | | | | | | | |
|---|--|--|---|--|--|--|---|--|---|
| <p>A</p> <p>Ademir Pautasso Nunes
Adriana Lima
Adriana Valeria Pugliesi Gardino
ADS – Gestão e Consultoria
Agostinho Edson Correia Gaspar
Alan Chusid
Alberto Mayer
Alda Pereira de Araújo
Alceu Amoroso Lima Neto
Alessandro Zema Silva
Alexandre Gomide Moreira dos Santos
Alexandre Soncini
Altamiro Bôscoli
Alvaro Antonio Cardoso Souza
Ana Karina Bortoni Dias
Ana Paula Lobão Prange
Analu Siqueira
Andrea Buzzi
Angela Beatriz de Assis
Antonio Dias
Antonio Guarçoni de Almeida Silva
Ariane Bete</p> | <p>B</p> <p>Beatriz Muroch
Bettina Boklis
Bety Pasmanik
Bruno Boetger
Bruno Campos Oliveira
Bruno Tanus</p> | <p>C</p> <p>Caio Fernando Catharino
Camila Kahn
Carla Schmitzberger
Carlos Guilherme Nosé
Carlos Massaharu Uiti
Carminha Pereira de Moraes
Cassio Casseb Lima
Cassio Fernando von Gal
Cecilia Maria Parlato
Ceny Blosfeld
Christiane Siqueira</p> | <p>D</p> <p>David Albuquerque Azulay
David Feffer
Denise Rendtorff
Domingos Figueiredo</p> | <p>E</p> <p>Eduardo Alcalay
Eduardo Eckersdorff
Eliana Mendonça de Barros
Eliane Cury Nahas
Elisa Monfarrej
Elisangela Perussi Martins
Elizabeth Carvalhães
Eleonora M B Leal
Emilio Giugni</p> | <p>F</p> <p>Fabio Alberto Amorosino
Fabio Cornibert
Fabio Joao Zogbi
Fabio Nobuyuki Watanabe
Felipe Ha Jong Kim
Felipe Safatle
Fernanda Lara
Fernando Cotait Maluf
Fernando e Renata Brasileiro
Flavia Bigi Maya Montero
Flávio Del Nero Gomes
Flavio Mendes Aidar
Francinaldo da Silva
Francine Leite
Francisco José de Arruda Camargo
Francisco Vidal Luna
Frank Fujisawa</p> | <p>G</p> <p>Gabriela Falcone
Geraldo Cesar Pierotti
Guilherme Paulino
Gustavo Alejandro Pierini
Gustavo Giovanetti
Guy Bernardert</p> | <p>H</p> <p>Hayrton de Campos
Helena Lunardelli
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Hugo Botelho</p> | <p>I</p> <p>Igor Cornelsen
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Isadora Schwartzmann
Iuri Rapoport</p> | <p>J</p> <p>Jairo Simão
Janaina Carvalho de Oliveira
Briganti
Jerckns Cruz
João Ayres Rabêllo Filho
João Bosco Silva
João Carlos Chede
João Cesar Queiroz Tourinho
João Flavio Ramos Alves
João Pedro Sousa dos Reis
João Pinheiro Nogueira Batista
João Ricardo Azevedo Ribeiro
João Sayad (em memória)
Joe Levinson Carvalho de Siqueira
Jorge Soares
José Carlos Nunes de Oliveira
José Eduardo Vaz Guimarães
José Flávio Ferreira Ramos
José Guimarães Monforte
José Renato Simão Borges (em memória)
Juliana Arantes
Juliana Gerscovich</p> |
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- Juliana Grubba
Juliana Verissimo Lanna
- K** Katiuscia Aparecida Cordeiro Marques
Krikor Atchabahian
- L** Larissa Nishinoro
Leandro Paiva Arci
Leandro Reis Simões
Leonardo Sangirolami Barbosa de Souza
Lincoln Keiji Uematsu
Lisa Jensen - Instituto Hamsa
Lucas Marcomini
Luciana Syuffi
Luis e Lilian Stuhlberger
Luiz Augusto Casseb Nahuz
Luiz Masagao Ribeiro
Luiz Otavio Coutinho Muniz
Luiz Roberto Queros
- M** Maercio Soncini
Manoel de Sousa Veloso
Manoel Svicerio
Manuela Carvalho
Marcelo Coelho Ferraz
Marcelo Steuer
Márcia Neri
Marco Bologna
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Marcos M. R. Pereira Leite
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Pereira de Moraes
- Maria Elena Figueira
Maria José Tonelli
Maria Luiza Lage de Mattos Levi
Mariana Pires
Mario Barsottini
Matheus Schiavon Kronka
Mauricio Moreira Mendonca de Menezes
Mauricio Oliveira Meneghetti
- N** Natalia Alves Pinto Wagner
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Natalisio de Almeida Junior
Nelson Eizirik
Nilza M Bonetto
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Priscila Pasqualin
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Rafael Monteiro de Carvalho
Renata Dolabella Fabrin
Renato Cury
Renato Weiss
Reynaldo Figueiredo
Reynaldo Quartim Barbosa
RFH Participações Ltda
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Roberta Armentano
- Roberta de Melo Carvalho
Roberta Hatsumi Casillo Rocha
Roberta Lippi Batista
Roberto Buscariolli
Roberto Malouf
Roberto Zagha
Rodrigo Bulle Wimmer
Rodrigo Chibior
Ronaldo Fiorini
Rossano Maranhão
Rui Alves
- S** Sabrina Neufeld
Salua de Vita Ares Cossenza
Samira Borges Mattos
Saul Rodriguez Fernandez
Silvia Bugelli
Silvia Regina Marafon
Silvia Regina Stivala Vieira Aragao
Sophie Bernardet
Suzana de Oliva Mesquita
Suzi Pinheiro da Silva
- T** Tabata Nesi
Tais Toledo
Tales Andreassi
Tassiane Mariano Silva
Thais Marzo
Thiago de Carvalho
- V** Valéria Martim Ferreira
Vânia B G Curiati
Vivian Vasconcelos da Silva
Vivian Wolff
- W** Willians Duarte de Moura
William Lohn
Wilson L. B. Correa
Wilson Teixeira de Melo



