

Executive summary

# Powerful Companies: best practices for the productive inclusion of opportunity youth

**JUVENTUDES  
POTENTES**  
GLOBAL OPPORTUNITY  
YOUTH NETWORK: SÃO PAULO  
aspen institute



Parceira Articuladora  
**UNITED WAY**  
Brasil

Parceiro Técnico

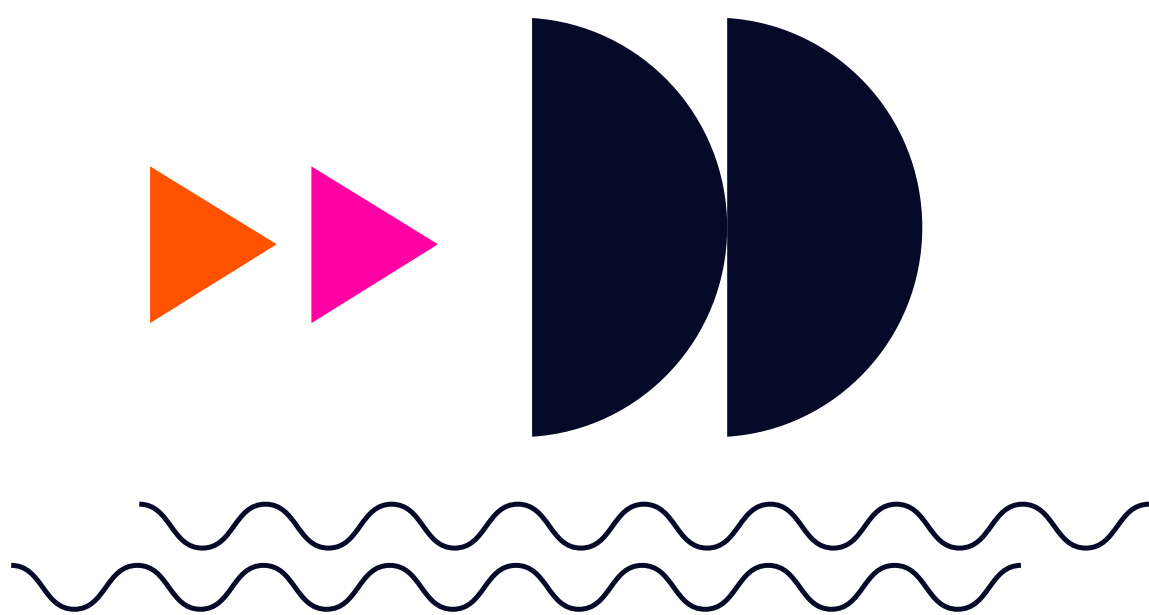


**ESTÚDIOCAIS**  
PROJETOS DE INTERESSE PÚBLICO









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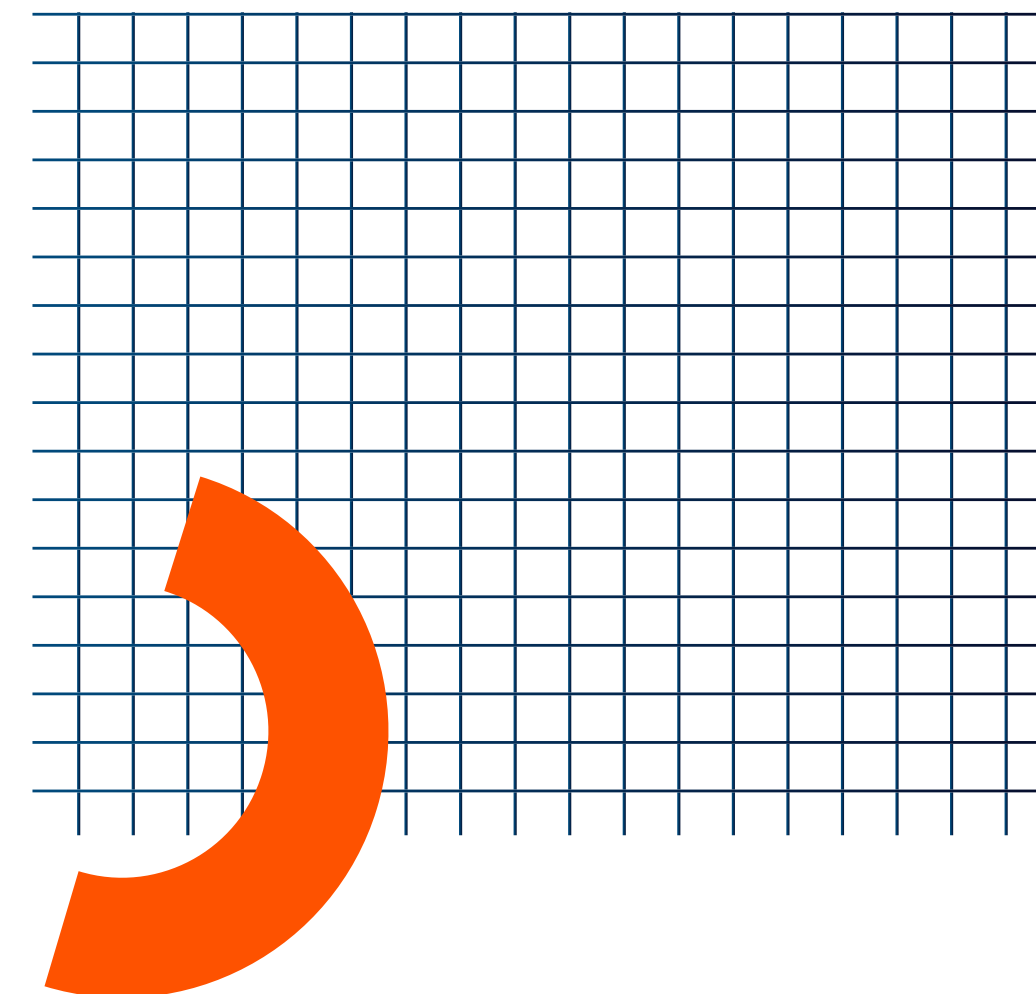
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Accenture Brazil, Coca-Cola FEMSA  
Brazil, EY Brazil, Lear Corporation,  
Magazine Luiza (Magalu), P&G Brazil,  
PwC Brazil, Suzano S.A., and Zurich  
Santander.



