



Estácio

SUSTAINABILITY
REPORT **2018**



Lorraine Karen Teixeira Carvalho da Silva (left) and Letícia da Rocha Barbosa are students of the 3rd semester of Nutrition, Campus Duque de Caxias (RJ) of Estácio



SUMMARY

PRESENTATION 05

INTERVIEW WITH THE PRESIDENT 06

PROFILE 09

GOVERNANCE DIMENSION 23

SOCIAL DIMENSION 34

CORPORATE SOCIAL RESPONSIBILITY 55

ECONOMIC DIMENSION 67

EDUCATIONAL DIMENSION 73

ENVIRONMENTAL DIMENSION 90

GRI ANNEX 94

LEARN MORE

In the opening pages of the Report chapters, we show images of former students who attended Estácio and are successful in their professions. To know more about their histories, use the QR code beside each photo.



PRESENTATION

GRI 102-46, 102-53

Estácio is in the process of building a new relationship model with its most important public: the students. In pursuit of the appreciation of the students' experience during their visit to the Institution, we continually improve our face-to-face teaching and distance learning methods, present more agile services, invest in the development of student employability, and apply innovation and technology to producing and disseminating knowledge.

Our 2018 Sustainability Report was produced in accordance with the Global Reporting Initiative (GRI) methodology, the most widely ad-

opted standard of corporate sustainability reporting in the world. In it, we present Estácio's breakthroughs in the academic field; the most relevant projects in the field of social responsibility; and the relationship initiatives with students, employees, local communities, entities from the education sector and other audiences and interested parties. We will also address the financial and operational performance during the year, key changes in management processes, and our human resources indicators. These accomplishments consolidate the Institution's position in the Higher Education segment, preserve the sustainability of our business and guarantee the fulfillment of a larger Mission: Educating in order to transform.

Questions regarding the content of the Report and other comments should be sent to sustentabilidade@estacio.br. We wish you all enjoy your reading.



EXPERIENCE IS KEY

Currently ahead of Estácio, Eduardo Parente has commanded large companies

MESSAGE FROM THE PRESIDENT

GRI 102-14

Chosen in December 2018 as Estácio's new president, Eduardo Parente has a solid experience ahead of large Brazilian companies. For him, assuming the leadership of one of the largest private educational institutions in the country is a challenge faced with everyday learning and awareness of the social role that Estácio plays. "We were able to bring knowledge to people who, in the past, did not have an opportunity," says Parente, in a speech aligned with our larger mission of educating in order to transform.

You have a lot of experience as an executive, but you never went through the education sector. How do you evaluate Estácio's scenario and position in the segment?

I see that Estácio has a very strong social insertion role. Brazil is a country still lacking in education and it is not everyone that can reach public universities. Moreover, public higher education is still a limited system, has high costs and has a hard time growing when the economy goes bad. Estácio is able to bring knowledge to many people who did not have the opportunity to attend a public university, for these and other factors. We are close to the people, offering this opportunity. What we do here is pure sustainability.

"Estácio plays a role of social insertion. We offer opportunities to people"

IN THE CLASSROOM

Parente: "Students must be the top priority"

In this period you have been ahead of Estácio, what are the main differentials that you identify in the Institution?

We have a powerful combination in our hands. Our value proposal unites an updated body of teachers, a high-quality education system, identified with the demands of the market; and a pragmatic spirit, aimed at making people's lives better. We need to be accessible and make the lives of those who wish to progress easier. I have heard about several cases of people who have improved their lives, both professionally and personally, because they have studied in Estácio – and that did not have a chance to study in other universities, neither public nor private.

And how can the Institution become even more accessible?

There is a permanent effort to keep costs low without losing the quality standard. Only then can we sustain our expansion strategy, to reach even more places. Currently we have reached more than 300 municipalities with undergraduate courses, training teachers, disseminating our teaching model. In addition, about 60% of our students work and study. That is why we invest so much in mobile technologies; while one is moving from work to the classroom, from the classroom to their home, they will be able to study on the bus, on the train.



How did Estácio reorganize itself internally in 2018, after the many changes and external tribulations experienced in 2017?

In financial terms, it was a year of adjustment. We came from a period in which there was the expectation of a very great change that did not materialize (the cancellation of the merger with Kroton, scheduled for 2017). So, we had to focus on some points, such as cost management. The important thing is that the quality of teaching has never fallen. I always say that the academic body is the "glue" that keeps Estácio together. Market circumstances, industry regulations, all of that may change, but teachers are always a fundamental constant.

The Institution is also rebuilding its relationship model with students. What progress has been made in this area?

Students must be treated as a top priority in terms of service and reception at Estácio. In terms of knowledge transmission, on the teaching side, we are doing very well. But we will progress in the

Company-student relationship. We have improved the care with the infrastructure, with the service, seeking to buff up the relationship, to look after the demands of each one. With a more assertive communication, we will make students' experience at Estácio even more satisfactory. The key is to invest in engagement, in a culture that places students at the core of everything.

What can be said about the strategy for 2019 and the next years?

The expansion in distance education is very important for our plans of offering knowledge to more and more people, in more and more places, especially in regions that are not served by other institutions. We will continue with the opening of new courses and new Units in the segment. We cannot discard potential acquisitions either; it is a matter of observing and understanding which other institutions could benefit from our system, our Values. By the way, this will also be important within Estácio itself, namely causing students, professors and employees to understand our value proposition, our purpose. Only then can we grow even more, offering all these good things we do to more people.



PROFILE

Established on March 31, 2007 as a publicly-held corporation, Estácio Participações S.A. is nowadays one of the largest private higher education organizations in Brazil. At the end of 2018, its student base numbered approximately 518 thousand students, of whom 314.7 thousand are students enrolled in face-to-face courses and 203.1k in distance learning courses – graduation and post-graduation. The institution offers 126 courses, taking into account all the modalities (distinction between bachelor, undergraduate and technological ones), integrated in the areas of Legal Sciences, Creative Economics, Education, Engineering, Manage-

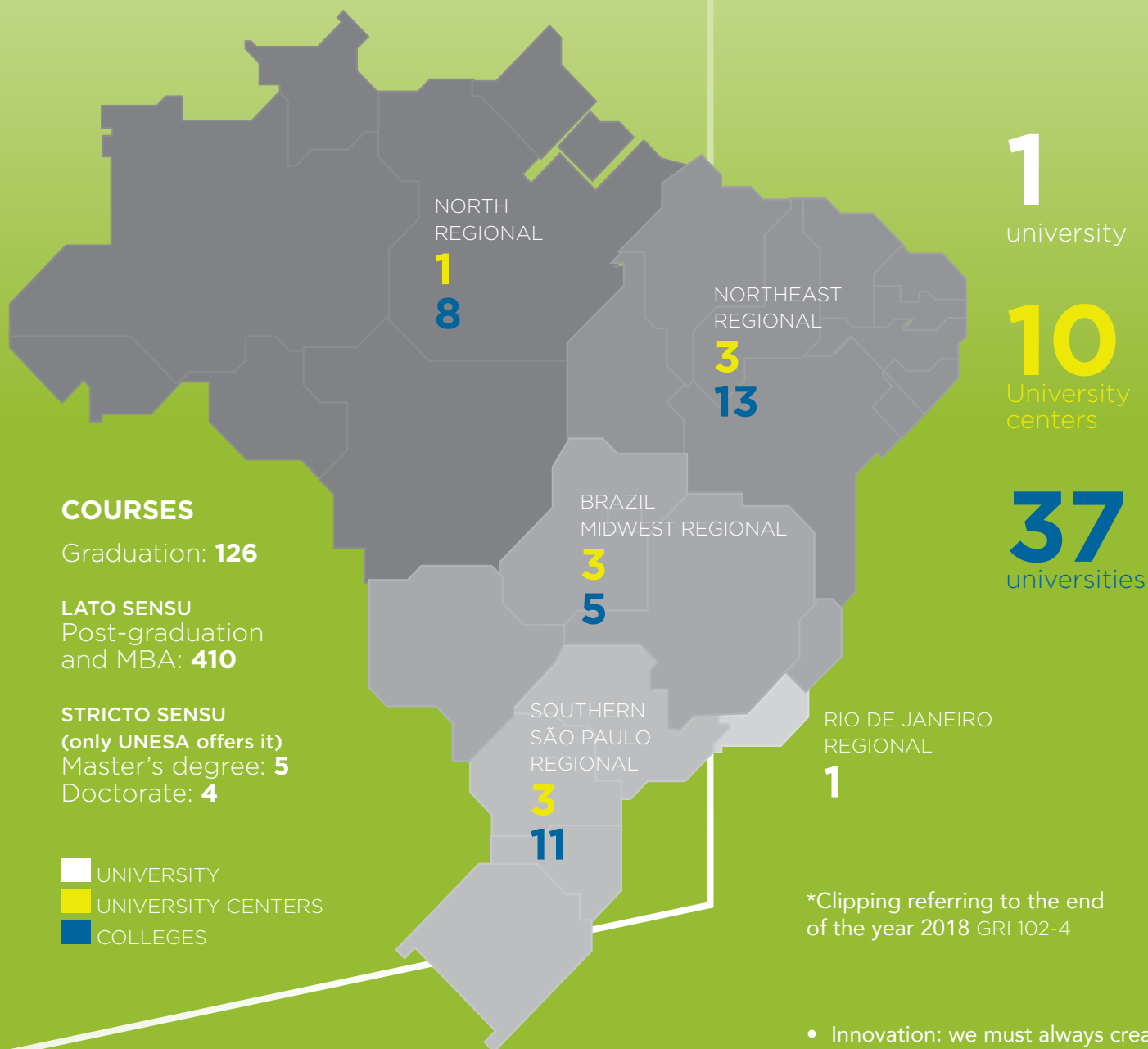


MEDICINE

Silvio Pessanha Neto (Director of Medicine and Face-to-Face Post-Graduation at Estácio), on the left, and Lucas Valentim, Pediatrician of Hospital das Clínicas, at the Medical School of USP, Ribeirão Preto/SP (HC FMRP): both are graduated in Medicine from Estácio

ment, Health and Information Technology. Distance learning courses leaped from 47 in 2017 to 92 in 2019. There are 410 post-graduation *lato sensu* courses and *stricto sensu*, considering all the modalities and partnerships, and we are present in 465 municipalities. GRI 102-1, 102-2, 102-5, 102-6, 102-7

With its administrative headquarters in the city of Rio de Janeiro and Units in all Brazilian states and in the Federal District, Estácio has a university, ten university centers, 37 accredited colleges and 607 poles of distance education accredited by the Ministry of Education (MEC). The institution's student also have the possibility of opting for flex courses (the ones mixing face-to-face and online classes). All those enrolled have online support material and access to My Library – a virtual collection of books. In the face-to-face modality, there are 92 campuses, strategically located near the homes and workplaces of our main target audience – middle and lower middle class workers who seek professional development opportunities and find in the institution access to quality education. GRI 102-3



MISSION STATEMENT, VISION AND VALUES

GRI 102-16

MISSION STATEMENT

Educating in order to transform.

VISION

Being recognized as the best option in Higher Education for students, employees and shareholders.

VALUES

- Focus on Students: they are our reason for existing.
- People and Meritocracy: we value and recognize the merit of the greatest asset we have: our staff.

- Innovation: we must always create and dare.
- Simplicity: we must be simple in order to be agile and austere.
- As a result, we pursue extraordinary results with passion and methods, always acting as "owners".
- Ethics: We do not tolerate misconduct.
- Excellence: We strive for excellence in service delivery inside and outside the classrooms.
- Hospitality: we treat people as we would like to be treated.

Materiality GRI 102-44, 102-47

Estácio periodically conducts a process of identification and prioritization of aspects that reflect significant (economic, environmental and social) impacts of the organization or influence the evaluations and decisions of its stakeholders. The process includes a list of strategic matters for Estácio, referred to as a list of material topics, based on the Company's sector studies and relevant internal documents. Representatives of the various groups of stakeholders are inquired to give their impressions on the topics listed. Then, an analysis of these impressions was carried out, together with the opinions of executives from Estácio

and specialists from different segments (education, financial market, sustainability, sector entities). This analysis grounded the final list of material topics, which was validated by the Company's senior leadership.

Participation in the process of engagement included collective dynamics, interviews and online inquiry: members of Estácio's leadership (president, vice chairmen, managers, dean), external experts, students, administrative and college members, shareholders, High School students and suppliers. The list of topics approved by the leadership is organized by a priority order.



- 1 Education quality and services offered
- 2 Employability and entrepreneurship
- 3 Cultural and Social programs and community outreach projects
- 4 Economic and financial management
- 5 Research and scientific production
- 6 Governance, transparency and ethics
- 7 Democratization of the access to education
- 8 Development of regions where it operates
- 9 Innovation and technology
- 10 Human development

Communication & brand

The communication work with our audiences and the strategy of dissemination and reinforcement of the Estácio brand are fundamental for attracting, retaining and retaining the student base – together with the expansion of the education network and our presence in all regions of the country. In 2018, we started to approach brand management even more assertively, reinforcing attributes such as accessibility to knowledge for many, geographic and financial viability, and increasing employability potential.

Throughout the year, student retention efforts gained special prominence and posted strong gains in the

second half. The goal is to ensure that enrollees do not abandon the dream of concluding a degree. Always focusing on the experience and trajectory of students, the monitoring pointed to the fulfillment of the retention goal of 95% in 42 Units. More than half of the students who underwent interviews when they signaled that they wished to quit their studies ended up giving up the intention and continued their courses.



Our brand's achievements in 2018

Estácio was elected by the *O Globo* newspaper's readers, one of the Favorite Brands of Rio de Janeiro Citizens, in 2018. We ranked first in the "Private Universities" category. The survey was conducted in partnership with the Troiano Branding consultancy and points out the consumer relations between companies and consumers.

We also won the title of Best Company in Brazil in the Education category, according to the *Época Negócios 360° Yearbook*. The publication aims to highlight the best companies in the country, which are evaluated in six dimensions:

financial performance, corporate governance, innovation, people, sustainability and vision of the future. The survey is done by the *Época Negócios* magazine team, with the technical partnership of the Dom Cabral Foundation.

Furthermore, Estácio was recognized as the second largest profile of Brazilian educational institution in Instagram by uniRank™ – the main international directory of higher education and ranking search mechanism for universities and colleges.

COMMUNICATION CHANNELS WITH STAKEHOLDERS

GRI 102-40, 102-42, 102-43

We use various dialog and interaction channels with our stakeholders, always seeking to reinforce a socially responsible and transparent posi-

tion. Each group of stakeholders is approached with a specific communication strategy and tools, in a positive and open relationship.