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President of the Administrative Council

Cássio Casseb
Founder and Honorary President

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Altamiro Boscoli
Francisco Vidal Luna
João Ayres Rabêllo Filho
João Flávio Ramos Alves
João Pinheiro Nogueira Batista
Jorge Soares
José Guimarães Monforte
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Matiko Kume
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Priscila Pasqualin
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José Carlos Nunes de Oliveira
Rui Fernando Ramos Alves
Claudio Konarzewski

EDUCATIONAL COMMITTEE

Mauro Mariz
Regina Lichtenstein
Márcio José de Macedo
Carla Campana

*Our board members, governance director and committee participants serve as volunteers.

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Felipe Safatle
Maria Luiza Lage de Mattos Levi
Roberta Lippi
Manuella Rossi
Ariane Carolina Bete
Carla Ferraro
Silvia Bugelli
Helena Lunardelli

GOVERNANCE DIRECTORY

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President Director

Thiago de Carvalho
Legal Director

Carlos Guilherme Nosé
Employability Director

Alan Chusid
Financial Director

Felipe Safatle
Planning and Innovation Director

EXECUTIVE TEAM

Carlos Henrique de Lima
Executive Director

Jaqueline das Virgens
Financial and Operational Director

Rafael de Souza Villares
Educational and Projects Director



ADMINISTRATIVE/ FINANCIAL

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Viviane de Jesus do Nascimento
Ana Paula Pereira Felix
Edilaine de Souza Santos
Gleydson Aparecido de Brito
Maria Mislene Pereira da Silva
Rosilene Teodora Batista de Sousa
Eleilde Barbosa Santos
Paula Frassinetti da Silva Lima
Selma da Silva
Gabriel Santiago de Jesus

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Leticia Kikulski de Campos
Luciano Rodrigues de Lima

EDUCATIONAL

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Flávia de Pinho
Vivian Lavander Mendonça
Jenifer de Jesus Brito
Karoline Barbosa Beretta
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Rita de Cássia da Silva Souza
David Jafe Cratum
Karolayne Fidelis da Silva
Natalia Morgado de Souza
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Maria Clara Correia dos Santos

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Júlia Santos da Silva
Anderson de Santana Santos
Lisa Baccarin
Gabriela Perondi
Pedro Aguiar Locatelli de Almeida
Lázaro Valverde Campos Junior

PROJECTS, MENTORING AND EMPLOYABILITY

Lucia Santos da Rocha Frota
João Pedro Viana Correa
Jaqueline Schneider Gomes
Anna Beatriz Gomes Ferreira
Rillary Tiburcio do Nascimento
Victória Bagagine Wense
Gabriela de Jesus D'Amaral

FINAL REMARKS

Dreaming big means challenging yourself. In 2025, our challenges were significant because we chose to deepen our mission of promoting workforce development for young people even further. It is a true joy to say that this was a year of important achievements. We expanded the activities across all our projects, from those carried out at our headquarters in São Paulo to initiatives that connect young people to knowledge and professional opportunities in all five regions of the country.

Our history is built on countless stories, and the results of 2025 clearly reflect this. Even amid growth and territorial expansion, Instituto Reciclar has been consolidating itself as a national reference in management, governance, and outcomes monitoring. We continuously invest in strengthening our processes, indicators, and follow-up practices, ensuring efficiency, transparency, and the delivery of excellent results. This commitment is directly reflected in the high impact on young people's lives, who remain at the center of our decisions.

Celebrating 30 years is a reason for great joy. We put all of this experience and trajectory into the service of innovation, expanding our reach and strengthening our core purpose: transforming the lives of young people through quality education, workforce development, and access to opportunities.

The year 2026 invites us to dream even bigger. Within the first months, we launched a new branch in the city of Porto Feliz (São Paulo), significantly expanding our impact. Across the country, we continue to expand actions that develop potential and make a difference for young people and their families, always supported by responsible management, strong governance practices, and a culture oriented toward results and social impact.

All of this has been and will continue to be possible thanks to the commitment of our dedicated and engaged team of collaborators. I thank each person who, with professionalism and care, transforms our mission into reality. The passion and enthusiasm of our team are the driving force behind every young person impacted by Instituto Reciclar.

I am grateful to everyone who has supported us throughout this journey. The success of the past 30 years is the result of a collective effort built by many hands. We continue moving forward together, stronger in 2026, confident that many new achievements are yet to come.

Carlos Henrique Lima
Executive Director





**Driving new realities.
Today and always.**

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