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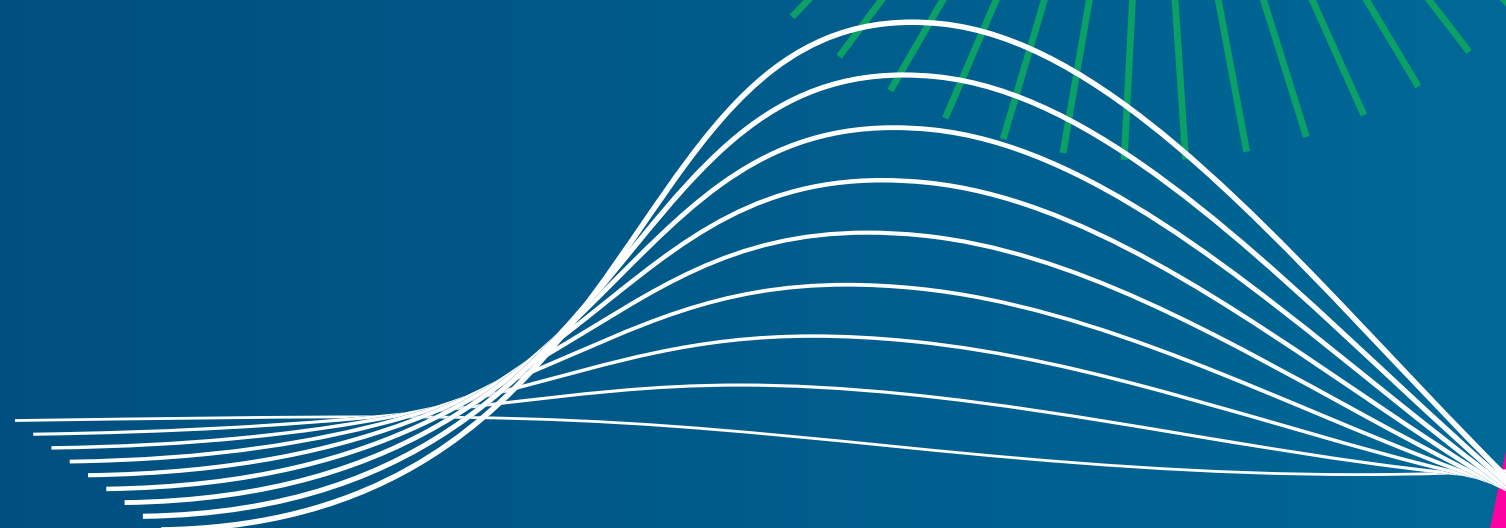
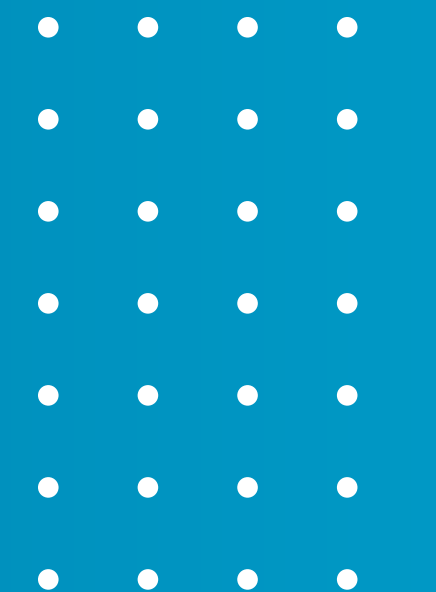
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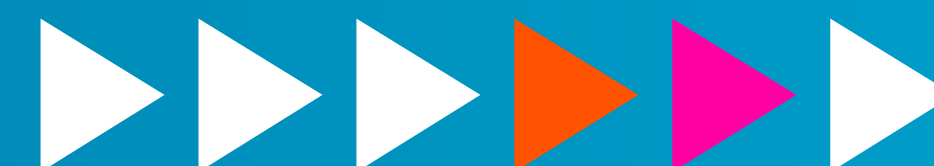
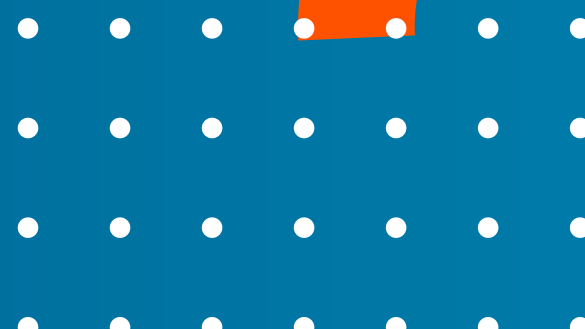
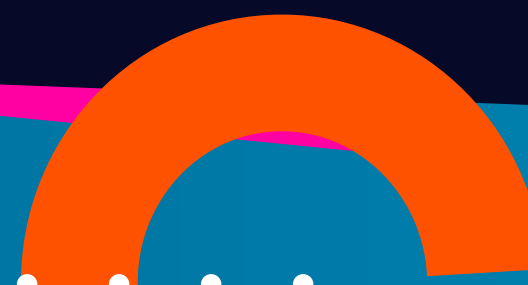
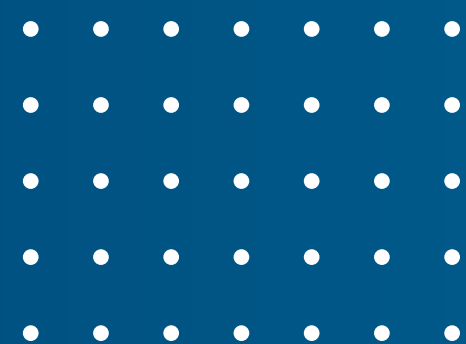
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**Opening**







# The voice of youth: manifesto for productive inclusion

My name is Evelyn Muniz, I am 22 years old, I live in Vila das Belezas, in the south of São Paulo, and I am currently working as a trainee in the health sector at a multinational company. I am also in the last semester of my Computer Science degree at Anhembi Morumbi University, studying and trying every day to build a better future for myself and those around me.

The truth is that it hasn't always been easy. Being young, female, and from the periphery often means having to constantly prove ourselves. But things started to change when I found projects that truly see me for who I am. One of them was Global Opportunity Youth Network São Paulo. In this space, I felt welcomed, listened to, and valued.

It was there that I understood that productive inclusion is not just about getting a job. It's about having real opportunities, learning, developing, and feeling part of something bigger. It's about having the chance to make choices. This made all the difference in my life and in the way I see the world.



That's why I strongly believe that companies have a huge role to play in this process. When a company invests in us, it's not just helping one person; it's helping an entire network: the family, the community, the territory. It's an impact that goes far beyond the individual.

It's important for companies to look beyond just a resume, to realize that talent is everywhere, in every neighborhood, in every story; and that creating spaces for us to grow, make mistakes, learn, and evolve is what really transforms.

I dream of a world where young people don't have to fight so hard to be seen. Where we can live with dignity, health, and access to everything that helps us dream bigger. A world that is fairer, lighter, and more open to our ideas.

So, here is my invitation: look at us with affection, attention, and a real desire to build together. The youth have plenty of potential; we just need space, opportunity, and someone who believes in us.







## Letter to the market: the role of companies in the inclusion of young people

I have always believed that all young people have the right to thrive and the power to change the world around them. However, I also believe that, in order for them to fully experience this, they need opportunities. And these must be created and offered genuinely to young people, especially those who live in peripheral regions and face various structural injustices, which reduce their access to formal work and study opportunities, placing them in a situation of social vulnerability.

In building this path, companies play a fundamental role in enabling these young people to reach their full potential. In

other words, they must be able to develop their skills and abilities to achieve a happier and more fulfilling life.

Numerous studies and surveys show that including young people in companies—with all their capacity for innovation, willingness to learn, and leadership—brings benefits not only to the company and/or the young person hired, but also to society as a whole, in social, cultural, and economic terms.

A study produced by Global Opportunity Youth Network São Paulo 2024, which presents the [perceptions and expectations of opportunity youth regarding the Apprenticeship Law](#), identified that companies that hire young apprentices contribute to:

- **Renewal and diversity:** promoting diversity of professionals, ideas, backgrounds, and experiences within a team, which can contribute to a more innovative environment that is in tune with the perspectives of new generations.



- ▶ **Internal talent development:** invests in training young people, building a pool of qualified talent prepared to take on future positions in the company.
- ▶ **Social responsibility and inclusion:** contribute to social inclusion by providing employment and professional development opportunities for young people in vulnerable situations.
- ▶ **Engagement and retention:** demonstrates your commitment to employee development, which increases engagement and job satisfaction, contributing to talent retention.