STAKEHOLDERS' GROUP	FORMS OF COMMUNICATION AND RELATIONSHIP
Students	Student's virtual campus, Estácio Career Portal, Vacancies Portal, Employability Blog, Estácio Application, Estácio Virtual Assistant (EVA), marketing e-mail, SMS, secretariats, academic managements, call center and chat for career guidance, Estácio Portal, Corporate Social Responsibility Portal, Careers Route, Call Me Now (for students who signal to abandon their studies) and presence in social media: Facebook, Instagram, YouTube and LinkedIn; Sustainability Report
Graduates	Vacancies Portal, Estácio Career Portal, Alumni Program, Estácio LinkedIn, Estácio Portal, Corporate Social Responsibility Portal, call center and chat for career guidance, Sustainability report
Administrative employees	Intranet, Comunicare (internal social network), e-mail, Facebook, Instagram, YouTube and LinkedIn, Corporate Social Responsibility Portal, Sustainability Report
Faculty	SIA, Intranet, e-mail, Professor Panel (until 3/31/2019), Comunicare (internal social network), Facebook, Instagram, YouTube and LinkedIn, Sustainability Report, Corporate Social Responsibility Portal
Partner distance learning poles	Manual of processes, FAQ, Service catalog, SEC (Electronic Call System), Telephone URA, Distance Learning Operations Portal, Comunicare (internal social network), Pole Operational Training Program, Estácio Portal, Corporate Social Responsibility Portal, Facebook, Instagram, YouTube, LinkedIn and Sustainability Report
Society	Press release, Facebook, Instagram, YouTube and LinkedIn, IR Portal, advertising in all media (outdoor, TV, radio, printed, busdoor, urban furniture etc.), marketing e-mail, Estácio portal, Sustainability Report, Corporate Social Responsibility Portal
Investors	Portal Estácio Participations and content through the following means: Sustainability Reports, Notices to the Market, Material Facts, Estácio Day, Field Trips, Road Shows, Conference Calls, Corporate Social Responsibility Portal and other documents filed with the Securities and Exchange Commission (CVM), such as the Shareholder Bulletin, Corporate Presentations and Presentations for Analysts



We have specific and appropriate channels for the relationship with each group of stakeholders



Institutional Image

The Communication, Branding and Sponsoring Committee meets on a monthly basis, with the purpose of guaranteeing the integration of the different communication fronts of Estácio. Representatives from the Corporate Communication (Branding and internal communication), Communication with Students and Virtual Channels, Advertising, Distance Learning, Education, Partnerships and Social Responsibility areas, in addition to our partners, such as the WMcCann agency, contracted at the end of 2018.

The Committee is also responsible for the elaboration and disclosure

of the Corporate Communication Policy, with focus on relationship with the press and crisis management. In order to publicize the projects it promotes, the Company maintains a Communication structure that takes care of the institu-

tion's relationship with the press, its employees, professors, students and stakeholders in general. In order to make the area communication easier, we offer our e-mail imprensa@estacio.br.

The Corporate Communication Management, linked to the Vice Presidency of Institutional Relations and Sustainability, promotes the integration and synergy of the different communications of Estácio, aiming at strengthening and enhancing the brand both internally and in the market. All work carried out aims to create a reputational ballast, besides eliminating or minimizing possible negative impacts to the brand, managing crises in a timely manner. The activities are divided as follows:

- The **Press Relationship** area discloses the initiatives in the academic, institutional and business fields, generating spontaneous

New Intranet

The main communication project in 2018 was the development of the new Intranet, launched in March 2019. This new platform has brought numerous possibilities of communication, with a user-oriented navigation and focused on the contribution among the collaborators. A space dedicated to the teaching audience brings tools for interaction and exchange of experiences, dissemination of calendars, archives and projects. The content available there is also accessible to the administrative collaborator.



media and strengthening our brand positioning in national and regional vehicles. A network of 26 press services, distributed by our different operational venues, discloses.

- In order for all messages and connections to be unique, the **Branding** area makes the brand management of Estácio, helping to create the personality of our brand. At this moment, on the eve of our 50 years, we are working on a new *brand book*. This work, done in conjunction with some companies, aims to create value beyond our services.

- The area of **Social Media** is responsible for planning, positioning, managing and monitoring the Estácio brand in social media. Estácio is currently present on Facebook, YouTube, LinkedIn and Instagram. In 2019, the main strategy is to start acting on Twitter, considered one of the main channels for relationship and SAC 3.0 with students and prospects.
- The **Internal Communication** supports the day-to-day work of administrative staff and teachers by disseminating news of national repercussions, assisting in endomarketing actions and promoting the sense of belonging and the pride of being Estácio.

Our exposure in social media and in the press is measured by .MAP, a company specialized in image analysis, reputation and evaluation of results in communication. The indicators measure our presence in the media qualitatively and quantitatively and contribute to strategic planning and communication actions.

One of the most important indicators is the Impact and Perspective Index (IP), which measures the quality of the impact of the information and perceptions of the audience in the press and social networks on the company, in an integrated way. Estácio's IP in the press in 2018 stood at 94%, a level considered "excellent" by the .MAP methodology. The IP in social media, nevertheless, was 69%, which is considered "good".

Estácio Journalism Award 2018

The Estácio Journalism Prize, created with the objective of encouraging the production of reports that address Higher Education, arrived in its eighth edition in 2018. The program received 334 reports from all corners of the national territory. Twenty-four finalists competed for nine prizes amounting to R\$ 10 thousand (for Regional Media), R\$ 15 thousand (for National Media) and R\$ 25 thousand (for the Largest Prize). In a ceremony held on the night of October 31, at the Hilton Copacabana Hotel in Rio de Janeiro, Estácio announced the winners. The *Metrópoles* website was the big winner, with two awards: National Internet and Estácio Journalism Grand Award, which is awarded to the best work among all competitors.

over **2K**
REPORTS
registered
(newspapers,
magazines, radio
and TV)

over **200**
WINNERS
(among individual
competitors
and teams)

OVER 1K
JOURNALISTS
enrolled

OVER 600
VEHICLES
from all states in
the country

Learn more about the award at
www.premioestaciodejornalismo.com.br, on **Facebook**
(www.facebook.com/PremioEstacioDeJornalismo) and **Instagram**
([@premioestaciodejornalismo](https://www.instagram.com/premioestaciodejornalismo))





INSTITUTIONAL AND EXTERNAL COMMITMENTS GRI 102-13

PARTNERSHIP

In the photo above, the ceremony celebrating the agreement that granted benefits to the servants of the state government of Rio de Janeiro, for graduation and post-graduation courses at Estácio. From the left: the vice governor of the state, Claudio Castro; our president, Eduardo Parente; the governor of Rio, Wilson Witzel; VP of Institutional Relations and Sustainability Cláudia Romano; and the VP of Face-to-face Operations, Adriano Pistore

Our Institutional Relations work is under the responsibility of the VP of Institutional Relations and Sustainability and fosters the relationship between the Company and the regulatory agencies of the Education sector, among them the Ministry of Education (MEC), the National Education Council (CNE), the National Institute for Educational Studies and Research (Inep) and the National Fund for the Development of Education (FNDE), as well as associations of the private education sector and government relations at federal, state and municipal levels. It is a relationship mainly based on the monitoring of propositions in process and related matters, maps of situations, thematic commissions and monitoring of the regulatory processes.

The activity of government relations is a democratic instrument, which aims to build a balanced regulatory environment, based on legitimate interests to be represented between Estácio and the public power. Close monitoring of these issues is essen-

tial for the elaboration of strategies that include the analysis of the political-social environment and the approval or rejection of certain regulatory changes.

The strengthening of Estácio's brand is also the result of an agenda of institutional articulation with the public, private sectors, class associations and NGOs. The audiences promoted by the VP of Institutional Relations and Sustainability also contribute to attract students through the realization of agreements that have different conditions to study at Estácio.

It is worth mentioning our participation in the Brazilian Association of Higher Education Holders (Abmes) and the National Association of Private Universities (Anup), following the changes in public policies directed to the educational sector.

The Vice Presidentship of Institutional Relations and Sustainability also follows the technological innovations of the market and the guidelines

RECOGNITION

The trophies awarded at the Estácio Journalism Award 2018

of various class associations. We annually foster the National Meeting of the Estácio deans (there are 10 leaders in Brazil) to update them on public policies, legislation on Higher Education and standards and procedures in compliance.

In 2018, the Institutional Relations area promoted debates, lectures with candidates for the government, in the municipal, state and

10

IES Estácio joined the IAE Project in 2018

federal spheres. A relevant partnership was formed with the Ministry of Education for the incorporation of the Estácio Group IES to the *Amiga do Empreendedor Institution Project* (IAE). The initiative aims to create a network of HEIs that provide open spaces for orientation and training of entrepreneurs and potential entrepreneurs, focused on topics such as business management, finance, markets and legislation. Ten of the Group's IES (Estacio University Centers Ceará, Belo Horizonte and Brasília; Estacio Aracaju FASE; Estacio Alagoas FAL; Estacio Natal; Estacio FARGS, University Center of Santa Catarina; Estacio Castanhal, and Estacio FAP) completed their adherence to the Project, in 2018.



RENEWAL

Standing, from left to right: Fábio Dall Alba, Aparício Duarte Filho, Márcia Mota, Brena Linhares, Cláudia Romano (VP of Institutional Relations and Sustainability and Vice-Dean of Culture), Ana Flávia Chaves and Hudson Rubem (VP of Education and Unesco's Dean). Below, left to right: Douglas Silva, Paulo Rocha, Chancellor Henrique Sartori, Marco Antonio Santos, President Eduardo Parente and Érico Teixeira

Debates, lectures and meetings with authorities marked our sector performance in 2018



New chancellor in 2019

In February 2019, Estácio announced the name of Henrique Sartori, as the new chancellor of the Institution. Sartori is responsible for strengthening Estácio's image and reputation as a leader in the private educational sector. He represents us at national and international events in the educational area, conducting lectures at institutions belonging to the Estácio Group with relevant topics in the area of education. He has a degree in Political Science and a Master's Degree in Law, International Relations and Development. In his professional career, he took over important positions in the Ministry of Education, as substitute minister.

LIST OF DEANS AND CHANCELLORS AT ESTÁCIO 2019

HENRIQUE SARTORI DE
ALMEIDA PRADO (CHANCELLOR)
Estácio de Sá University

HUDSON RUBEM DE OLIVEIRA
MELLO JUNIOR
Estácio de Sá University

ANA FLÁVIA ALCÂNTARA CHAVES
Estácio Ceará University Center

FERNANDA AMORIM
Estácio Recife University Center

MARCO ANTÔNIO
DA SILVEIRA SANTOS
São Paulo
Estácio University Center

DOUGLAS MACHADO SILVA
Juiz de Fora
Estácio University Center

BRENA LAGE VASQUES LINHARES
Amazon
Estácio University Center

PAULO ROBERTO
CORDEIRO ROCHA
Bahia Estácio University Center

MÁRCIA MEDEIROS MOTA
Belo Horizonte
Estácio University Center

ÉRICO TEIXEIRA
DE SANTA BÁRBARA
Ribeirão Preto
Estácio University Center

FÁBIO DALL ALBA
Santa Catarina
Estácio University Center

APARÍCIO PEREIRA
DUARTE FILHO
Brasília
Estácio University Center

Supplier relationship

GRI 1102-9, 103 | 204

A strategic sourcing project (an approach which analyzes all the processes, values and deadlines involved, in order to maximize the creation of value in the purchasing management) was completed in September 2018. It aimed to increase Estácio's profitability through a series of changes in the processes of contracting suppliers and purchasing inputs.

100%
of the supply
chain was
mapped in 2018

MAIN RESULTS

- Deployment of the *strategic sourcing* project in the main Estácio's categories, allowing a closer and more specialized relationship with the supplier base;
- Mapping of 100% of the value chain of supplies and revision of normative documents generating more agility;
- Restructuring of the Supplies Directorate, consolidating the work of *strategic sourcing* and allowing the reduction of the contracting period of services and materials;
- Creation of an evaluation performance model to be implemented in 2019;
- Training (*Strategic Sourcing Academy*) for the entire Supply team, leveraging negotiation methods with advanced solutions and specialization in strategic categories;
- Delegation of purchases of materials and hiring of low value services for the Units, promoting autonomy and agility.

With the implementation of the Contracts Management Project, a supplier was hired for the physical custody of contracts, the creation of a normative document to delineate the roles of contract management responsibilities and the creation of a tool for the digital repository of contracts and control of validity. We identified the strategic suppliers, mainly of furniture and equipment and laboratory equipment, and visits were made to the suppliers' facilities by specialists. During these visits, the approvals regarding the facilities, the product, the working conditions, the tax and social security situation and the financial health are made.



Regional re-structuring

GRI 102-10

In November 2018, the Vice-presidency of Presence Operations updated the structure of our regional offices. With this, there were some mergers: Rio Capital and Rio Interior merged and originated the Rio Unesa Regional, and Central Brazil and SP/South joined and created the Center South Regional. With the formation of the new Center

South Regional, the Taguatinga, Asa Sul, Cuiabá and Estação (GO) Units migrated to the North Regional. The Northeast Regional did not change in the composition of its Units.

With the restructuring, the percentage of purchases considered local in 2018 were as follows:

PURCHASING BUDGET SPENT WITH LOCAL SUPPLIERS

GRI 204-1

REGIONAL UNITS	2016	2017	2018
Rio Unesa (Rio Capital and Rio 2)	21%	10.97%	21.89%
South Center (São Paulo and Central Brazil)	9%	4.01%	14.41%
North	7%	9.71%	11.76%
Northeast	10%	3.55%	11.76%
Corporate (strategic works and negotiations) ¹	53%	71.79%	40.18%

¹ Due to the dedication of buyers to the strategic sourcing and the signing of contracts for the purchase of furniture, brochures, air conditioning, signage, cabling and others, the participation of the Corporate Supplies area was reduced in 2018. In contrast, the expiration of office supplies and cleaning contracts increased the performance of regional cells in the negotiations and generation of orders.

In 2018, the structure of our regional units underwent an update



GOVERNANCE DIMENSION

In this chapter, we present the corporate governance structure of Estácio, the initiatives related to the management of *compliance* throughout 2018 (and part of the 2019 actions) and the progress of our Management Excellence Program (PEG)). These are processes and actions that reinforce Estácio's commitment to ethics and transparency with its employees, students, suppliers, shareholders and board members and other stakeholders. Issues such as quality, administrative excellence, integrity, compliance and accessibility to education are Estácio's commitments to Brazilian society.



RIGHT

Two other graduates from Estácio: Civil Police delegate Fábio Luiz da Silva Souza and Viviane Pires, manager of Labor and Union Relations of the Company

Since joining the BM&FBovespa New Market in November 2008, Estácio has been improving its corporate governance structure with the adoption of good management practices and transparency referenced by the Brazilian Association of Public Companies (Abrasca), of which we have been a member since 2010) and by the Brazilian Institute of Corporate Governance (IBGC, also integrated by Estácio). These procedures include the selection of independent members for the Administration Council, the formalization of corporate policies and a Code of Ethics and clear definitions for the relationship with shareholders and other stakeholders.

After the capital injection (in October 2010), we offered a Shareholder's Manual with rules for the General Meetings. The document complements internal regulations such as the Securities Trading Policy (2007), the Relevant Act and Fact Disclosure Policy (2007), and the Related Party Transactions Policy (2015).

Ethics and Conduct Code and Anti-Corruption Code

The Ethics and Conduct Code guides the relationship between Estácio and its various stakeholders. It clarifies on the type of behavior demanded of the administrators, members of the Fiscal Council and of all the employees at Estácio, in front of the other strategic audiences with which we relate. In order for all employees to be aware of their guidelines, we have developed an annual calendar of actions that include setting up new professionals, awareness campaigns and training.