It is a fact that the corporate world needs to recognize the power of young people and their contribution to the development of their businesses and brands. That is why I have been volunteering for several years as a mentor to young people and also as a member of the Deliberative Council of United Way Brazil.

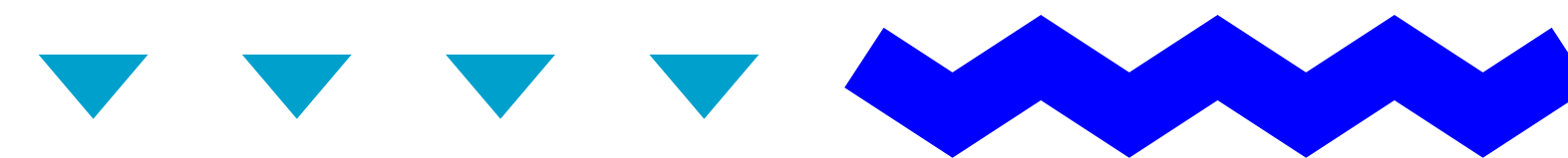
We live in a country where many young people do not have access to guidance, a network of contacts, or even the confidence to dream big. We, executives with decades of experience, have exactly that to offer: time, active listening, experience, and encouragement. The next generation needs us, and more than ever, we need them to never forget why all of this was and continues to be worthwhile.

Being part of this movement is our responsibility, but above all, it is a tremendous privilege.

**Come with me and let's transform realities!  
Together we can empower the new generations!**

***Marcos Panassol***

***Partner and leader of Risk Services – Forensics at PwC Brazil  
and president of the Deliberative Council of United Way Brazil***



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# Presentation: UW B and Global Opportunity Youth Network São Paulo

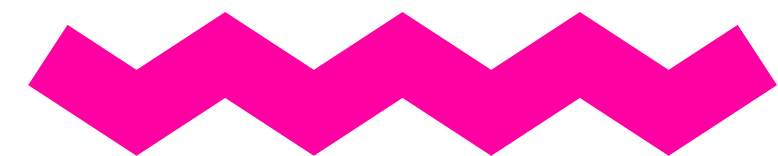






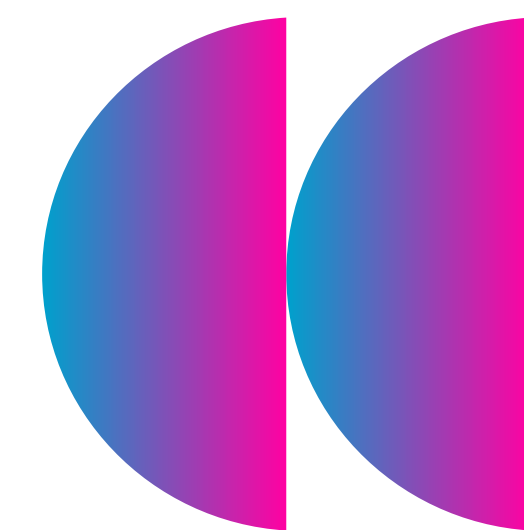
The survey is conducted by Global Opportunity Youth Network São Paulo, a member of the international Global Opportunity Youth Network (GOYN) movement, an alliance formed by young people, companies, governments, civil society organizations, and experts, led globally by the Aspen Institute (USA).

In Brazil, the initiative is coordinated by **United Way Brazil (UWB)** and managed by a steering committee. The program began in São Paulo in 2020, intending to catalyze systemic change by creating opportunities for productive inclusion for **socially vulnerable young people aged 15 to 29, most of whom are out of school, unemployed, or working in informal jobs.**



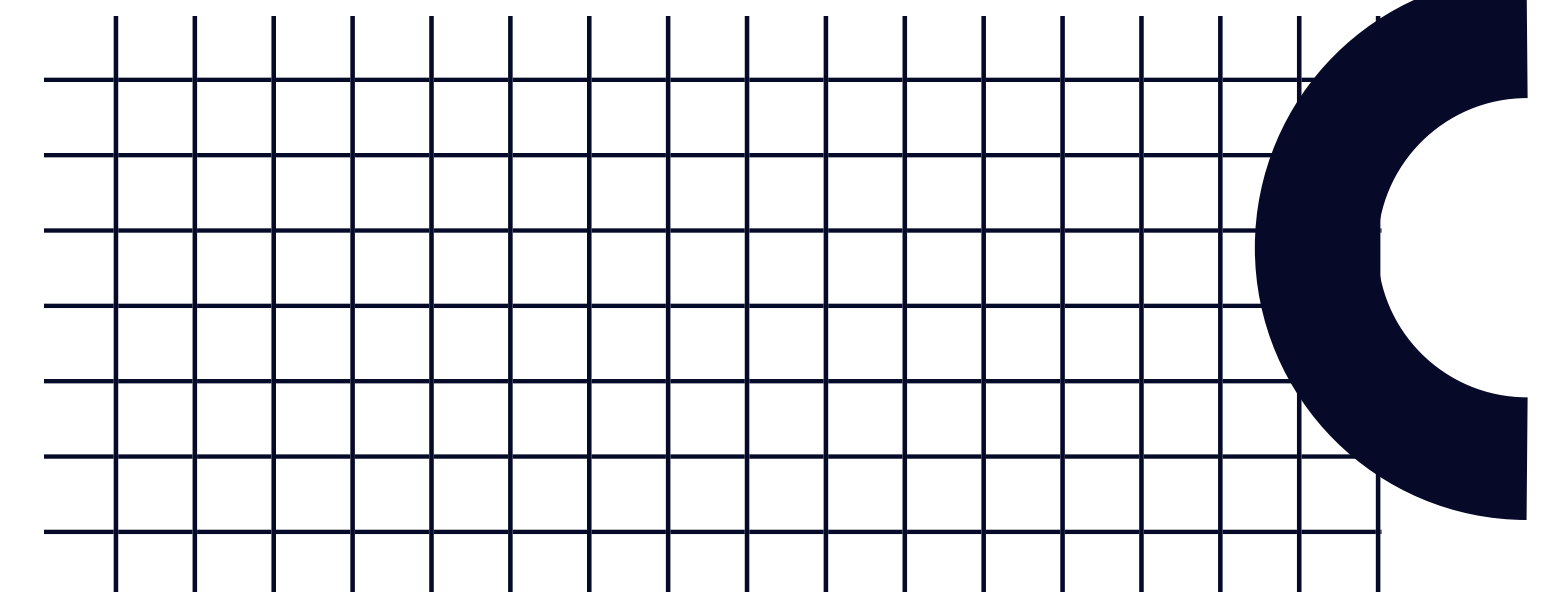
Global Opportunity Youth Network São Paulo is responsible for coining the term “**opportunity youth**”, adopted by individuals, organizations, and the media to communicate initiatives aimed at productive inclusion and highlight the initiative’s target audience: young, marginalized, diverse, motivated, and creative individuals.