The Anti-Corruption Code, published in 2016, is disclosed to all employees through internal communication channels. This initiative aims to align the Company with the Anti-Corruption Act 12,846/13 and signifies with the commitment and the strengthening of the best practices of corporate governance.



The employees participate each year in activities to reinforce compliance with our Code of Ethics and Conduct

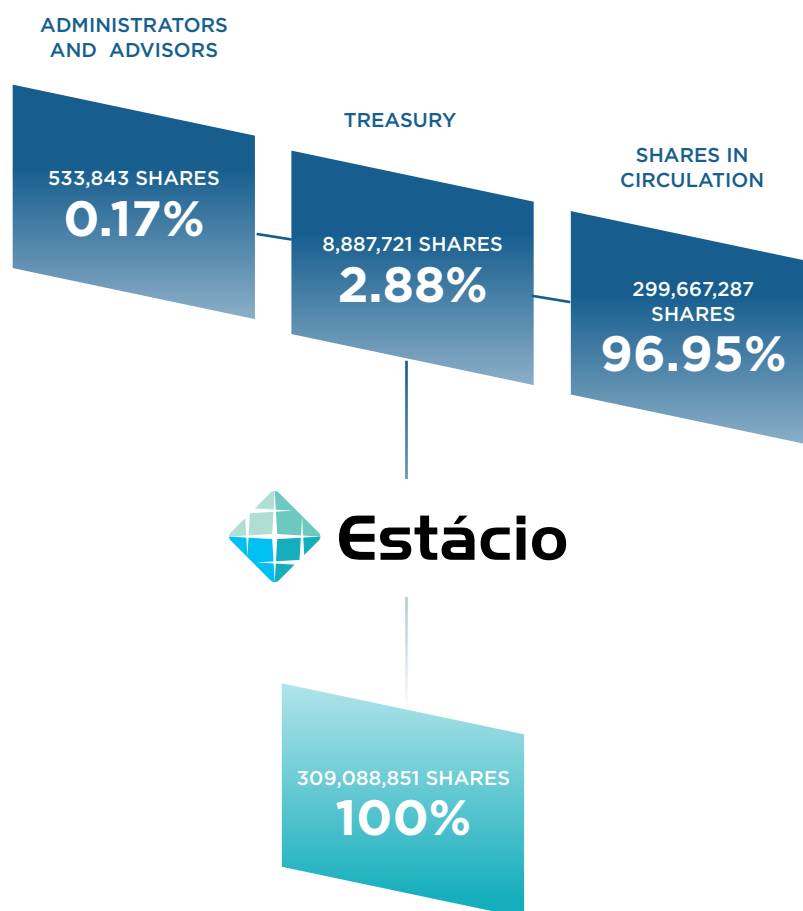
Governance structure

GRI 102-18

Composed of the members of the Company's Administration Council and Executive Board, the Company's administration has the support of highly qualified professionals, members of the Fiscal Council. Estácio's management is guided by the legal and regulatory requirements in force, including the New Market Regulation.

ADMINISTRATION COUNCIL

The Administration Council is comprised of at least five and at most nine effective members, all shareholders and elected at the Annual General Meeting for a term of two years, eligible for re-election.



MEMBERS OF THE ADMINISTRATION COUNCIL

	Position	Election date	End of mandate
Juan Pablo Zucchini	Independent President	04/18/2018	Up to AGO, 2020
Maurício Luís Luchetti	Independent Vice President	4/27/2016	Up to AGO, 2020
Jackson Medeiros de Farias Schneider	Independent Member	4/27/2016	Up to AUG, 2020
Luiz Roberto Liza Curi	Independent Member	6/30/2016	Up to AGO, 2020
Osvaldo Burgos Schirmer	Independent Member	4/27/2016	Up to AGO, 2020
Brenno Raiko de Souza	Independent Member	9/20/2017	Up to AGO, 2020
Igor Xavier Correia Lima	Independent Member	04/18/2018	Up to AGO, 2020
Flavio Benício Jansen Ferreira	Independent Member	04/18/2018	Up to AGO, 2020
Claudia Sender Ramirez	Independent Member	4/15/2019	Up to AGO, 2020

AGO: Ordinary General Meeting

EXECUTIVE BOARD (STATUTORY)

According to Estácio's Bylaws, the Board of Directors must be composed of a minimum of three and a maximum of eight members, including a CEO, an Investor Relations Officer, a Chief Financial Officer, an Education Director and three other directors without a specific designation, responsible for the areas of: Market, Operations, Legal and Compliance. Officers are elected by the Administration Council for a term of two years, with the possibility of re-election, and may be replaced at any time.

In 2018, the Executive Board improved its internal regulations, as well as the Internal Regulations of the Administration Council, in line with the new governance rules, best practices in the national and international market and the Bylaws.

FISCAL COUNCIL

In accordance with the bylaws of Estácio Participações, a Fiscal Council of a non-permanent nature is hereby established, elected only at the request of the Company's shareholders, at a General Meeting. With a one-year term, re-election permitted, it is composed of three full members and the same number of alternates, all independent, with an unblemished reputation, expertise of a social accounting, age group diversity, gender and academic background.

The Administration Council is advised by three statutory committees, a People and Governance Committee, an Audit and Finance Committee and an Academic Committee; and by a non-statutory Performance Committee. These Committees have, among other roles, the objective of subsidizing the strategic decision-making process of Estácio in a shared way and proposing short, medium and long term solutions. It is comprised only by Company's advisors.

Nine other Executive Committees advise the Company's Board of Directors (Student Loyalty, Teaching Model, Organizational Atmosphere, Communication and Branding, Pricing and Collection, Products, Risks, Poles and Labor Management) and meet on a monthly basis, being composed by experienced collaborators from various areas of the Company, representing the vice presidencies of Education, People and Management, Own Operations, Corporate Operations, Finance, Market, Sustainability and Institutional Relations.



MEMBERS OF THE BOARD OF DIRECTORS

	Position	Election date	End of mandate
Eduardo Parente Menezes*	Chief Executive Officer	12/17/2018	until the 1 st RCA that occurs after the 2020 AGO
Gustavo Artur Ciocca Zeno*	Vice President of Finance and Investor Relations	3/19/2018	until the 1 st RCA that occurs after the 2020 AGO
Hudson Rubem de Oliveira Mello Junior*	Vice President of Education	10/7/2016	Until the 1 st RCA that occurs after the 2020 AGO
Adriano Pistore*	Vice President of Face-to-face Operations	3/18/2019	until the 1 st RCA that occurs after the 2020 AGO
José Aroldo Alves Júnior*	Vice President of Market	6/12/2018	until the 1 st RCA that occurs after the 2020 AGO
Cláudia Romano	Vice President of Institutional Relations and Sustainability	4/4/2017	-
Alexandre Aguiéiras	Director of Distance Learning	2/18/2019	-
Rossano Marques	Vice President of Corporate Operations	7/16/2018	-
Felipe Araujo	Director of Personnel and Management	3/18/2019	

(*Statutory Board of Directors) AGO: Ordinary General Meeting RCA: Meeting of the Administration Council

MEMBERS OF THE FISCAL COUNCIL

	Position	Election date	End of mandate
Pedro Wagner Pereira Coelho	Effective Member	4/26/2019	Up to AGO, 2020
Julio Cesar Piña Garcia Rodrigues	Alternate Member	4/26/2019	Up to AGO, 2020
Emanuel Sotelino Schifferle	Effective Member	4/26/2019	Up to AGO, 2020
Gustavo Mاتيoli Vieira Janer	Alternate Member	4/26/2019	Up to AGO, 2020
Regina Longo Sanchez	Effective Member	4/26/2019	Up to AGO, 2020
Saulo de Tarso Alves de Lara	Alternate Member	4/26/2019	Up to AGO, 2020

AGO: Ordinary General Meeting

LEADERSHIP

At the photo aside, our Board of Directors. From the left: Hudson Mello Junior (VP Education), Felipe Araujo (Director of Personnel and Management), Gustavo Zeno (VP Financial and Investor Relations Officer), Alexandre Aguiéiras (Director of Distance Learning), the president Eduardo Parente, Adriano Pistore (VP of Corporate Operations), Cláudia Romano (VP of Institutional Relations and Sustainability), Rossano Marques (VP of Corporate Operations) and José Aroldo Alves Junior (VP of Market)

VICE PRESIDENCY OF CORPORATE OPERATIONS

In July 2018, the Vice President of Corporate Operations was created to centralize infrastructure, engineering, real estate and other revenues, backoffice HR, billing, accounts payable, in addition to backoffice academic, IT and processes (service improvement). For 2019, investments are planned for the maintenance of the Units (mainly for elevators, air conditioning and bathrooms) and transformation in the digital architecture, aiming at a better navigability for the Student

Information System (SIA), in addition to enabling students to solve bureaucratic issues completely online.

The VP of Corporate Operations and the newly created Transformation and Projects Board employ the Agile methodology, based on multidisciplinary teams working in an integrated way, to develop solutions focused on the assistance and experience of students at Estácio. The idea is to increase the digitalization in the management of the relationship with students, expanding the resources available in applications or in our portal with more agile and innovative deliveries.

Compliance and integrity

GRI 103 | 205, 103 | 419

In 2018, Estácio worked to consolidate the practices of compliance implemented in late 2016 and early 2017. Throughout the year, employees became accustomed to triggering the Confidential Reporting Channel when they became aware of an irregularity. Considering the rules issued by the Brazilian Securities and Exchange Commission ("CVM") and B3 S.A. – Bolsa, Brasil, Balcão S.A. ("B3"), as well as the best practices adopted in the domestic and international markets, the Company has passed on and disseminated governance practices for all its stakeholders, as listed below:

- Periodic internal institutional compliance campaigns;
- Periodic training to employees and managers;

- Updating and creating corporate policies, internal regulations and codes, disclosed at <https://ri.esta-cio.br/>, in the Company's Governance Portal and in the regulatory agents' systems;
- Transformation of Advisory Committees to the Administration Council in Bylaws; Creation of Advisory Committees to the Board;
- Reformulation of the scope of internal audit performance and implementation of a risk management area;
- Creation of a Confidential Channel of Complaints;
- Creation of the @ClickCompliance tool, available on the intranet so that all administrative employees can ask questions or send suggestions by using the compliance chat bot.

The Company opted to carry out a risk assessment linked to compliance in the year 2018, in partnership with an external consultancy and with the support of the Risk Management and Internal Control and Compliance areas. Consultancy at the ICTS company found that Estácio has a maturity compatible to a company in the area for ten years, although it has initiated the campaigns and training only in 2017. One of the plans is to continue the development of the area to reach an even higher maturity index.

Among the initiatives that involve the fight against corruption, we can highlight the Uniética event, in partnership with the Brazilian Institute of Business Ethics. In 2018, with the support of external consulting and Corporate University Educare, the online and face-to-face training were



100%

of our operations have gone through risk assessments related to corruption

In 2018, we reformulated compliance training

reformulated as well, to increase employees' adherence to the content and make their understanding easier. Another innovation was the launch of Estácio's Policy Portal on the intranet, which ensured a greater transparency and ease of access to Estácio's guidelines. The Estacio Policies Portal also started having a compliance chatbot, arising more agility in solving doubts.

The Company has been a signatory, since 2017, of the Business Compact for Integrity and Against Corruption of the Ethos Institute. The Pact in favor of Sports, which seeks greater transparency and governance to improve the management of sports, also gained Estácio as a member. The Pact is private, voluntary and self-regulated by the companies responsible for defining its clauses. GRI 102-12

INTERNAL AUDIT

The Internal Audit area is linked to the President and to the Audit and Finance Committee. It is responsible for conducting an independent and objective evaluation, monitoring and consultancy activity. It also advises the Audit and Finance Committee, the President and the Board of Executive Officers in exercising control of Estácio's main operations. Further, it is responsible for operational audits (Units and corporate), special audits (requested outside the Annual Audit Plan), continuous auditing and support to the Confidential Channel to determine complaints from employees and professors.

RISK MANAGEMENT AND INTERNAL CONTROLS

In 2018, 100% of Estácio's operations were subjected to risk assessments related to corruption. There were no cases of corruption in the year. Significant risks related to corruption identified on the basis of risk assessments were fiscal bribery of MEC (related to academic assessments); related party transactions; bribing government entities that evaluate the conditions of our Units; favoring students through inappropriate relationship with professors; bribery for favor in government bids. GRI 205-1

ANTI-CORRUPTION TRAINING INDICATORS GRI 205-2

By 2018, we understood that senior management should be trained in the subject every two years. As of 2019, we will continue with the policy of annually training stakeholders,

including directors and advisors. Face-to-face compliance training were attended by 1,200 employees in 2018. As for online capabilities, they reached 9,950 employees.

MEMBERS OF THE GOVERNANCE BODY (ADMINISTRATION COUNCIL) THAT HAVE BEEN COMMUNICATED AND TRAINED IN AND ANTI-CORRUPTION PROCEDURES

REGION	2016		2017		2018	
Total number of members in the year	8		9		9	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Number	8	8	9	8	6	1
%	100%	100%	100%	88.89%	66,6%	11.11%

EMPLOYEES WHO HAVE BEEN REPORTED AND TRAINED IN ANTI-CORRUPTION POLICIES AND PROCEDURES BY REGION

YEAR		2016		2017		2018	
		Notices	Trained	Notices	Trained	Notices	Trained
NO	No.	0	0	1,019	799	1,099	673
	%	0%	0%	100%	78.41%	100%	61.24%
NE	No.	0	0	3,050	2,482	2,864	1,944
	%	0%	0%	100%	81.38%	100%	67.88%
CO	No.	0	0	347	244	478	333
	%	0%	0%	100%	70.32%	100%	69.67%
SE	No.	323	264	8,599	7,039	8,077	5,839
	%	8%	6.53%	100%	81.86%	100%	72.29%
SO	No.	0	0	209	160	438	398
	%	0%	0%	100%	76.56%	100%	90.87%

BUSINESS PARTNERS WHO HAVE BEEN COMMUNICATED AND TRAINED IN ANTI-CORRUPTION POLICIES AND PROCEDURES BY REGION

YEAR		2018	
		Communicated	Trained
NO	No.	75	8
	%	100%	10.67%
NE	No.	220	25
	%	100%	11.36%
CO	No.	131	8
	%	100%	6.11%
SE	No.	443	96
	%	100%	21.67%
SO	No.	103	8
	%	100%	7.77%

The planned program of actions for 2019 includes monthly communication campaigns, physical training in 16 Units and at corporate headquarters, events such as the *Compliance Day 2019* and participation in external projects, such as the Business Compact for Integrity and Against Corruption.



Confidential Channel and Ethics Committee

In 2018, the processes of investigation of complaints by the Confidential Channel were revised. Through this communication channel, cases of noncompliance with the Ethics and Conduct Code and the Anti-Corruption Code and other rules or laws may be reported. Complaints may be filed by employees or other stakeholders by phone (0800 770 0782) or by the internet (www.canalconfidencial.com.br/estacio). The channel is operated by an independent specialized company that guarantees the whistleblower will have protection and secrecy.

Of the total number of reported complaints, only 8% were considered as valid; the majority (42%) of the cases were classified as "insufficient data". The most common objects of the year's complaints were deviations from conduct, embarrassment, harassment, and favoritism. In 2019, a specific training focused on the evaluation of Confidential Channel cases will be conducted by the Compliance area.

The Estácio Ethics Committee has as one of its main duties to delegate the corrective actions related to the complaints received by the

Confidential Channel. It is formed by senior management, but may trigger a higher case if the complaint is related to any member of that Committee. Among other roles of the committee, we can highlight: the analysis of situations not provided for in the Codes; the clarification of doubts regarding the interpretation of the Code guidelines and the definition of procedures; the request for investigation of complaints regarding the Confidential Channel, the analysis of the facts raised and the referral, whenever appropriate, of the complaint to the relevant authorities.

Management Excellency Program (PEG)

The Management Excellency Program ended its 7th Edition in 2018, reinforcing once again the importance of standardizing our processes to improve our results in five important pillars: Administrative, Financial, Academic, Commercial, People & Management & Relationship.

Through a self-assessment and recognition methodology that encourages Units throughout Brazil to invest in its development and growth, the Program has demonstrated consistency and growth in its general performance year by year.

In June 2018, we expanded the PEG to Partner Poles, also seeking process standardization, culture alignment and better results.

During the Executive Event, a number of PEG employees were recognized who showed dedication and

strength, bringing great results in 2018. We rewarded 10 Units, 1 Regional Unit, 5 Highlights of Pillar and 12 Partner Poles.

In 2019, the Program is being refreshed, and the main objective is to ensure that all Units can be considered Excellent, depending on each of them. Hence, recognition through ranking will be discontinued, giving space to a Matrix of Excellence where each Unit will be classified within a quadrant according to its performance, such as: Excellent Unit, Healthy Unit, Middle Unit, Unit in Low Performance. Thus, PEG will further stimulate all Units to invest in its development and growth. With the assistance of the PAP (Support Program for PEG), Units that had a low performance will receive the consultative support of the area of Excellence and Management to attempt to leverage their results throughout 2019.

In 2018, 10 Units, 1 Regional Unit, 5 Pillar Highlights and 12 Partner Poles were awarded



Awarded at PEG 2018

Best Units, category G:

- 1st Teresina (North Regional)
- 2nd Santa Cruz (Rio 1 regional)
- 3rd Boa Vista (North regional)

Best Units, category M:

- 1^o Petrópolis (Rio 2 Regional)
- 2^o Vitória (Central Brazil Regional)
- 3^o Recreio (Rio 1 regional)

Best Units, category P:

- 1^o Via Brasil (Rio 1 regional)
- 2^o Vargem Pequena (Rio 1 regional)
- 3^o Vila Velha (Central Brazil regional)

Diamond Award:

Teresina (North regional)

Evolução ("Evolution") Unit:

Seama (North regional)

Best regional:

Unesa

Pillar highlight award:

Raphael Melo Pires, Vargem Pequena (Academic); Raimundo Nonato Silva dos Santos, Boa Vista (Administrative and Financial); Aline Barros, Santa Cruz (Business); Pedro Henrique Soares de Sousa, Teresina (Personnel & Management); Moema Antonina Bona de Carvalho, Teresina (Relationship).

GED PROJECT

In order to further improve our students' experience at Estácio and to bring more efficiency to our operational processes as a whole, we are investing in an electronic document management tool (GED), in a process divided into two phases: a process mapping and another one of implementation. According to the MEC guidelines, it is important that all academic assets of our Units are converted to the digital medium by methods that guarantee the integrity and authenticity of all the information contained in the original documents.

OPERATIONS BOOK

Still in 2018, we produced a set of ten Books of Operations oriented to the Leadership of the Units and of the regional ones, in order to standardize its attributions, the dynamics of meetings and indicators accompanied, as well as to identify points of attention and good practices throughout the process. In this way, roles and responsibilities, routine management, strategic agenda, manuals and checklists.

The Books keep the activities of the leaders documented and serve as a reference material for new employees. To reach the recommended routine, the operations of 12 units and six regional units have been mapped.

SOCIAL DIMENSION

The Corporate University of Estácio – Educare – is in charge of the development of the skills of our employees, with capabilities and training focused on three fronts: the Management and Leadership School, the School of Education and the Functional School.

- **School of Management and Leadership:** focused on training for directors, corporate managers, coordinators and managers in general. It includes executive education programs, training for employees who have just taken management positions and trainee training.
- **School of Education:** focused on training and improvement of our teachers. It brings together the initiatives of the Coordinating Manager Program (PCG), focused on the management training of the course coordinators, and the Teacher Qualification Incentive Program (PQI).

- **Functional School:** it offers specific qualification for administrative staff in general, through courses with various themes in the online portfolio, as well as functional tracks with specific skills directed to service (secretariat), sales force (consultants and enrollment hall), service areas (CSC, IT and Supplies) and Distance Learning poles. GRI 404-2

A continuous development, recruitment, valuation and retention of talents program keeps our administrative staff and teaching staff always up to date with the innovations in their respective areas. With the Management Development Program for Leadership, started in 2017, we seek to enhance skills and abilities with a view to positive impacts in the execution of our strategy. Other specific training and professional improvement programs, aimed at teachers, trainees, coordinators and analysts, complement the training planning. There were more than 82,000 hours of training held throughout the year, 69,000 certificates in online courses and 2,400 in face-to-face ones, in addition to 116 masters and doctorate scholarships.



HUMAN RESOURCES

Former students Estácio Felipe Silva dos Santos (manager of Estácio Duque de Caxias Unit in Rio de Janeiro) and Laliane da Silva Pereira, psychologist in charge at the Brazilian Association for Cancer Patients Support (Abrapac-RJ)



People management GRI 102-8, 103 | 401

11.6k
total number
of Estácio
employees in
2018

With a policy for attracting and selecting talents, centered on meritocracy and professional qualification, Estácio guarantees ethics and equality in its hiring processes. Along 2018, process improvement actions were implemented, such as a policy review, redefinition of roles and responsibilities in contracting stages, communication channels in communication vehicles, definition of basic tests and interview scripts defined by public. We also reviewed our

Careers Page on the Estácio portal at the internet, reinforcing a position as an employer brand.

The results obtained in 2018 were strengthened by the employees' engagement with the business model and with the organizational culture. With a strong investment in training and development of academic and management teams, Estácio ended the year with 11,629 employees, present in 24 states and 41 cities in Brazil.

EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND GENDER

CONTRACT TYPE	2016			2017			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Determined time	136	213	349	125	175	300	111	169	280
Undetermined time	7,379	7,503	14,882	6,184	6,583	12,767	5,449	5,900	11,349
Total	7,515	7,716	15,231	6,309	6,758	13,067	5,560	6,069	11,629



EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND REGION

REGION	2016			2017			2018		
	Determined time	Undetermined time	Total	Determined time	Undetermined time	Total	Determined time	Undetermined time	Total
Corporate	25	1,022	1,047	17	995	1,012	13	1,243	1,256
Central Brazil Region	85	1,280	1,365	61	1,152	1,213	46	982	1,028
Northeast Region	42	3,169	3,211	45	2,622	2,667	40	2,241	2,281
Northern Region	41	1,870	1,911	40	1,612	1,652	29	1,335	1,364
Rio Capital Region	64	3,680	3,744	50	3,140	3,190	68	2,700	2,768
Rio 2 Region	39	1,855	1,894	31	1,742	1,773	32	1,597	1,629
Southern SP Region	53	2,006	2,059	56	1,504	1,560	52	1,251	1,303
Total	349	14,882	15,231	300	12,767	13,067	280	11,349	11,629

EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND GENDER

JOB TYPE	2016			2017			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full day	7,463	7,578	15,041	6,241	6,646	12,887	5,496	5,940	11,436
Part-time workload*	52	138	190	68	112	180	64	129	193
Total	7,515	7,716	15,231	6,309	6,758	13,067	5,560	6,069	11,629

* All minor apprentices were considered part-time.

ALL OF BRAZIL

We have employees working in 24 states and 41 Brazilian cities

We seek to increase the engagement of people with the business model and with our culture

EMPLOYEES BY FUNCTIONAL CATEGORY AND GENDER *

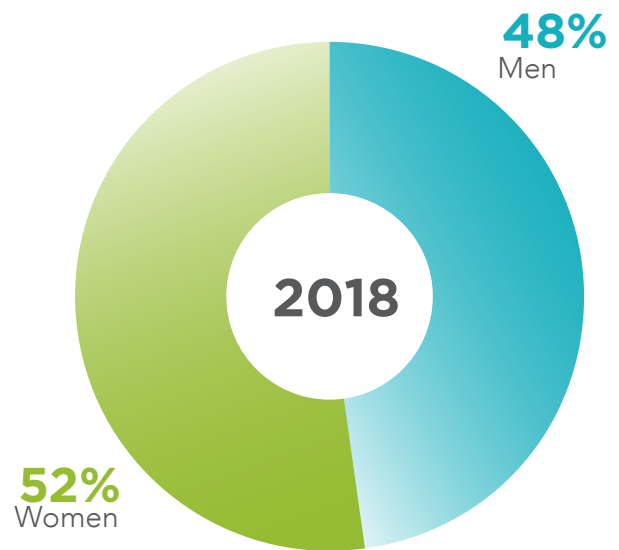
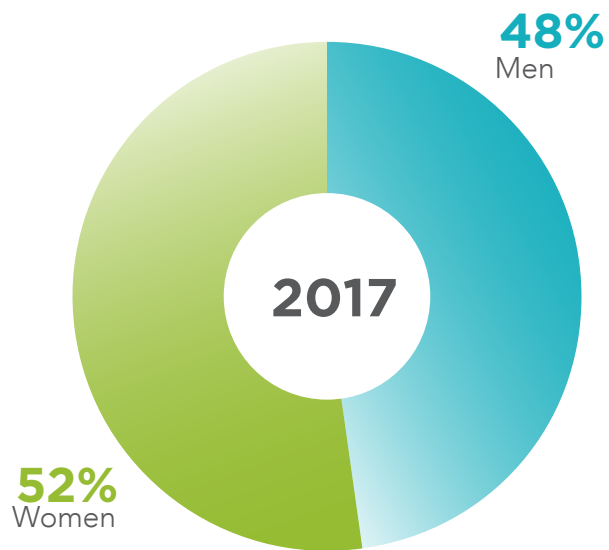
	2016			2017			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Council	8	0	8	6	1	7	7	1	8
Presidentship and Vice Presidentship	9	0	9	9	1	10	9	2	11
Board of Directors	47	15	62	44	11	55	42	12	54
Management	118	100	218	99	94	193	102	81	183
Coordination	89	219	308	86	225	311	85	225	310
Expert	18	12	30	13	12	25	25	22	47
Supervision	54	72	126	52	64	116	45	57	102
Administrative	270	288	558	286	327	613	325	347	672
Support	1,963	2,169	4,132	1,840	1,930	3,770	1,514	1,577	3,091
Professors	4,886	4,703	9,589	3,803	3,977	7,780	3,342	3,616	6,958
Trainees	1	0	1	3	4	7	0	0	0
Apprentices	52	138	190	68	112	180	64	129	193
Total	7,515	7,716	15,231	6,309	6,758	13,067	5,560	6,069	11,629

*Interns have not been included.

EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND REGION

REGION	2016	2017	2018
Central Brazil Region	141	148	134
Northeast Region	401	398	398
Northern Region	124	125	122
Rio Capital and Rio 2 Region	412	373	370
Southern SP Region	193	190	172
Total	1,271	1,234	1,196

EMPLOYEES BY GENDER %*



LIVE

Face-to-face training is provided in conjunction with online training



EMPLOYEES HIRED, BY AGE GROUP*

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
< 30 years	762	0.05	822	0.06	847	0.07
From 30 to 50 years	1,184	0.08	930	0.07	1,690	0.15
> 50 years	127	0.01	92	0.01	141	0.01
Total	2,073	0.14	1,844	0.14	2,678	0.23

HIRED EMPLOYEES, BY GENDER*

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
Men	913	0.06	827	0.06	1,267	0.11
Women	1,160	0.08	1,017	0.08	1,411	0.12
Total	2,073	0.14	1,844	0.14	2,678	0.23

HIRED EMPLOYEES, BY REGION*

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
Corporate	152	0.01	197	0.02	285	0.02
Central Brazil Region	277	0.02	259	0.02	295	0.03
Northeast Region	457	0.03	323	0.02	407	0.03
Northern Region	303	0.02	265	0.02	339	0.03
Rio Capital Region	329	0.02	213	0.02	440	0.04
Rio 2 Region	220	0.01	245	0.02	366	0.03
Southern SP Region	335	0.02	342	0.03	546	0.05
Total	2,073	0.14	1,844	0.14	2,678	0.23

EMPLOYEES WHO LEFT THE COMPANY, BY AGE GROUP*

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
< 30 years	704	0.05	697	0.05	735	0.06
From 30 to 50 years	1,900	0.12	2,496	0.19	2,317	0.20
> 50 years	603	0.04	1,027	0.08	871	0.07
Total	3,207	0.21	4,220	0.32	3,923	0.34

EMPLOYEES WHO LEFT THE COMPANY, BY GENDER*

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
Men	1,541	0.10	2,158	0.17	1,890	0.16
Women	1,666	0.11	2,062	0.16	2,033	0.17
Total	3,207	0.21	4,220	0.32	3,923	0.34

HIRED EMPLOYEES, BY REGION*

	2016		2017		2018	
	No.	Rate	No.	Rate	No.	Rate
Corporate	320	0.02	237	0.02	368	0.03
Central Brazil Region	212	0.01	421	0.03	443	0.04
Northeast Region	582	0.04	883	0.07	762	0.07
Northern Region	442	0.03	612	0.05	564	0.05
Rio Capital Region	699	0.05	675	0.05	808	0.07
Rio 2 Region	356	0.02	509	0.04	431	0.04
Southern SP Region	596	0.04	883	0.07	547	0.05
Total	3,207	0.21	4,220	0.32	3,923	0.34

*All data refer to December 2018, except hirings and turnover (data related to the entire year). The figures already disclosed may have changed due to the new form of internal classification. It is important to note that hiring and turnover rates are accumulated along the year. We have ignored interns, considering that they have a different type of contract.

Trainee and intern programs

The EstácioTrainee program invests in the technical and behavioral development of young professionals, aiming at the formation and retention of new talents. It is focused on the development of tools that can help in overcoming one's results, career opportunities, enhancement of one's professional performance and stimulation to the practice of strategic skills. In 2019, nine young people (five in Operations and four in corporate areas) were hired as trainees and

prepared a relevant project to the Company, named Pricing 2019. The trainee who stands out will be awarded a course abroad.

Our Internship Program monitors and develops future professionals, aiming to adhere to the competencies required by our business and our Organizational Values. With a selective process dedicated exclusively to the students of Estácio, we aim to provide experience and expertise in the

workplace, as well as identifying and retaining talent. In 2019, the Company will plan a new program, closer to training trainees.

CAPABILITY AND DEVELOPMENT

GRI 103 | 404

All training and development programs for Estácio employees were maintained in 2018.