With an expected duration of 10 years, the idea is **to impact 10,000 opportunity youth per year, totaling 100,000 people by 2030.**

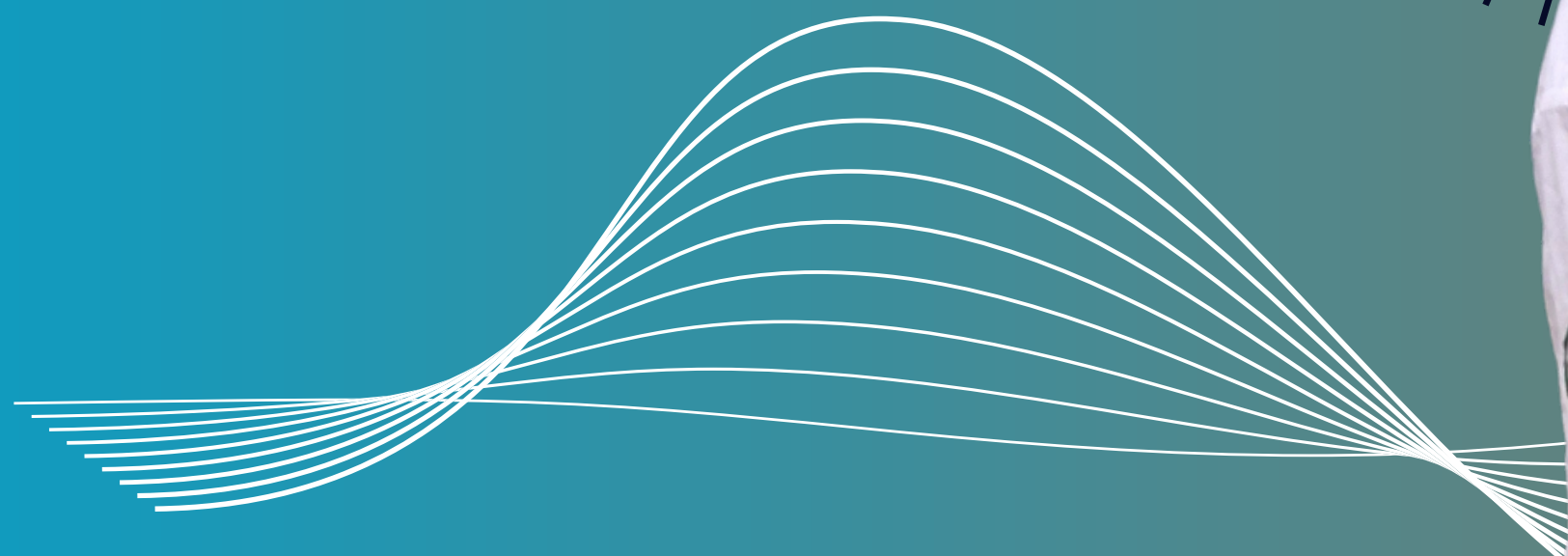
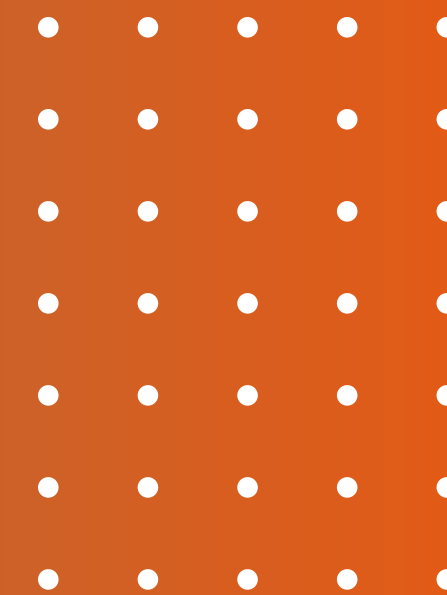


**Learn more at:**

**[www.juventudespotentes.org.br](http://www.juventudespotentes.org.br)**



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# The Powerful Companies survey





## Objectives

- ▶ To understand and present recommendations so that companies—of all sizes and backgrounds—can promote a journey of productive inclusion for young people in a more equitable and fair manner.
- ▶ Encourage the increasing hiring of young talent through more inclusive recruitment, selection, and professional development initiatives.
- ▶ Highlight good practices that are already being implemented by the market.

## Methodology



### Roundtable discussion with young people

Online meeting with the participation of eight young people who are part of the program's Youth Center to map the opinions of young people on the topic of productive inclusion and collaborate in the creation of the questionnaire for interviews with companies.



### Workshop with social training organizations

Listening activity with the participation of 18 social organizations — 31 professionals — that work with training young people for professional integration, to gather contributions from institutions on key points they consider fundamental for the productive integration of young people. It is important to note that the statements collected from the organizations are not nominal, and, therefore, throughout the study, they will appear as “social training organizations.”



### Interviews with companies

Interviews were conducted with 22 professionals from nine companies with different profiles — leaders in the areas of Human Resources, Sustainability, Diversity, Inclusion, and/or Social Responsibility, as well as managers who work directly with young people — with the aim of identifying good practices developed by companies.



>> Access the full survey at: [bit.ly/pesquisa-ep-2025](https://bit.ly/pesquisa-ep-2025)

## Parts of the complete research



Data and information from other studies that reinforce and show the positive impact of promoting the productive inclusion of Brazilian youth.



Voices and testimonials from different participants who work in the productive inclusion of young people.



Possible ways of hiring young people that can be adopted by companies of different sizes.



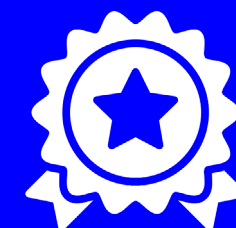
Journey of productive inclusion of young people, highlighting the main strategies and actions that companies can adopt, with several practical implementation tips.



Detailed cases of good practices developed by eight companies of different sizes across Brazil, to inspire you.



Practical recommendations so that companies can increasingly develop fair and equitable inclusion of young people.



Details of the GPTW Seal initiative – “Best Companies to Work For: Opportunity Youth” and how companies can participate.



Research tips and studies to delve deeper into the topic.



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# Why promote the productive inclusion of young people





The number of young people in Brazil is still high, but it is gradually decreasing. Today, there are **45 million people between the ages of 15 and 29**, representing 22% of the population. In 2012, there were almost 52 million people in this age group.

Source: [Census by the Brazilian Institute of Geography and Statistics](#) (IBGE, 2022)

Each young person who drops out of school in Brazil **costs around R\$372,000 per year.**

Source: [Consequences of Violating the Right to Access Education](#) (Insper and Roberto Marinho Foundation, 2020)

Tripling access to technical secondary education could generate an **increase of up to 2.32% in Brazil's Gross Domestic Product (GDP).**

Source: [Potential macroeconomic effects of expanding technical secondary education in Brazil](#) (Itaú Education and Labor, 2023)

Productively including opportunity youth **could add up to 0.3% to the GDP of the city of São Paulo**, a total of R\$2 billion.

Source: [Mapping of opportunity youth in the city of São Paulo](#) (Accenture, 2020)

Including young people aged 15 to 24 in education or the labor market **can prevent losses of up to 1.5% of countries' GDP.**

Source: [Atlas of Youth](#) (2021)

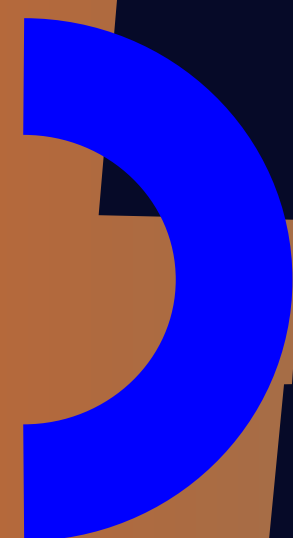
**87.5% is the retention rate for diverse hires**, generating savings in recruitment, integration, and professional development in companies.