PROGRAM		TARGET AUDIENCE	MAIN FOCI
Executive Education Program		Executive Directors and President	Specific training for senior leadership
Leadership Management Development Program (PDG)		Corporate directors and managers, regional directors and core directors, regional managers and unit managers, functional operations managers, business manager, administrative-financial manager and core academic manager; coordinators (relationship, corporate and pedagogical)	Empowerment of skills and abilities focused on strategy execution, with emphasis on fluidity in the relationship between the manager and their superiors and their led
Coordinator Program Manager		Course Coordinators	Preparation for professors who take over the position of coordinators
First Management Program		Collaborators who took over team management for the first time	Training focused on communication and leadership skills
Teaching Qualification Incentive Program (PIQ)	PIQ Continued Education	All professors	Incentive to continuous academic improvement
	PIQ Merit	Researchers and professors with outstanding academic output	National Scientific Production Contest, Extension and Essay Projects, besides the Standout Professor
	PIQ Compensation	Professors with outstanding performance	Variable compensation granted to the 25% of the teaching staff best evaluated for their performance
Sales Force Development Program		Sales team	Knowledge on the segment of education, regulation, sales techniques, negotiation and conflict management
Qualification in Care in Higher Education Institutions (HEI)		Customer Service Team	Update and improvement of service techniques for the education segment
Analyst Update Program		All analysts	Specific updates for all analyst-level professionals

Educare continued with the provision of technical training in various areas and with the support of courses or participation in external congresses, in case there is no possibility to address specific issues in internal training. In 2018, in the Master's and Doctoral Scholarship Program, we totaled 116 active external scholarships. Throughout the program, 311 external scholarships and 68 internal scholarships have been concluded. Moreover, 217 teachers were enrolled in 2018, with subsidies for participation in scientific events, including 128 international events and 89 national events.

For the course coordinators, a prominent action in 2018 was a national event to update on changes in Higher Education legislation and in the regulatory framework of the sector. Specifically for first-time teachers, we started a pilot training aimed at welcoming students, with the participation of 60 teachers in Rio de Janeiro. In 2019, the training will be expanded to more teachers and regional.

Executive Event 2019

Held on April 16 and 17, the 2019 Executive Event was attended by 360 people, gathered at the Le Canton Hotel (Teresópolis, RJ). The theme of the edition was "Experience and student journey" and included a presentation by our president, Eduardo

Parente. Further, lectures were given on service, market trends in education and a diagnosis of our brand positioning. The winners of the PEG 2018 were honored, as well as the employees who passed the 25 years of career at Estácio.



In 2018, the face-to-face training actions were targeted at leaders

GRI 404-1

research conducted in October 2018 – in which the “confidence in leadership” factor was one of the highlights.

In 2019, our plan is to once again expand our performance in teams and leaderships in Operations, with training being conducted at Educare and also at Units throughout the year. For the teams and leaders of the corporate areas, we plan to keep the program completed in 2018, expanding training options with themes and methodologies that are more specific to each audience.



AVERAGE HOURS OF EMPLOYEE TRAINING BY GENDER

	2016	2017	2018
Men	ND*	ND*	ND*
Women	ND*	ND*	ND*
Total	24.22	26.19	7.07

ND: unavailable

AVERAGE HOURS OF EMPLOYEE TRAINING PER FUNCTIONAL CATEGORY

	2016	2017	2018
Board of Directors	ND*	ND*	9.41
Management	ND*	ND*	15.74
Coordination	ND*	ND*	4.39
Specialist, Supervision, Administrative and Support	ND*	ND*	13.10
Professors	ND*	ND*	3.78
Total	24.22	26.19	7.07

ND: unavailable

The importance of disseminating positive attitudes in the relationship between managers and teams was also one of the highlights of the year

Professors' Annual Forum

As the largest national forum for professors in Brazil, the event had in 2018 face-to-face (in Rio de Janeiro) and online activities (for professors from other states). A total number of 205 teachers participated in the face-to-face activities, and another 5,090, distributed by 36 Units, integrated the online actions. Pedagogical practices that reveal the effort of professors, of different courses, capable of provoking discussions on teaching and learning processes in an innovative way were held. This year, a representative of each Unit was in Rio de Janeiro with the objective of being a multiplier, when returning to their city. Moreover, seven professors from each region, trained in partnership with TEDx, presented their experiences. Among the highlights,



the realistic simulation of care and transportation of severe patients, implemented in the Nursing course in the Floresta (MG) campus and the development of low-cost telescopes presented by the Santo Amaro (SP) campus.

EXCHANGE OF EXPERIENCES

In the Teaching Forum, the meeting between the Information Systems professor of the Niterói Unit (RJ), Carlos Lemos (left), and the VP of Education, Hudson Rubem

Standout Professor Program

Beginning in 2019, Estácio's professors will compete for recognition awards for their performance with the Standout Professor Program. With an objective criteria and transparent monitoring, professors with evaluated performances will compete in three categories, and may receive honors and awards (such as a brand new car). The awards events in the Units will take place at the onset of the second half of 2019 and the regional and national winners will receive their honors during the Teaching

Forum. Competing for awards will be professors from face-to-face learning, distance education, post *lato* and *stricto sensu* from all over Brazil that have acted in the last two semesters in courses and Units with an Enade grade equal to or higher than 3.

Compensation and performance evaluation

For the performance evaluation of its leaders, Estácio maintained the use of the Nine Box Matrix, a tool that began to be applied in 2016, with specific criteria and metrics to reflect the performance of executives. The Cycle of People evaluates professionals to the level of senior analyst.

The Company offers competitive salaries with the market and benefits for its employees (medical and dental assistance, food stamps, life insurance, funeral assistance, payroll loans and scholarship at the Estácio de Sá University). All employees (except interns and apprentices) are covered by collective bargaining agreements. Apprentices are not governed by an agreement or collective agreement; their remuneration only respects the national minimum wage value.

With the exception of trainees and third parties, all administrative employees are eligible for variable compensation programs, according to the performance of the area and the Company's results. Course coordinators have specific compensation programs. In 2018, Estácio had 65 executives included in the Stock Option Plan. As of 2018, after a market benchmarking, the Institution opted for the MEREIO system, which combines several attributes of variable compensation, goal management and performance evaluation. More than 570 eligible professionals participate in the program.

Scholarship program

The scholarship program offers scholarships of up to 100% for employees and their dependents (and 50% for the aggregates) in face-to-face and distance learning graduations. In the *lato sensu* post-graduation, the scholarship can reach 80% (and 50% for dependents), and in the *stricto sensu* modality, of up to 30% for employees and dependents. We give access to up to three grants per employee in each period.

A new model in 2019

In 2019, we will review the Company's management model with the integration of initiatives such as the PEG and the Nine in Box performance evaluation methodology in favor of a system with a greater focus on meritocracy and the recognition of high performers. The work will include the unification of people processes and management, performance evaluation and the measurement of operational excellence and results. This will reflect our strategic planning and impact on the organizational culture that will build Estácio of the future.

EMPLOYEES RECEIVING PERFORMANCE REVIEWS BY FUNCTIONAL CATEGORY (%) GRI 404-3

	2016			2017			2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Presidentship and Vice Presidentship	100.00	—	100.00	77.78	100.00	80.00	66.67	100.00	72.73
Board of Directors	100.00	100.00	100.00	93.18	100.00	100.00	45.24	8.33	37.04
Management	100.00	100.00	100.00	100.00	100.00	119.69	71.57	90.12	79.78
Coordination	100.00	100.00	100.00	48.84	52.00	51.13	60.00	51.11	53.55
Expert	100.00	100.00	100.00	15.38	66.67	40.00	68.00	77.27	72.34
Supervision	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.75	0.98
Administrative	0.00	0.00	0.00	0.00	0.00	0.00	15.38	13.83	14.58
Total	3.74	4.48	4.12	3.03	3.42	3.23	3.88	4.23	4.07

Plan for roles and wages GRI 103 | 202

Estácio revised its Compensation Platform in 2018, which includes the Wage and Position Plan. Professors have a Teaching Career Plan in several Units, in addition to the incorporation in the Profit Sharing

Plan (PPR). The lowest salary paid, at the national level, is equivalent to the current legal minimum wage. Nevertheless, in some Units, we follow the category base defined at the ACT/CCT.

VARIATION BETWEEN THE LOWEST WAGE AND THE MINIMUM WAGE, BY GENDER GRI 202-1

ESTÁCIO*	2016		2017		2018	
	Men	Women	Men	Women	Men	Women
Lowest wage paid by the organization	R\$ 880.00	R\$ 880.00	R\$ 937.00	R\$ 937.00	R\$ 998.00	R\$ 998.00
Minimum wage determined by legislation or trade union	R\$ 880.00	R\$ 880.00	R\$ 937.00	R\$ 937.00	R\$ 998.00	R\$ 998.00
Percentage ratio	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

*The lowest wage is based on the statutory minimum wage.

Organizational atmosphere

In 2018, we had an Organizational Atmosphere Committee, made up of members from various areas of the Company and who acted as an instance for actions to improve the atmosphere, also advising the Presidency on decisions related to the theme. With the Viver Bem Estácio program, we seek to promote health, sports and food initiatives, aimed at disseminating knowledge about healthy habits and quality of life – which favors engagement in the work environment.

VIVER BEM

Created in 2017 to provide employees with knowledge about the importance of health care and a better quality of life, the Viver Bem Estácio program seeks to reinforce a culture of greater engagement between the Company and its internal public. Campaigns around three pillars (sport, health and food) are held throughout the year, celebrating dates such as Hemophilic

Day in January, World Cancer Day in February and World Heart Day in October, as well as traditional public campaigns such as the Pink October (against breast cancer) and the Blue November (against prostate cancer). In addition to the communication actions, Viver Bem ("Living Well") also promotes exams, vaccines, lectures and stimulates the practice of work-related gymnastics.

MEDIDA CERTA ("RIGHT MEASURE") ESTÁCIO

The Medida Certa project was carried out in 2018 to provide knowledge about the importance of healthy habits and quality of life, favoring a culture and atmosphere of greater engagement. It is a group competition for weight loss, aiming to encourage the adoption of healthy habits by employees,

improving the nutritional status and body satisfaction. The Pilot Project was opened for the registration of all employees of corporate offices. In the 1st edition, there were 100 participants, who had an initial evaluation and definition of the activity program, collective classes and nutritional monitoring.

OUTDOOR

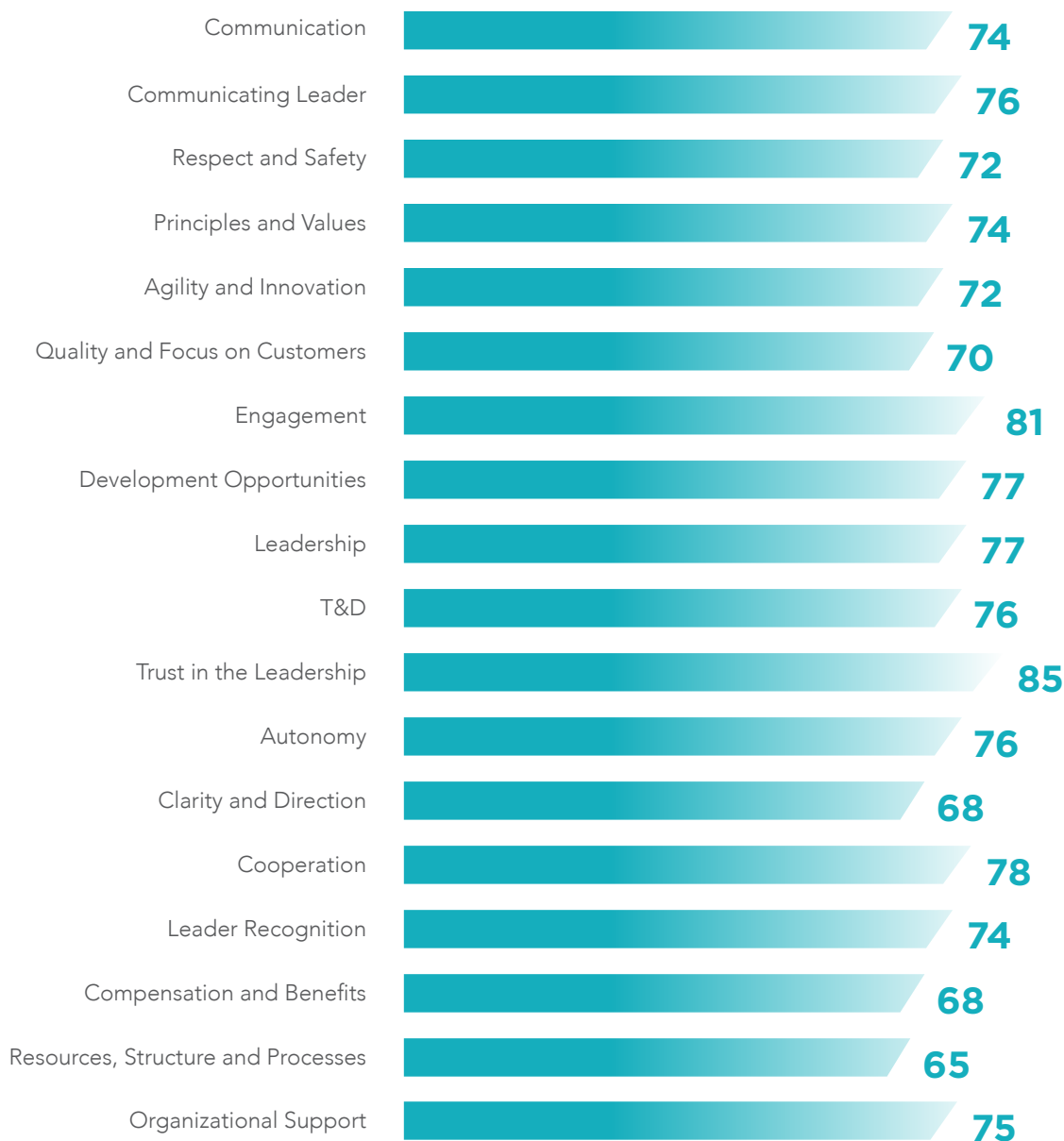
Physical activity promoted by Viver Bem, at Aterro do Flamengo (RJ)

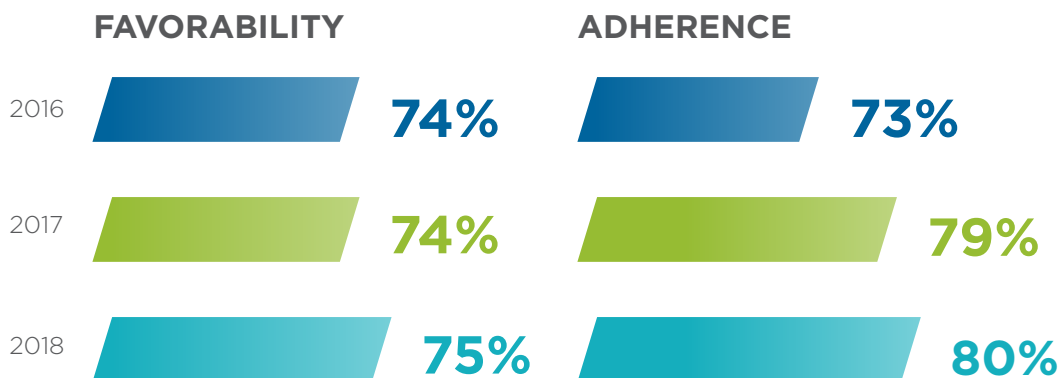


ATMOSPHERE SURVEY 2018

Annually, we conducted an Atmosphere Survey, conducted online and confidentially, open to all employees. With a voluntary participation, the survey measures the perception of the internal public about the work environment, available inputs, processes, communication and leadership. The general results are published and, from them, the Climate Action Plans are created by area or Unit, which are monitored monthly by the Climate Committee.