Source: [Diversity Matters: Latin America](#) (McKinsey & Company, 2022)

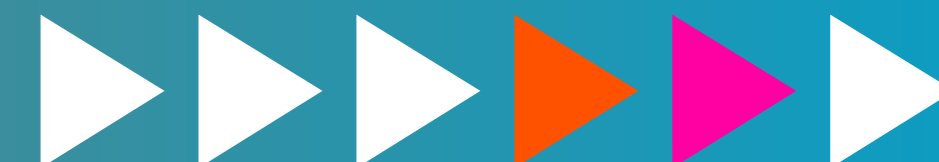
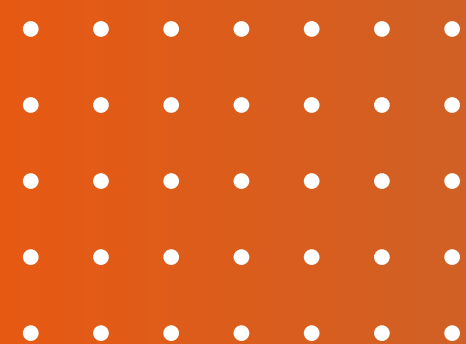




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# The journey of productive inclusion of young people





### Training Stage



### Business Planning Stage



### Recruitment Stage



### Work Stage

## The stages

The journey was structured in four stages: **Training, Business Planning, Recruitment and Work.** Each stage was built based on qualified listening to all those involved, valuing the specific contributions of each perspective. The **recommendations** were developed considering the different contexts and experiences of the participants, and reflect the lessons learned, challenges, and best practices shared by this network.

To deepen the understanding of each stage, the main themes identified were organized into **categories**, in other words, items that help to understand the most striking perceptions of the interviewees. In each of them, the following information is presented:



**1. What worked:** the activities that contributed to the success of the actions.



**2. Challenges:** issues that still need to be addressed.



**3. In practice:** practical examples of solutions already adopted by companies, which can be explored in more depth in the case studies.

This structure facilitates the identification of **possible paths and provides concrete support so that companies** — of all sizes — can achieve youth inclusion and hiring in various ways.

At the end of the document, **recommendations are presented to strengthen the productive inclusion of young people as a continuous process of learning, engagement, and growth** — both for young people and for the institutions involved. The suggestions can be considered partially or in their entirety by companies, depending on the context of each one.





This is the moment when opportunity youth connect with a social organization, educational institution, or, in some cases, the company itself, through training opportunities. The goal is for them to have the necessary preparation to enter the world of work at the end of their training.

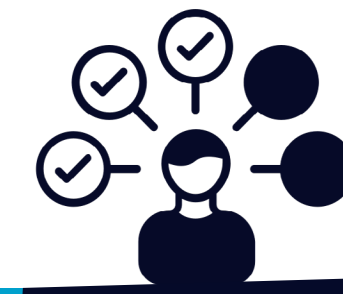
## Context of youth and strengthening of territories

### **WHAT WORKED**

- Work with schools and social organizations to survey the context to identify the profiles and expectations of young people in that territory.
- Support the development of organizations in the territories where the company operates.

### **CHALLENGES**

- Integrating the corporate environment with social issues, diversity, and belonging in the youth universe.
- Lack of technological training for young people.
- Impact of mental health issues on the daily lives of young people.



### **In practice**

**Accenture Brazil's** FLIP Project offers a close and personalized look at the needs of each young person, with careful monitoring by company professionals. In the first edition, transportation was provided for training participants, taking into account location and travel time; active follow-up, including telephone contact with family members and colleagues to monitor absences and difficulties during the course; and delivery of computers for use during the training period. >>[Learn more in the company case study.](#)



## Training Stage

# Training course in training organizations



## WHAT WORKED

- Disseminating detailed information about the courses, including a description of the process, minimum requirements, costs involved, and duration.
- Ensuring financial support for transportation and meals for training activities.
- Promoting training activities that also address the socio-emotional issues of young people.
- Offering, during training, opportunities for work experience in companies, bringing the corporate world closer to young people in practice.
- Ensuring dialogue and co-creation between the demands of companies and the training plans of social organizations, with a particular focus on soft skills and digital literacy.
- Create dynamic learning content and strategies that engage with the interests of young people.
- Provide a space for listening so that each young person can evaluate the course, identifying what can be improved.



## CHALLENGES

- Training strategies that do not engage young people, leading to fatigue and discouragement.
- Rigid training plans that are unaligned with day-to-day work and do not address the demands of different companies.



## In practice

**Lear Corporation** holds meetings with participants in the Young Apprentice Program in partnership with training organizations, strengthening the dialogue between training and professional practice. Roundtable discussions are promoted, in which young people have the opportunity to talk about careers, expectations, and the corporate world. The initiative also includes the presentation of certificates and a tour of the company's facilities, offering a concrete experience of the work environment. The action has generated effective results, such as the hiring of participants as young apprentices. >>[Learn more in the company's case study.](#)





## Training Stage



### WHAT WORKED

- Structuring training plans with customized schedules, addressing topics related to the corporate world, and developing skills for the job market.
- Engaging volunteers from different areas of the company to train and mentor young people.
- Enabling complementary training to help overcome educational deficits, especially among young people in vulnerable situations.



### CHALLENGES

- Raise awareness among managers about the need for periodic training in the professional development of young people.



### In practice

In line with its diversity policy, **P&G Brazil** has developed the P&G for You Program, an initiative that promotes the productive inclusion of black youth. Through the program, young people have access to a structured one-year training program before starting their activities at the company. At the end of the cycle, after passing an English proficiency test, participants are eligible to start in the company's management internship and are ready to take the next step with more confidence and preparation. >>[Learn more in the company's case study.](#)

**Zurich Santander** created the Summer Program, aimed at young people in vulnerable situations, a three-week immersion in the company with the participation of volunteers from different areas of the corporation, with the objective of presenting important content for the beginning of a career. Young people can develop projects with the support of mentors. >>[Learn more in the company case study.](#)

**PwC Brazil** has the Access Your Potential Program, consisting of tracks that address soft and hard skills (behavioral and technical skills) along with mentoring processes, in which hiring is not the ultimate goal. Young people face the challenge of participating in a hackathon to develop solutions and presenting them to a panel that includes company partners. >>[Learn more in the company case study.](#)



## Business Planning Stage

At this stage, the company strategically structures the inclusion of young people in its workforce and designs how this process will take place: through apprenticeship programs, internships, etc.

## Integrating the hiring of young people with the business strategy



### WHAT WORKED

- Aligning the strategy for the productive inclusion of young people with business development.
- Mapping specific areas and needs of the company to align with the interests of young people at the time of hiring.



### CHALLENGES

- Institutional guidelines that are not consistent with the context of young people indicate vulnerability in the processes.



### In practice

At **Suzano S.A.**, working with young people is an essential part of the commitment to reducing multidimensional poverty in the regions where it operates. For this reason, the strategy for the productive inclusion of young people is connected to the business. To integrate its initiatives, the company has structured a synergy map that connects all job access projects carried out in partnership with partner organizations in the territories, where the training paths have been described: from personal development and life plan workshops to technical content aligned with labor demands, such as promoting productive systems to accelerate production and commercialization. >>[Learn more in the company case study.](#)

At **P&G Brazil**, the Internship Program is the main gateway for talent, directly linked to the leadership succession plan. The initiative combines inclusion and a long-term strategy for retention and development. >>[Learn more in the company case study.](#)



## Internal engagement and co-responsibility



### WHAT WORKED



#### Business Planning Stage

- Ensuring the participation of various areas and leaders from the outset of the design of employability programs for young people.
- Encouraging the involvement of experienced leaders and mentors to support and guide young people.
- Actively listening and valuing the experiences and ideas of each young person.
- Bringing managers closer to the reality of young people to promote equity.