The 11th edition of the Atmosphere Survey had an 80% participation among employees and showed that 75% of people were happy for working at Estácio. It was the greatest adherence in history. As the main highlight of the results, there was a growth in the following factors: cooperation, autonomy and confidence in leadership.





Among the positive highlights pointed out by the respondents, a mention may be made of the emphasis on employee self-development, the respect with which man-

agers treat subordinates, and the importance of the Estácio Group's role in the education segment. The Survey also determined the indicator related to the intention of

employees to remain in Estácio. No less than 77% of respondents intend to spend more than five years in the Company, and only 4% wish to remain less than one year.

INOV!

Launched in September 2018, Inov! – a program of ideas and best practices – is a platform on which all employees can submit proposals, benefiting the organizational atmosphere and stimulating performance. The project is divided into three main themes: the Time Challenge (with predefined subjects, aligned with a Company strategy or timely need), the Idea Program (predefined themes available to receive propositions) and the Inventors of Ideas (a theme that is aligned with the strategies, in which employees must prepare a structured implementation plan). Once enrolled, the ideas are listed, the top 30 go to a committee, and three to five of them go to the Board of Executive Officers, who analyze it and study its implementation. In the future, as an expansion plan, there is the goal of including students in Inov!

Since the launch, Inov! received approximately 500 ideas sent by employees from all areas of Estácio. In the two evaluation cycles, approximately 50 suggestions were approved. Approved, implemented, and best-evaluated proposals receive a variable score, which gives them the right to redeem awards – experiences such as travel and theater tickets, shows and movies,

as well as products such as appliances, cosmetics and books. In the 2019 Executive Event, the authors of the winning ideas received cash prizes. The tool used is simple, accessible online and interactive. It allows users to "like" and comment, redeem points accumulated with the presentation of ideas and control approved ideas.



SAFETY AND HEALTH INDICATORS – 2018

REGIONAL UNITS	Accident figures	Labor diseases	Path accident	Total number of days missed
North	3	1	2	6
Northeast	2	1	5	12
South Center	5	1	6	49
Rio 1	12	1	13	109
Rio 2	3	0	4	67
TOTAL	25	4	30	243



We conducted 35 safety audits in our Units throughout the year of 2018

YEAR HIGHLIGHTS
IN SAFETY
MANAGEMENT

27 Fire
Department
Inspection
Records

(AVCB) issued in 2018, in a total number of 64 of 87 Units, the other 23 Units with processes in progress and works being ended. Estimated AVCB emission in the first quarter of 2019

53 safety
works
hired in 2018

59 updates
of safety projects
hired in 2018

74%
AVCB
performed in 2018

85%
of all safety projects
in the Units
**have been
updated**

74
visits to the
AVCB works

35
audits
in safety works



CORPORATE SOCIAL RESPONSIBILITY

The *Educar para Transformar* Program is the basis for Estácio's actions in the field of Corporate Social Responsibility, with actions distributed in five pillars:

- **Estácio in Sports:** social projects that integrate sports and education, promoting lasting individual and collective transformations;
- **Estácio at School:** actions that stimulate and qualify the educational reality of the country, impacting students and teachers of Middle and Elementary, especially public education;
- **Estácio Citizenship:** we work with partner institutions of the third sector, involving our students, teachers and other collaborators, seeking to generate positive impact and contribute to the development of communities around our Units;

- **Estácio Culture:** we promote and support theatrical projects, musical shows, exhibitions, films and the publication of books with socio-cultural themes;

- **Innovation & Entrepreneurship:** seeks to foster and encourage entrepreneurial and innovative practices, in interaction with employees, teachers, students and *startups*.

The Vice Presidency of Institutional Relations and Sustainability has idealized and manages the *Educar para Transformar* Program, whose initiatives are fostered through support to projects encouraged by fiscal waiver. We emphasize projects with the participation of students, teachers and administrative staff, working together with other sectors of society, which generates positive and enriching experiences. Acting alongside several institutions, we also give space in our Units to carry out social events. Other actions and extension projects are developed and supervised by teachers as part of the curricula.



JOURNALISM

Our Director of Partnerships and Social Responsibility, Pílade Moreira de Moraes, and the reporter and hostess Renata Millington. The two are graduated from Estácio

In the Educar para Transformar Portal (<http://www.estacio.br/educarparatransformar/>), the Company's corporate social responsibility actions are presented in a detailed manner to all the public. In addition to the activities developed in each of the five pillars, the Portal brings news and videos about the most recent projects and contents about the performance of Estácio in sustainability issues.

The Educar para Transformar Portal presents details on our social actions on the internet

Main initiatives in 2018

ESTÁCIO AT SCHOOL

With actions aimed at improving the qualification of professors and strengthening the performance of Middle and Elementary students, the Estácio pillar in the School engages in dialogs with education secretariats and schools, promoting exchanges of experiences and transforming initiatives.

ESTÁCIO IN SPORTS

For Estácio, sports are a fundamental complement to the educational process and to the formation of citizenship. The Estácio pillar in Sport includes the sports actions that we develop and support.

Brazil Olympic Prize

On December 18, 2018, the 20th edition of the Brazil Olympic Prize was held in Rio de Janeiro: the biggest prize in Brazilian sport, honoring the main Olympic athletes, coaches and sports personalities in the country. Estácio, which is a partner of the Brazilian Olympic Committee (COB), participated in the event. Representatives of the Institution awarded prizes to the athletes medalists of the Youth Olympic Games Buenos Aires 2018.

Estácio Team

The Estácio Team is a selection of athletes from assorted modalities that are supported by the Institution. In order for the champions of tracks, swimming pools and gymnasiums

to be also successful in other areas of their lives, their sports trajectory must be complemented by a good academic education. Estácio supports more than 500 athletes from the basic categories to high-performance athletes with scholarships in the distance and face-to-face learning modalities. Distance learning courses allow Team members not to interrupt their studies in case of trips to competitions and training.



Youth and Adult Literacy Project

Launched in April 2018, the Youth and Adult Literacy Project is offered in four Rio de Janeiro Units – Quei-

madós (Baixada Fluminense), Al-cântara (Metropolitan Region), Via Brazil (in Irajá, Rio Norte) and Ilha do Governador (North Zone) – and in Carapicuíba (São Paulo). In the second semester of 2019, classes will be available in ten units in the various regions of Brazil.

For 2019, we developed a new reading and writing teaching-learning methodology for the Estácio Project on Youth Literacy. It is a hybrid method that combines attributes of both the analytical and the synthetic methods, and considers the knowledge that students possess, as well as their strategies of discoveries, ideas and hypotheses about the functionality of reading and writing.

For a period of four months, adults and young people have classes with teachers and students

of higher education and graduation courses – such as Literature, History, Geography and Mathematics. Under the new methodology, in the 140 hours of classes, 100 will be face-to-face and 40 by distance learning, using the inverted classroom methodologies, multimedia resources and games and mobile-applications.

Classes have up to 25 students and, at the end of the course, students should be able to read and write short texts, with comprehension, and solve mathematical problems. This preparation is necessary for adults to join the EJA (Youth and Adult Education).

ESTÁCIO CITIZENSHIP

We believe that a fairer society needs to invest in the strengthening of citizenship practices. This pillar is aligned with the mission of Educating to Transform ("Educar para Transformar") by supporting institutions, NGOs and other partnerships in the area of social responsibility.

We support, with scholarships, young people in situation of social vulnerability, already assisted by partner organizations. In 2018, more than 150 full or partial scholarships were awarded to students nominated by institutions that serve young people in social vulnerability. Based on the evaluation of academic performance and on compliance (in relation to partial exchanges), the scholarship renewal process is carried out semiannually.

With the Estácio Volunteer Portal (www.estacio.br/voluntario), we encourage the engagement of our teaching and administrative collaborators, involving them consistently in our mission. In this way, we unite two fundamental points of our chain of relationships: the partners in the area of social responsibility and the internal audience.

We stimulate employees to engage in volunteering actions

The portal disseminates volunteer opportunities for Estácio's employees, whether face-to-face, on-line or through donation campaigns to benefit institutions that host socially vulnerable people.

6th Sustainability and Social Responsibility Week

The Sustainability and Social Responsibility Week came in 2018 to its sixth edition. Held from September 17 to 22, 2018, the event presented more than 700 free activities for the population of the 23 states in which the Institution is present, besides the Federal District. Over 80 campuses participated in the promotion of actions such as lectures, workshops, cultural attractions and round tables with sustainability specialists from part-

ner companies. Estácio's students and professors in Law, Medicine, Psychology and Pedagogy courses, among others, also provided several free services to the public.

The central theme of 2018 was "The Conscious Consumption of Plastic", with the aim of stimulating a more critical and responsible attitude towards the product. The event was held in parallel to the 14th Social Responsibility campaign from the Private Higher Education System of the Brazilian Association of Higher Education Holders (Abmes), which aims to make HEIs foster socially responsible actions throughout the year. After the 6th Week, the Participating Units received the Seal of Socially Responsible Institution, granted by Abmes.





AWARENESS

On the next page, one of the campaign images of the Sustainability and Social Responsibility Week

Day E

The National Day E, held in 2018 on September 19, is part of the events we organized during the Sustainability and Social Responsibility Week. It is the largest annual social engagement action of Estácio, which counted on the adherence of more than 8 thousand employees in its seventh edition in 2018. In order to stimulate the exchange of employees and the provision of free services to communities, Day E initiatives impacted more than 50,000 people in the communities around our Units. Other actions focused on the students were carried out in the Units themselves. In addition to volunteer activities, donations and food and campaigns to encourage the donation of blood and organs were also carried out.

Day E also promoted the cultural contest named **#Proudto-beEstácio**, carried out through the internal social network Comunicare – to highlight and value the social actions developed by employees throughout Brazil. The top five videos were submitted to popular vote and the one that was "liked" most was the winner.

II Social Responsibility Forum

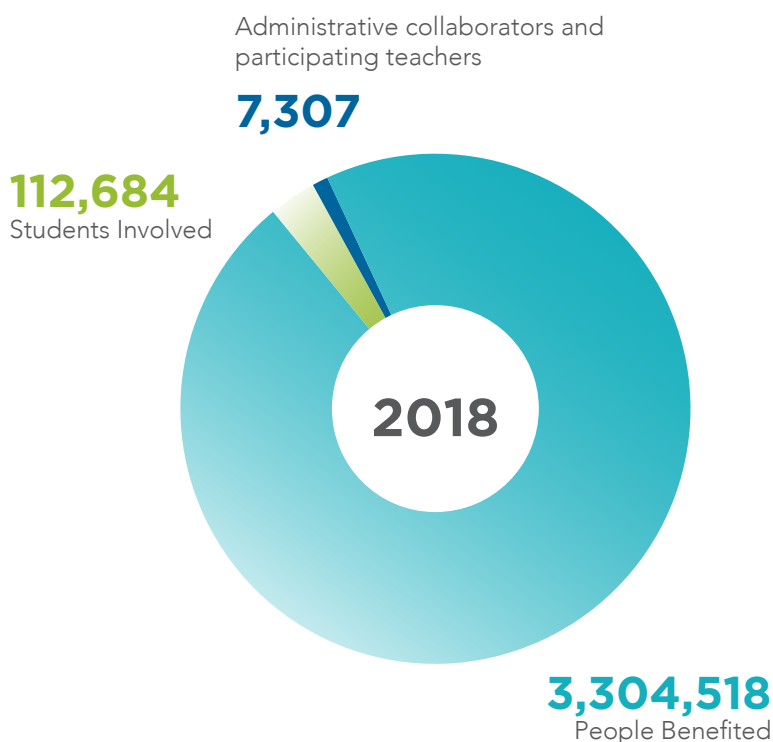
As part of the Day E program, the second Social Responsibility Forum was held at Estácio's headquarters in Rio de Janeiro, where the initiatives of the pillars of the Educar Para Transformar Program were introduced. Among the invited lecturers were Sérgio Sá Leitão, then Minister of Culture; the cultural entrepreneur Luiz Calainho; Luís Justo, CEO of Rock in Rio; and professional tennis player Bruno Soares, a member of the Estácio Team.

SOCIAL ACTIONS

Engagement with the communities

GRI 413-1

In 100% of the Estácio regional projects, community engagement, impact assessment and local development programs were implemented. Regional managers and Units identify opportunities for action and develop Corporate Social Responsibility initiatives within the lines of the Educar para Transformar Program of the Company's brand positioning strategy. We have a Corporate Social Responsibility Policy, which defines the guidelines and priorities of projects supported and developed.



Mega Vestibular Christmas without hunger

We carried out a strong social action focused on the collection and distribution of food during the period of Christmas in 2018. The students who donated 1 kg of non-perishable food won 50% scholarships for the first half of 2019. All the groceries collected were handed over to those responsible for the Christmas Without Hunger Campaign. Videos of Team Estácio athletes – such as tennis champion Bruno Soares – released Mega Vestibular on social networks. At the end of the campaign, 3 tons of food were donated to institutions linked to the Citizenship Action.

3 tons of food collected in the Christmas without Hunger Mega Vestibular

INSPIRATION

The vice president of sales, marketing and operations for Latin America at Microsoft, Paula Bellizia, was one of the speakers at the National Classroom in 2018

Solidary practical joke – Freshmen Welcoming Project

The solidary practical joke is part of the Freshmen Welcoming Project and has a dual role: to integrate veteran students and newcomers and to bring Estácio closer to the communities through social responsibility actions. The Units have the autonomy to create their own actions, which involve activities of volunteering, education, health, collection of food and clothing for donation, cleaning work, blood donation campaigns, recycling of materials, workshops and several other initiatives.

The Welcoming Project also encompasses the traditional National Lecture, a lecture held every six months with distinguished professionals in its area, broadcast throughout Brazil. In 2017, the president of Google Brazil, Fábio Coelho, was invited as guest speaker. As for 2018, the guests were Paula Bellizia, vice president of sales, marketing and operations for Latin America at Microsoft, Diego Dzodan, vice president of Facebook, and Guilherme Laager, entrepreneur.

In order to welcome the distance learning freshmen, the pole coordinators play a key role in the presentation of the learning environment,

in the access to digital didactic material and in the relationship channels, as well as programs such as Estácio Carreiras and the Virtual Campus, among others.

Dental treatment in Rio de Janeiro

Estácio inaugurated, in June 2018, the new dental clinic on the Barra World campus (RJ). With the modernization of the space, patients, students and teachers of the Dentistry course became more comfortable in the service. In the clinic, patients have access to various treatments, such as channeling, restoration, oral protection and, in some cases, even implants. One of the most sought after treatments is offered to children and adults who have had facial trauma and had damaged teeth, gums or lips. Surgical interventions are small in size, performed at the University's own clinic, at no cost. In private clinics and practices, similar procedures can cost between R\$ 400 and R\$ 2,000.



Social work in Nova Iguaçu

In 2018, some of the graduations offered at the Nova Iguaçu Unit (RJ) gave the students the chance to experience their knowledge in practice, assisting the population of the region. Physiotherapy students can work on projects related to the health of the elderly, acupuncture, care for patients diagnosed with brain injuries, low back pain or chronic encephalopathy, and pediatric psychomotor activities. The students of Psychology also serve the population that participates in these projects. And the Unit's Legal Practice Center promotes the provision of free legal assistance.



Maturity Program

At the University Center of Belo Horizonte, one of the extension activities developed is the Maturity Program. It is a course that aims to broaden the general knowledge of people over 50 years of age, regardless of their specific graduation. As it is multidisciplinary, it has activities focused on subjects such as well-being, health, knowledge, culture, leisure and interpersonal relationship, besides enabling the digital inclusion of these students. The Program is considered an open university initiative (Unati), in accordance with

300
participants in the
Maturity Program

the principles of the Statute of the Elderly. In 2018, about 300 students participated in the activities, taught by 20 specialist teachers, masters and doctoral students.



Estasol Program

The Estasol Extension Program serves approximately 2,000 families living in the Vila da Paz community in Teresina (PI), in partnership with the Nossa Senhora da Paz Foundation. Students, under the guidance of Estácio's professors, develop activities with the community, such as practical ergonomics, activities with seniors, free legal advice and nutritional guidance. This initiative is transforming for the population served, as well as for the thousands of students who have already participated, generating experiences that greatly contribute to their professional and citizen training.



Students and professors participate in social extension projects

ESTASOL

Professors and students of Estácio's law course in Teresina who participated in the program

Down's syndrome

We have renewed our partnership with the Down Syndrome Society (SSD), a non-profit civil society that works with parents, adolescents, youth and adults with Down's syndrome (SD). We opened the doors of the Tom Jobim Unit in Rio de Janeiro for projects of social inclusion at the entity, in which students learn to manage their time, dividing it between work and leisure.

As for Pará, in February 2019, Estácio graduated its first students with SD in the state. There are three young people from the Biological Sciences (Castanhal Unit), Fashion Design and Human Resources Management (both from the Belém Unit).

Another action was the launch of the Somos 21 ("We are 21") project, carried out by the Estácio University Center in Belo Horizonte (MG). It is a service center for children with DS. The project is headed by the courses of Nursing, Physiotherapy and Nutrition and also involves ten other courses of the institution.



The actions of the Estácio Citizenship pillar included medical services, volunteer campaigns and food

ESTÁCIO CULTURE

Estácio believes that culture must be accessible to all, and supports cultural projects that have a positive impact on the communities in which it operates. The Estácio Cultural pillar helps to promote and produce, through tax incentive laws, theatrical assemblies, music concerts, exhibitions of plastic arts, films and the publication of books – initiatives that democratize access to cultural goods and leave an important legacy for impacted communities. In April 2019, the vice president of Institutional Relations and Sustainability, Cláudia Romano, was appointed Vice-Rector of Culture at the Estácio de Sá University.

Monument to Estácio de Sá

We are curators of the Estácio de Sá Monument in Rio de Janeiro. In addition to the exhibitions, the Monument also hosts cultural events open to the public in partnership with the City Hall of Rio de Janeiro. The monument – a pyramid of 17 meters high – was designed by architect Lúcio Costa and inaugurated in 1973, in honor of the city's founder.



INNOVATION AND ENTREPRENEURSHIP

GRI 103 | INNOVATION

Launched in 2018, the Innovation and Entrepreneurship pillar seeks to promote differentiated solutions that reinforce Estácio's position as a protagonist in the segment of new technologies for education. The idea is to connect the Institution with the national and international ecosystems of innovation and entrepreneurship, internalizing a mentality focused on cooperation and potential partnerships with other organizations.

A diagnosis made in 2018 by a specialized consulting firm found that the willingness to innovate of our employees is great, and the Company can enhance its processes of digital transformation and the integration between the areas to take advantage of this potential, as well as to value those who present ideas and proposals for change.

Four editions of the event named *Startup Grind*, held in the Tom Jobim, 11 and Presidente Vargas Units (all in Rio de Janeiro), gathered 420 students to present concepts related to the startups methodologies. More than 30 thousand people watched the broadcasts of Facebook meetings.

The work on the Innovation and Entrepreneurship pillar in 2018 included the accomplishment of the Orbit Project, directly aimed at disseminating the culture of innovation among employees in the corporate area.

The Orbit Project also organized 11 workshops about innovation tools. Directly connected to the project, we had the participation of 50 students in Hacking.Rio, the ultimate hackathon in Brazil. The winning teams in the Finance and Security categories had Estácio alumni as members.

30K
people watched
the Startup
Grind events via
Facebook

Besides, we were present at the Hacktudo - Digital Culture Festival, held in Rio de Janeiro in November 2018, in which we participated in lectures, digital development marathons, workshops and fairs opportunities. Besides, we were present at the Hacktudo - Digital Culture Festival, held in Rio de Janeiro in November 2018, in which we participated in lectures, digital development marathons, workshops and fairs opportunities.

Victory at Google AMP Hackathon

In May 2018, Estácio's Virtual Channels team won the 1st place in Google AMP Hackathon, a competition

created by Google to spread and stimulate the development of pages in AMP (accelerated mobile pages) format. Our team presented a project to create a landing page of benefits in the proposed format and left with the 1st place trophy.

This is the second Hackathon in which Estácio finishes as champion. In October 2017, the project for the mobile registration Graduation channel was also in 1st place in the accomplishment of optimizations.

Órbita Portal

The Órbita Portal was developed to help Estácio employees deal with the daily challenges of the work in an innovative way, in another action of the Innovation & Entrepreneurship pillar by the Educar para Transformar Program, under the responsibility of the VP of Institutional Relations and Sustainability.

Packed with practical methods and content on innovation, the goal of the Portal is to encourage employees to think of ways to define and organize tasks, workflows, map and review processes, improve productivity, have new ideas and, most importantly, put them into practice.

At Estácio Órbita, Estácio's collaborator will find methods divided in six challenges, with step-by-step for its application, tips, necessary materials, models and more. In addition to this library of methods, the Portal has a special session on external cases, news and innovative projects by Estácio.



ECONOMIC DIMENSION

GRI 103 | 201

After a period marked by the expectation of the merger with Kroton in 2017, Estácio sought to review its operations in 2018, focusing on fronts such as the search for more operational efficiency, progress in recruitment and student retention, improvement at average ticket and students' satisfaction. We achieved efficiency gains, one of the achievements of 2018, without reducing the capacity nor the quality of the services provided.

Our financial health in 2018 was satisfactory. Within the base of Brazilian higher education companies, Estácio achieved the best performance of the year. There was a 7.1% increase in net operating revenue, a total of R\$ 3.62 billion in 2018, and a 52% increase in net income, accompanied by a reduction in costs compared to 2017. The value of the Company's shares traded on the Stock Exchange fell by 27.6% when compared to the close of 2017, quoted at R\$ 23.76. Taking advantage of the favorable conditions, we repurchased R\$ 250 million in shares owned by the Company.

Although it was lower than what was expected for the period, as per

the projections made at the end of last year, 2018 was the second year of recovery of the Brazilian economy. The resumption of growth was palpable, but slow. Uncertainties about the fiscal balance of federal and state governments, political instability and the negative impact of the truckers' strike have been felt. On the other hand, inflation remained under control and the still high unemployment rate began to retreat. All this was reflected, on the one hand, in the expansion of the student base in the EAD segment and, on the other hand, in the reduction of accesses to the Student Financing Fund (Fies) – in 2018, there were 100 thousand vacancies and not all occupied.

The Company needed to bring more strategy in this process, greater speed in decision-making and better communication with regional ones. Estácio invested in accompanying the student's journey and this involved the development of statistical models to avoid risks of evasion and increase satisfaction. And these pillars will continue to be developed in 2019.



ADVERTISEMENT

Other two former students from Estácio: Hugo Neto, Manager of Market Intelligence and Research Company, and Bianca Almeida, director of accounts at WMcCann

Main financial indicators

NET OPERATIONAL REVENUE

In 2018:

R\$ 3,619.4 million

7.1% increase compared to 2017. The increase in average tickets were 9.6% in graduation studies, 46.0% in post-graduation programs and 19.3% in the PAR graduation.

GROSS PROFIT

increases 24% in 2018, adding up

R\$ 1,986.6 million

compared to R\$ 1,601.9 million recorded in 2017, in line with the growth in net operating revenue.

DIVIDENDS

R\$ 500.8 million

distributed

CASH

R\$ 818 million

Increase of 56% compared to 2017.

INVESTMENTS

R\$ 248.5 million

(58.3% more than in 2017), applied in buildings, assorted gears, software and other improvements.

NET PROFIT

R\$ 644.9 million

an increase of 51.9% over 2017.

GENERAL AND ADMINISTRATIVE EXPENSES

Increase of 2.7% over the 2017 amount, totaling

R\$ 614.3 million

STATEMENT OF ADDED VALUE (DVA) GRI 201-1

DIRECT ECONOMIC VALUE GENERATED (R\$ K)

GENERATED	2016	2017	2018
Revenues	3,156,299.00	3,294,742.00	3,440,394.00

DISTRIBUTED ECONOMIC VALUE (R\$ K)

DISTRIBUTED	2016	2017	2018
Operational costs	698,423.00	769,785.00	837,400.00
Employees' wages and benefits	1,203,420.00	1,242,449.00	1,132,391.00
Payments to capital suppliers	486,384.00	451,445.00	435,370.00
Payments to the government	399,970.00	406,473.00	390,360.00
Investments in the community	-	-	-
Total	2,788,197.00	2,870,152.00	2,795,521.00

ECONOMIC VALUE RETAINED (R\$ K)

RETAINED	2016	2017	2018
"Direct economic value generated" minus "distributed economic value"	368,102.00	424,590.00	644,873.00

DISTRIBUTED ECONOMIC VALUE (%)

DISTRIBUTED	2016	2017	2018
Operational costs	22%	24%	27%
Employees' wages and benefits	38%	39%	39%
Payments to capital providers	15%	14%	15%
Payments to the government	13%	13%	14%
Investments in the community	0%	0%	0%
Total	88%	91%	95%

Strategy in 2019

CAPITAL MARKET

Our shares traded on B3's New Market ended 2018 at R\$ 23.76, a depreciation of 27.6% compared to December 2017 – and an increase of 50.4% compared to 2016. In the same period, the Ibovespa appreciated 15.0% and 45.9% in 24 months. The average daily trading volume of Estácio's shares was R\$ 99 million, an increase of 43.2% over the previous year.

The objective is to bring new financial products to students so that the monthly payment can fit in their pocket, and the PAR – Estácio installment program is maturing more and more – considering that there is a gap in the market. The company's financial management has already been improved and, by 2019, Estácio intends to develop new products to attract more students.

The Company revised its cost base to better measure the resources

needed for even more efficient management. The pillars of operational efficiency, student recruitment/retention, ticket and students' satisfaction will continue to guide management decisions.

The company foresees the maintenance of the offer of excellence teaching with an affordable cost; and the optimization of processes, investments in IT and internal improvements in the Units, aimed at improving the students' journey.

We work to expand the offer of financing solutions to our courses



Financing

As we contributed to the efforts of its students in the face of the still challenging Brazilian economic panorama – which included reducing access to federal funding programs, such as Fies and ProUni, we offered course financing solutions, such as mechanisms for attracting new students and maintaining the current student base.

SOLIDARY DILUTION (DIS)

DIS is Estácio's Solidarity Dilution, a means of financing in which students pay R\$ 49.00 in the first two months and the difference to the full amount of these monthly payments is diluted in small installments throughout the semesters, until the end of the course. All students in face-to-face or distance learning already have this incentive – launched in the first quarter of 2018 – in any form of education.

For example, if a student chose a course that integrally costs R\$ 500.00 and will last eight semesters, he or she will pay R\$ 49.00 in the first and second month. And, during the next 46 months of the course, there will be an increase of R\$ 19.61 in the monthly amount referring to dilution. And their deadline is their graduation, so they can pay the full amount of the first two tuition fees in very small installments.

INSTALLMENT PROGRAM BY ESTÁCIO (PAR)

Launched in 2017, the PAR allows the lengthening of payments to monthly students, who pay only 50% of the total course value during the studies and, after graduation, the remaining 50%. The PAR was accessed by about 5% of the students attending the classroom in 2018. The installment payment takes place progressively, starting with the payment of 30% of the monthly fees in the first two semesters; in addition to 40% in the third period, 50% in the fourth and 60% in the fifth.

PRAVALER EAD

In 2019, Estácio initiated the PraValer EAD student financing offer, to attract and renew students from distance learning courses. We believe that this new student funding can be leveraged to improve both the conversion of candidates into funding and the renewal of veteran students. With the program, students will have twelve months to pay each semester and the installments do not accumulate.

Students will have twice as much time to pay the course, with a constant monthly installment in the half of the tuition – with the program, students will pay each semester in 12 months. The installments do not accumulate and part of the interest is financed by Estácio. As half the cost is paid only after graduation, students should compromise less of their income during their studies, and pay 50% of the total cost of the course only after graduating through PraValer. The hiring of the financing is can be easily and quickly done, 100% online – just submit a guarantor and have the credit approved.

Indirect economic impacts

GRI 103 |203, 203-2

We carry out permanent economic analyzes to monitor the indirect economic impacts on students and employees. The actions include monitoring delinquency and evasion, offering scholarships and discounts to students facing financial difficulties, recruitment campaign in isolated subjects and offering special classes for employees in isolated disciplines, aiming to improve the framework. There is a continuous effort to avoid evasion, as well as the encouragement of the qualification of the teaching and administrative staff.

Through campaigns to reduce evasion and delinquency, it was possible to raise the needs of candidates and students of the programs. We analyze the scenario and invest in the scholarship policy, debit negotiation and

funding through the Isolated Subject – which allows any student to take advantage of the credits taken, thus deducting from the total amount of the course the investment made when they were approved in the master and doctoral selection process .

We have also found that the provision of products and services for low-income people leads to the strengthening of skills and knowledge in poor communities. The average ticket of *lato sensu* post-graduation courses and of free courses provides access to technical and professional improvement for the most disadvantaged sections of society.

Significant amounts received from the government

GRI 201-4

In 2018, we received a total close to R\$ 370 million in tax incentives and government credits, an increase of 36.9% compared to 2017.

TOTAL MONETARY VALUE OF FINANCIAL ASSISTANCE RECEIVED BY THE ORGANIZATION OF ANY GOVERNMENT (R\$)

ASSISTANCE TYPE	2016	2017	2018
Tax Incentives/Credits	280,401,685.48	292,170,818.46	69,968,762.24
Any other types of benefits and/or subsidies	0.00	0.00	0.00
Total	280,401,685.48	292,170,818.46	369,968,762.24



EDUCATIONAL DIMENSION

The Estácio Teaching Model was improved in 2018, aiming to take the most active methodologies to the classroom and offer a more personalized study. It was a very rich year for the debates on educational and technological methodologies, which collaborate for the educational development of students.

Estácio developed and offered an innovative teaching methodology for Distance Learning (EAD) courses with a more face-to-face contact throughout the year. An example of this work is the Flex health courses, within the EAD modality, which could only exist with the possibility of practical classes – recorded with professors in the laboratory. Subsequently, students can sched-

ule the activity in the laboratory of the partner pole or own unit, being accompanied in the time scheduled by a tutor. Moreover, all content and theoretical reference of the subjects are available on the platforms, in digital format.