### CHALLENGES

- Corporate environment poorly adapted to youth culture.
- Management's lack of understanding about the context of working with young people undermines the learning experience.



### In practice

**Magalu** has an “Employee Council” made up of volunteers, company professionals who become guardians of the corporation’s culture, purposes, and values. These people also accompany each young person, especially when they first arrive, to help them immerse themselves. The difference lies in reinforcing the organizational culture and creating a support network that increases the sense of belonging. >>[Learn more in the company case study.](#)

Every year, **PwC Brazil** holds a workshop for managers to present the learning program, discuss the profile of participants, and contextualize the social reality of the young people served. Research data, such as that from the IBGE, and relevant indicators are shared to help build a deeper understanding of the audience involved. This practice contributes to more empathetic and conscious action on the part of leaders. >>[Learn more in the company case study.](#)

**Suzano S.A.** has been running the Formare Program in partnership with the Iochpe Foundation since 2005. The initiative offers technical and socio-emotional training for vulnerable young people, combining a competency-based education methodology with an immersive experience within the company’s industrial plants. Each class consists of approximately 20 to 25 young people, who receive individualized support and participate in courses taught by volunteer employees who are qualified according to their expertise and interests. >>[Learn more in the company case study.](#)

**Zurich Santander’s** Summer Program featured a training itinerary developed by the Human Resources, Sustainability, External Communications teams and members of the company’s Executive Committee and engaged more than 40 volunteer employees from different areas to share their knowledge with young people. >>[Learn more in the company case study.](#)

## **Inclusion and diversity criteria**



### **WHAT WORKED**

- Set internal goals and diversity indicators that make inclusion a formal and measurable commitment.
- Create specific programs that can reduce inequalities with complementary training and support.



### **CHALLENGES**

- Strict selection criteria continue to exclude vulnerable young people.



### **In practice**

**Accenture Brazil** forms partnerships with social organizations to map vulnerable profiles and conducts active listening before selection. The central attribute is the construction of inclusive criteria based on the reality of young people, ensuring equity in the selection process. >>[Learn more in the company case study.](#)

At **EY Brazil**, the apprentice selection process is structured around a commitment to equity and diversity. The positions are affirmative and prioritize people in situations of socioeconomic vulnerability, in addition to considering identity markers such as gender and sexual orientation, offering positions exclusively to transgender, non-binary, and Black people, demonstrating an intentional effort to promote the productive inclusion of historically marginalized groups. >>[Learn more in the company case study.](#)



**Business  
Planning Stage**





## Recruitment Stage

At this stage, the company opens its doors to young people, defining the job profiles, selection criteria, and strategies for attracting talent. It is also the time to clearly and accessibly communicate opportunities, choose the channels for dissemination, and establish partnerships with social organizations to expand reach.

## Defining the profile and selection criteria



### WHAT WORKED

- Valuing the skills and potential of young people, not their previous experience.
- Ensuring transparency about benefits and job conditions from the outset.



### CHALLENGES

- Lack of clarity about the profile and requirements of the positions.
- Prerequisites that are not consistent with positions for young people starting their careers.
- Processes that still do not guarantee the inclusion of different young people.



### In practice

**Lear Corporation** has transformed the interview into a more relaxed moment, prioritizing conversations to learn about each young person's interests and motivations and understand their values, dreams, thoughts, and future prospects. It is a chat. This approach reduces formality, helps people show who they are beyond their resume, and facilitates connection with the company.

>> [Learn more in the company's case study.](#)

**PwC Brazil** has invested in training its management to promote more inclusive selection processes that are aligned with the profile of young talent. The company provides material on best practices and a specific manual for interviews, with guidance on how to conduct these conversations in a more welcoming and effective manner. The manual encourages managers to explore the interests, hobbies, and life experiences of each young person, valuing diverse backgrounds and perspectives. >> [Learn more in the company case study.](#)

## Communication channels and strategies



### WHAT WORKED

- Using institutional social networks and specific channels to attract young people.
- Advertising job openings in conjunction with social training organizations.



### CHALLENGES

- Dependence on traditional platforms – limiting the outreach to young people.



Recruitment Stage

## Return of the selection process



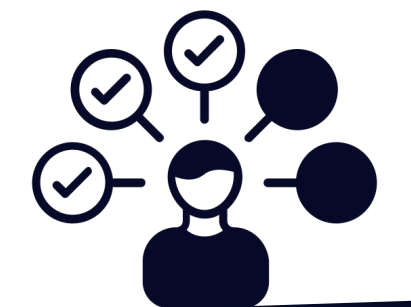
### WHAT WORKED

- Providing feedback on the selection process, explaining the reasons for hiring or not hiring.



### CHALLENGES

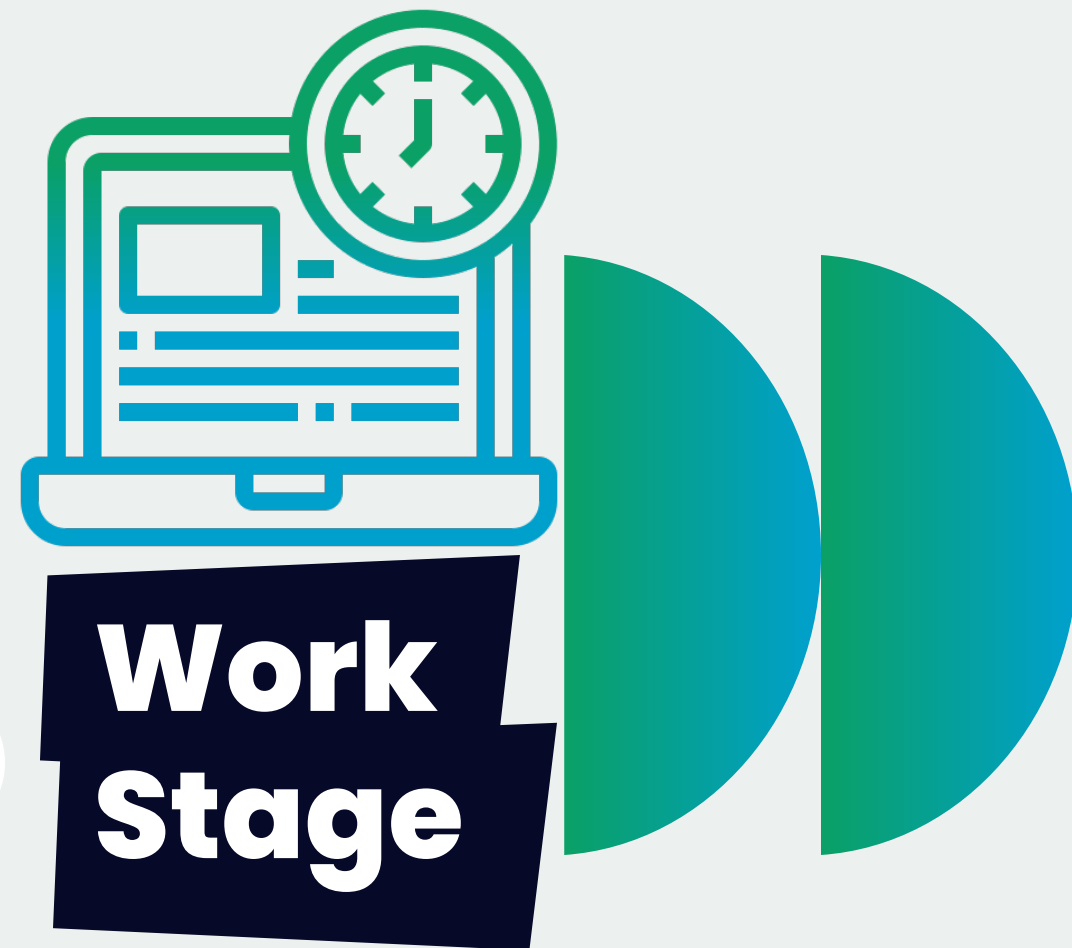
- Lack of feedback on the selection process.



### In practice

At **Lear Corporation**, caring for young people begins during the selection process. Even when a person is not approved, the company provides feedback to those who do not continue in the process, explaining the reasons for not being approved and reinforcing that their profile remains in the company's talent bank. This practice demonstrates a commitment to the continuous development of young people and contributes to building a respectful and transparent relationship. >>[Learn more in the company's case study.](#)





The Work stage is when young people begin to frequent the corporate environment and experience the company's routine in practice. At this stage, learning experiences and relationships with mentors, managers, and colleagues are consolidated, in addition to the development of technical and behavioral skills.

## Welcoming and integrating young people

### **WHAT WORKED**

- Welcoming each young person who arrives at the company in a respectful and caring manner.
- Appointing people to be tutors, mentors, or godparents to accompany young people.

### **CHALLENGES**

- Managers understand their role in the development of each young person.



### **In practice**

At **EY Brazil**, one of the highlights of the integration of young people is the indication of a person from the team called a Buddy, a “friend” who accompanies the newcomer. This person is responsible for introducing the company, providing guidance on practical aspects of day-to-day life, and walking alongside the young person over time. More than just technical support, the Buddy represents a trusted and close reference, strengthening the integration experience and contributing to the development of bonds in the corporate environment. >>[Learn more in the company case study.](#)

**Zurich Santander** ensures a welcoming strategy through the “Diversity Circle” initiative, in which young people feel they belong when talking about themselves. It is a safe place to exchange and share their realities and perspectives within the company. >>[Learn more in the company case study.](#)

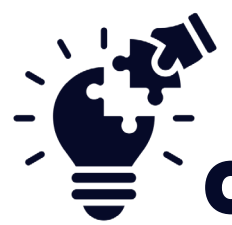
To help young apprentices feel comfortable when they arrive at the company and get to know its structure, organizational culture, and even the workspaces, **Magalu** has the “Buddy Program.” In other words, as the slang term suggests, it is a partner for each young person, a co-worker who will directly or indirectly accompany each young person in their daily activities. >>[Learn more in the company case study.](#)

## **Duties and career paths compatible with young people**



### **WHAT WORKED**

- Clear communication of each young person's responsibilities.
- Partnering with training organizations to provide support in their daily lives.



### **CHALLENGES**

- Managers who do not understand the path of young people.
- Offering young people tasks that are compatible with the learning process.



### **In practice**

**Magalu** has a platform where each young person can track their pay slips, timesheets, vacations, and all their benefits. This facility ensures clarity and security so that they have access to their professional information. >>[Learn more in the company case study.](#)

**Lear Corporation** promotes monthly meetings in which apprentices present their activities, learnings, and future prospects to team members, preparing presentations, which contributes to the improvement of communication skills, oral expression, and self-confidence. This practice not only values each participant's journey but also creates a space for visibility and recognition of young people within the organization. >>[Learn more in the company's case study.](#)



**Work  
Stage**

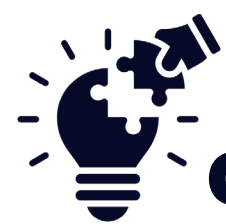


## • **Continuous development in everyday life**



### **WHAT WORKED**

- Offering training for the professional growth of young people.
- Providing constant feedback with the aim of professional development and improvement.
- Valuing the work and development of young people.



### **CHALLENGES**

- Engaging young people and maintaining their interest.
- Behavioral issues in the workplace.



**Work  
Stage**



### **In practice**

At **EY Brazil**, apprentices have access to a complementary development track focused on behavioral skills that enhances the theoretical training offered by social organizations. The initiative recognizes the specific challenges faced by this audience and offers targeted courses, such as emotional intelligence, effective communication, customer service, and negotiation, promoting professional development. >>[Learn more in the company case study.](#)

At **PwC Brazil**, young people from across the country meet monthly to exchange experiences. The initiative aims to strengthen belonging, since they often work in a hybrid manner and do not meet frequently in the workplace. >>[Learn more in the company case study.](#)

## Continuous development in everyday life



At **Magalu**, young people follow a development path designed to boost both their technical and behavioral growth. The initiative brings together actions that include educational support, mentoring, and specific training, aimed at strengthening essential skills and preparing them for the challenges of the professional world. >>[Learn more in the company case study.](#)

At **Accenture Brazil**, young people in FLIP have access to exclusive training, such as free English courses, specialized mentoring, and a network of contacts with prominent professionals from the company. In addition, the employability process was innovative, with collective dynamics involving young people and the Human Resources departments of the contracting companies. >>[Learn more in the company case study.](#)



**Work  
Stage**

## Job retention



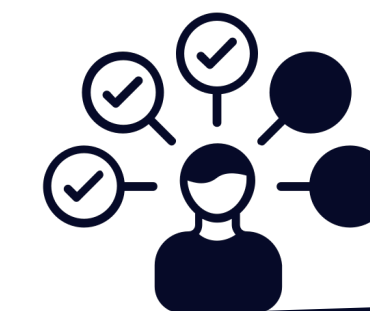
### WHAT WORKED

- Integrating young people's performance into the company's results.
- Continuous monitoring.



### CHALLENGES

- Creating opportunities that appeal to young people's interests.
- Aligning young people's expectations.



At **EY Brazil**, the apprenticeship program is structured to develop talent, with regular monitoring and well-defined guidelines that guide young people's development. From the outset, the relationship with each apprentice is built with a focus on permanence, promoting clarity about opportunities and paths for growth within the company. >>[Learn more in the company case study.](#)



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# Success stories: good practices from companies



## FLIP: a training journey connected to young people



### Initiative: FLIP Project

Since 2024, **Accenture Brazil** has had the Fly High Program, led by the Human Resources department, which consists of several initiatives aimed at the development and training of professionals. As part of these actions, FLIP created a productive inclusion training project with the goal of training and placing socially vulnerable young people aged 15 to 25 in the job market through a three-month learning and training journey. The company's senior leadership was involved from the outset in the implementation and execution of the program. The process involved a collaborative network of stakeholders, including companies, social organizations, and the young people themselves. >> ["Learn more about the case"](#)

## Diversity as a lever for development and innovation



### Initiatives: Young Apprentice, Fast Pass, and EY Empodera programs

**EY's** unique selling point is transforming social inclusion into a strategy for training and attracting diverse talent, increasing representation within the company and in the market. EY Empodera, for example, offers a free online training course for people in classes C, D, and E, including people who have not completed high school, migrants, people with disabilities, LGBTQIA+ , and vulnerable individuals. Over three months, participants develop skills in various areas and, after this training, can apply and join internal entry-level programs for professionals in the company. >> ["Learn more about the case"](#)

## Corporate strengthening through social investment



### Initiatives: Life Skills Program and Apprenticeship Program

With operations in different cities across Brazil, **Lear Corporation** has structured its work with young people on two complementary fronts. The first is preparatory and social, with the Life Skills Program, which serves vulnerable young people aged 14 to 24, working on self-awareness, life planning, and skills for the world of work. The second is corporate and formative, with the Apprenticeship Program and other opportunities to join the company. This combination allows Lear Corporation to break down barriers to access, training talent from vulnerable communities then connecting them to job opportunities, either at Lear itself or at other companies. >> ["Learn more about the case"](#)

## A 360-degree view of youth development



### Initiative: Magalu Young Apprentice Program

**Magazine Luiza's** Magalu Young Apprentice Program aims to provide young people who join the company with access to a development path that brings together a series of initiatives, such as a platform with exclusive courses for young apprentices that prepare them for the job market and help them develop soft and hard skills; monthly online meetings to discuss issues relevant to the daily work and social context of young people; an incentive program for academic training; tutoring; mentoring; and support from an educational psychologist in case of learning difficulties. >> ["Learn more about the case"](#)



## Inclusion, development, and training of young leaders



### Initiative: Internship Program, with emphasis on P&G for You

Since 2020, the company has been developing P&G for You, an affirmative action program aimed at young black university students. After the selection process, participants spend a year preparing to join the company. During this period, they receive a full scholarship to study English, individual mentoring from **P&G Brazil** leaders, and corporate training designed to prepare young people for the challenges and demands of the management internship. At the end of the cycle, after passing the English proficiency test, participants are ready to begin the company's management internship. >> ["Learn more about the case"](#)

## Training young people as a strategy for poverty reduction



### Initiative: Social strategy for young people and Formare Program

At **Suzano S.A.**, working with young people is an essential part of its commitment to reducing poverty in the regions where it operates. By 2030, the goal is to help lift 200,000 people out of poverty by connecting education, professional training, and employability as paths to transformation. Among the local development initiatives promoted by Suzano S.A., Formare stands out, carried out in partnership with the lochpe Foundation since 2005. It offers technical and socio-emotional training for vulnerable young people, combining a competency-based education methodology with an immersive experience within the company's industrial plants. >> ["Learn more about the case"](#)

## Opportunities, development, and social mobility



### Initiative: Access Your Potential (AYP)

Since 2021, **PwC Brazil** has been promoting Access Your Potential (AYP), a program that catalyzes opportunities focused on development and social mobility for young people aged 18 to 26 from all regions of the country. The training includes mentoring, short online courses, exclusive masterclasses, and an immersive hackathon. All activities are carried out in partnership with volunteers. Although employment at PwC Brazil is not the ultimate goal of the program, this possibility may arise at the end of the cycle. >> ["Learn more about the case"](#)

## Immersive journey to expand knowledge about the world of work



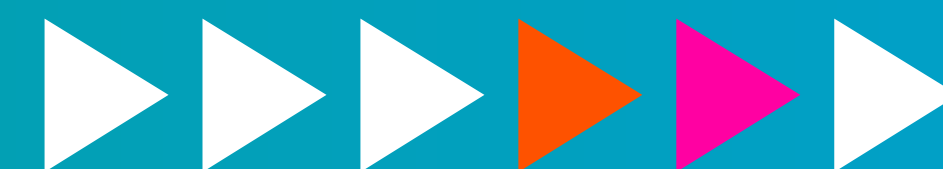
### Initiative: Summer Program

**Zurich Santander's** Summer Program was created with the desire to give young high school graduates the opportunity to experience the world of a large company, talking and learning directly from executives. The first edition selected 10 young people over the age of 18 from vulnerable situations in the Northeast and Southeast of Brazil. For three weeks, they experienced the routine of the multinational company in São Paulo in an immersive journey that also included cultural activities in the state capital. The training itinerary was developed by various areas of the company and engaged more than 40 volunteers. The activities involved lectures, group dynamics, and solving real challenges faced by the company. >> ["Learn more about the case"](#)

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# Final recommendations







## Training Stage

- 1 Prioritize the company's and partner organizations' surroundings,** working in nearby areas to attract young talent, reducing travel barriers, and strengthening ties with the local community. By expanding the search for public schools, social organizations, and collectives, it is possible to reach young people who do not yet have access to formal employability networks and increase the impact of training.
- 2 Update methodologies, materials, and language to engage with new generations,** incorporating dynamic resources, accessible language, and participatory strategies that spark interest and maintain youth engagement.
- 3 Align training content with the demands of companies,** including offering practical experiences and gradual exposure to the corporate environment through technical visits, mentoring, and real-life experiences.
- 4 Ensure logistical and financial support, such as transportation, food, and connectivity,** enabling people to remain in training programs, especially those in vulnerable situations who might otherwise drop out due to a lack of basic resources.
- 5 Create permanent spaces for listening and exchange throughout the training process,** allowing young people to evaluate methodologies, suggest improvements, and build the process in a more participatory way.



## Business Planning Stage

- 1 Integrate youth inclusion programs into the business strategy,** setting clear goals and indicators that align the need for talent development with the company's social commitment, ensuring sustainable impact and concrete results.
- 2 Map out in advance the areas and roles that will receive young people,** considering both learning potential and individual interests, to avoid inappropriate placements and promote coherent and interesting development paths.
- 3 Define clear objectives for the productive insertion program** and align expectations between the company, young people, and partner organizations, ensuring that everyone understands the purpose, responsibilities, and benefits involved.
- 4 Engage leaders and teams from the program's conception,** building a culture of shared responsibility for welcoming, mentoring, and developing young people, rather than simply delegating to the Human Resources department.
- 5 Prepare management and their teams to work in youth development,** offering specific training on the formative role of work, social literacy, and diversity, so that they welcome and guide each young person with sensitivity and efficiency.



## Recruitment Stage

- 1 Make the selection process more inclusive and transparent,** valuing the potential and life experiences of young people, considering that they have no professional history and need opportunities to develop.
- 2 Communicate all requirements, benefits, and stages of the process in a clear and accessible manner,** using language that is close to the reality of young people and avoiding technical terms that may generate insecurity or alienation.
- 3 Diversify the channels for advertising vacancies** through partnerships with social organizations, collectives, and schools to broaden the reach of opportunities and ensure greater diversity among candidates, especially among those with less access to the internet.
- 4 Reduce exclusionary steps and relax unnecessary requirements,** such as language proficiency or specific technical skills, which limit access for young people in vulnerable situations.
- 5 Set diversity and inclusion goals to ensure representation in selection processes,** guaranteeing equity in the selection process and reinforcing the company's social commitment.



## Work Stage

- 1 Structure a welcoming and integration process** that ensures each young person feels they belong from the outset, presenting the company's culture, values, and operations in a clear, welcoming, and accessible way for those entering the job market.
- 2 Assign mentors, tutors, or godparents to closely monitor each young person's development,** offering practical support, guidance on routines, and encouragement to overcome challenges, creating an effective support network.
- 3 Define responsibilities, tasks, and learning paths transparently,** avoiding overload, misaligned roles, or expectations that are incompatible with each young person's stage of development.
- 4 Offer complementary training and continuous development paths,** addressing both technical and behavioral skills to maintain the motivation and growth of each young person during the learning period.
- 5 Raise awareness among managers about the formative role of work** and the importance of respecting each young person's learning time, reinforcing that the main objective is development and not just immediate productivity.





**Parceiro Técnico**