With this methodology, Estácio was able to highly increase the Distance Learning portfolio (from 47 to 104 courses) and started to take a greater diversity of careers to places that had hitherto had no access to higher education. In addition, we also train teachers to work with hybrid disciplines (face-to-face, but with virtual credits) - so students digitally complement their studies. They are active learning methodologies, such as problem-based teaching, and the inverted classroom, in which students have an active participation in the process. All face-to-face graduation courses have these activities, which enable a greater student interaction. In 2019, there will be system preparation and graduate teacher training to enable hybrid disciplines to be offered as well.



PEDAGOGY

Luís Carlos Sá Campos, graduated in Letter from Estácio. He is currently doing his Doctorate in Education, at the Institution. Gisele Paiva, graduated in Pedagogy, is a High School Pedagogy Coordinator at the Nova América (RJ) campus



Number of graduates in 2018

In 2018, 67,615 students from Estácio have graduated, an institutional act of exclusive responsibility of the Higher Education Institution, which takes care of the organization and look after the seal of the official ceremony.

Estácio is solely responsible for carrying out all the official ceremonies of the students in pursuit of the traditional and technological graduation, covering all the Units of the country.

The Official Graduation Date Event takes place at the student's campus, on a day and time published by the Institution, at no cost to students. In this solemn act, the degree award and the signature of the draft are made and they can choose to participate in the Graduation Ceremony, which is held by a Partner Company.

The Ceremony is carried out with the infrastructure of a great event, with decoration, sound, scholarships, delivery of straws, a symbolic graduation oath, the attendance of honored professors and the complete ceremonial team.

Law

8,258

Administration

7,886

Human resources management

5,082

Pedagogy

3,345

Accounting Sciences

3,149

Medicine

490

Dentistry

198



We focus on improving
our teaching model
and expanding the use
of digital tools

Breakthroughs in the Academic Model

In 2018, the focus was on improving the teaching model, implementing the hybrid disciplines and seeking to integrate the most active learning methodologies through digital technologies, including the medical course. We digitally and face-to-face enable professors for this change through Educare. Our goal is to qualify post-graduation professors in 2019 to fit the hybrid disciplines as well.

Hybrid disciplines include face-to-face and on-line credits, articulating the classroom with the virtual environment. They also encourage the protagonism of the students, that is, they become even more responsible for their own learning. With the study scripts, they are oriented to do activities before and after the classroom, which expands the debate in the classroom. With the recent generation of 86 curricular matrices (with hybrid disciplines and online credits in face-to-face classes), implemented as of January 2018, the classroom becomes a place for content fixation, and professors start to act as a great facilitator of the whole learning process.

The students have all the SAVA resources, our Virtual Learning Room. In addition to tutoring in the virtual environment, they can access the virtual library, time frame, grade checking, message center, discussion forums, among other features. Professors can also insert specific content for each class, according to the classroom debate. In addition, all the support material, textbooks and virtual library are available to all our face-to-face and distance learning students. In 2018, we also present the HUBE project, an integrated education ecosystem to provide new experiences to students in the virtual environment that include new content formats, better usability and navigability.

In line with the proposal of the hybrid disciplines, the new methodology of the inverted classroom aims to make students active during the lesson. The idea is to decentralize the focus, which is usually on pro-

fessors. Classrooms began to be redesigned, with more multimedia infrastructure and a better modular organization. In addition, we have invested in reinforcement programs – such as a live proofreading lesson – and we also offer online probation assistance.

With the contribution of its professors, Estácio has a database of questions with about 640 thousand items validated for use in simulation and evaluation, in addition to the issues produced and in the process of validation. This feature enables integrated national tests and academic reinforcement projects to be carried out, allowing for a thorough analysis of results and consequent rich, intelligent analytical data to the extent that they permit adjustment of deviations, ranking, averages, performance percentages at all levels (per student, class, unit, course, region).

Estácio's Teaching Model began to be implemented in 2010, built by thousands of professors of the institution throughout the country. The



curricula of the courses are integrated throughout Brazil, which allows the elaboration of evidence from a robust database of questions and the generation of data that allow a constant evaluation and improvement in teaching. For the development of innovative pedagogical tools, Estácio has the support of the Educational Technologies Board (the strategic area of the VP of Education), formed by a multidisci-

plinary team divided into four fronts (Development and Production, New Technologies, Curatorship and Studios). In this context, they include applications, textbooks, online interactive content, games, software, virtual environments and other products.

**1,510
interactive
classes**

produced for
151 distance
subjects

**84 proprietary
textbooks**

**48
post-
graduation
subjects**

**197
hybrid
subjects**

**147 online
courses**

for corporate customers
(Educare, free
courses etc.)

4,035 videos
recorded in our studios

**14,088
original files**

published by

**2,238
teachers**

in our proprietary
management system
for the production
of didactic material
(Factory System)



LIGHT, CAMERA, ACTION

New equipment of audiovisual production were presented in 2018

Highlighted technological innovations

- Knowledge Factory: dedicated to the production of interactive and responsive educational content, ready for mobile devices and that adapt to PCs, tablets and mobiles automatically.
- New audiovisual equipment: from 2018, Estácio has five production studios, with new equipment and HD video recording and transmission capacity. We also implemented the Post Production Center (CPP), in which videographers are responsible for creating visual identity, animations and special effects for videos.
- Virtual library: reached 900 e-books own in 2018. In the library, students also have access to PPTs, videos, movies, and other contents. There were 169,737 distinct users to use the platform throughout the year, which was evaluated with a score of 4.18 (out of 5) on the level of user satisfaction.
- Adapts: the adaptive teaching platform was incorporated into face-to-face teaching and became a simulation tool. As per the students' performance, content adapts by changing the complexity of the proposed questions.
- Pro-Enade: Enade preparation platform, with simulations and reinforcement contents.
- Sarav: an acronym for Audiovisual Resource Scheduling System, available online for professors. It enables professors to schedule the use of studios and other equipment online, in real time and in a practical manner. Sarav had 1,263 professors registered in 2018

Course evaluations

According to the Enade 2017 results, released by the Ministry of Education (MEC), 100% of the higher education institutions from the Estácio Group obtained satisfactory concepts and all distance learning courses also received satisfactory results (100%). Assigned concepts aggregate student performance outcomes, as well as faculty quality, student perceptions of the infrastructure, and aggregate knowledge between the beginning and end of the course. In 2018, we had the largest Enade of all time in Estácio, with more than 45 thousand students enrolled in the Management, Law and Applied Social Sciences areas. As early as 2019, the forecast is for the Engineering and Health areas to be evaluated, in addition to the Architecture courses.

Out of the 42 higher education institutions of the Estácio Group evaluated, all of them obtained satisfactory concepts in the indicator that measures the quality of institutions (IGC), corroborating the group's commitment to quality throughout Brazil. In all, in the institutions that make up the group, 253 courses (in the face-to-face and distance learning modalities) were evaluated with concepts that vary from 1 to 5. Of these courses, 95% obtained satisfactory grades (equal

or higher than range 3). The good performance achieved reflects Estácio's efforts and investments in academic quality through its teaching model. In Rio de Janeiro, Estácio de Sá University (Unesa) has maintained its academic excellence grade 4 in IGC. Following the trend, the Estácio University Center of Brasília obtained an increase of the index also passing to range 4.

Of the 253 courses of Estácio evaluated in concepts from 1 to 5: 57 obtained a Preliminary Concept of Course (CPC) equal to 4, which represents 23%; and 183 courses received grade 3, which represents 72%. In addition to CPCs, IGCs (General Course Index) were also released. All the institutions from the Estácio Group were evaluated with satisfactory concepts, that is, obtained scores equal to or higher than 3, considering that the indicator consolidates the last three years evaluated (2015 to 2017).

The following group institutions stood out with a grade 4:

- **ESTÁCIO DE SÁ UNIVERSITY**
- **ESTÁCIO DE VITÓRIA COLLEGE**
- **ESTÁCIO JUIZ DE FORA UNIVERSITY CENTER**
- **ESTÁCIO VILA VELHA COLLEGE**
- **ESTÁCIO PARÁ COLLEGE**
- **ESTÁCIO JOÃO PESSOA COLLEGE**
- **ESTÁCIO BRASÍLIA UNIVERSITY CENTER**

100% of Estácio's IES received satisfactory MEC concepts



Mais Médicos Program

On January 21, 2019, Estácio signed a commitment to implement three new medical courses linked to the Mais Médicos program in the cities of Castanhal (PA), Canindé (CE) and Quixadá (CE). We were selected by MEC and will offer about 50 vacancies for students per semester, in each site. These Units will join the eight existing medical courses, four of them being won in the first edition of Mais Médicos – Angra dos Reis (RJ), Juazeiro (BA), Alagoinhas (BA) and Jaraguá do Sul (SC).

After the construction phase and implementation of the course, the expectation is that the residents begin to benefit from free medical care. Estácio has an agreement with municipalities, through Municipal Health Secretariats, referred to as the Organizing Contract for Public Action Health Teaching (Coapes), which disciplines the commitments and rights of both parties and guarantees the insertion of students in the healthcare network. As a result of this agreement, we passed on part of the income of the IES to be reverted in improvements to the public equipment and training of healthcare professionals working in the network.

Operation areas

FACE-TO-FACE GRADUATION

By the end of 2018, the base of graduation students totaled 314.7 thousand students, enrolled in 78 courses. During the year 2018, the Ministry of Education (MEC) published the accreditation orders of five other Institutions of the Estácio System, which will add 955 new vacancies to our IES at Faculdades Estacio de Maringá (PR), Passos (MG), Jaraguá (SC), Alagoinhas (BA) and Juazeiro (BA).

Within the face-to-face graduation (and also at Distance Learning), there is the option of two-year, more dynamic, work-oriented Technologist courses. These courses are experimental in nature; in 2018 alone, 40 new ones were launched.



DISTANCE EDUCATION (EAD)

In 2018, the Distance Learning graduation student base grew by 19% over 2017, totaling 203,100 graduation and post-graduation students. There was a great expansion throughout Brazil in the portfolio of Distance Learning graduation courses – from 47 to 92 – in addition to the strategy of taking distance learning to the countryside of the country. In relation to the previous year, we doubled the number of face-to-face support poles from the Estácio de Sá University (Unesa), to offer higher distance courses and the grouping of partner poles by performance. In total, Estácio has about 600 distance learning centers for 100% Distance Learning courses in 23 states and the Federal District.

The portfolio grew due to the practicality and more affordable prices. The new curriculum is part of a modernization of courses, whose main objective is to make better use of studies, to follow the demands of the labor market and to generate employability for students, who can manage their time more efficiently. Distance learning courses are always open to market trends; among the novelties, we can mention the graduation in contemporary gastronomy. Visit <http://portal.estacio.br/ead/> the complete list.

The number of students in distance learning courses increased by 19% over 2017, exceeding 203,000 students

Estácio, which has been offering distance learning graduations since 2009, will work to reach new cities in 2019 in the North, Center-West and South regions with the same quality standard that is in the Headquarters Units. In addition, it will make efforts to increase the portfolio for *lato sensu* post-graduation. From the regulation by MEC to *stricto sensu* distance learning courses, Estácio will study the modalities of masters and doctorate by distance learning.

Flex Modality

In 2018, we redesigned the Flex teaching modality – a mix between distance and face-to-face learning – in which students have a great autonomy and the concept of a rigid

academic calendar. Within an innovative methodology, the graduating student is evaluated when choosing and studying the way he or she wishes to, with practical activities included in the distance learning course. At the poles, the best date is schedule aiming to use modular laboratories under the supervision of a tutor. All engineering and nutrition courses are part of the Flex/Distance learning portfolio.

Estácio has defined the inclusion of a limit number of five disciplines per period. Several subjects that were previously compulsory have become optional, which enables students to choose subjects of their greatest interest, without changing the total course workload.



POST-GRADUATION, MASTER'S AND DOCTORATE

At the end of 2018, Estácio had 76,200 students enrolled in 410 post-graduation courses, an increase of 3.5% over the year 2017. All the *lato sensu* courses are evaluated as excellence by the Coordination for the Improvement of Higher Education Personnel (Capes) at MEC. Estácio offers five post-graduation *stricto sensu* programs, of which three make up the masters and doctorate courses (Law, Education and Dentistry) evaluated with grades between 4 and 5 by MEC. There are three academic master's degrees (Law, Education and Dentistry) and two professionals (Business Administration and Development and Family Health). According to the evaluation by MEC, the master's and doctorate in Law are the best evaluated of the State of Rio de Janeiro and occupy the second position nationally.

During the year, there was the consolidation of the Executive MBA, a *premium* product launched at the end of 2017 and aimed at the development of leadership and management. In December 2018, the first professional doctorate in Family Health was approved. Previously, Estácio had already launched the first professional master's degree in Family Health in Brazil.

In addition, Estácio has expanded its offer of inter-institutional master's and doctorate degrees and programs outside its headquarters. With this, partnerships with institutions were made, homologated by Capes, and *stricto sensu* graduation groups offered in other locations, such as Campina Grande (PB), Belém and Goiânia. In 2019, doctorates in Education will be offered outside the headquarters in São Paulo and Goiânia.

The Masters and Doctorate Scholarships Policy from Unesa has collaborated to elevate the qualification of professors with the Post-graduation *stricto sensu* Program. In 2018, we totaled 116 active scholarships in the Program.

R\$ 11 million were made available to support research and extension projects

International and local

Estácio is the private educational institution that invests most in research in Brazil. In 2018, R\$ 11 million was made available to help researchers and 300 scholarships for extension projects. In order to stimulate the deepening of the knowledge of professors and students, Estácio continued the Scientific Initiation and Productivity Research programs. Another project that contributes to the promotion of research is the Estácio Research Seminar. In addition to the presentation of projects linked to institutional research programs and the effective participation of Post-graduation *stricto sensu* Estácio programs, the event offers the integration and communication between researchers of our and other institutions, with the sharing of knowledge produced.

Essential to the academic life, the internationalization of Estácio's scientific production is done by the International Cooperation Office (ACI). The area acts by entering into agreements with foreign institutions, exchanging students and professors, as well as in the development of research with international collaborations. Among the ICA assignments are the identification of opportunities for exchange courses abroad for students and teaching staff and to disseminate international opportunities for research, exchange and education for students and profes-

sors. Based on these purposes, in 2018, Estácio maintained joint activities with the following institutions: Mercer University (United States), Northumbria University (United Kingdom), Universidad de los Andes (Chile), University of Burgos (Spain), University of Porto, Lusíada and the Technical High Education Institute of Lisbon (Portugal), and University of Reims, Champagne-Ardenne (France). The complete list of the partnerships established by Estácio can be accessed at <http://bit.ly/parceriasEstacio>.

It is worth remembering that, in May 2019, Estácio is participating in the Annual Conference of the Association of International Educators (Nafsa), held in Washington (USA). Nafsa is the leading organization for education and international exchange. It works to foster practices and policies that encourage the formation of global citizens with the knowledge and skills required to succeed in the contemporary world.

A photograph of a diverse group of students in a classroom, looking towards the front. The image is partially obscured by a blue overlay containing text.

Highlights in research and scientific production

RESEARCH SEMINARY 2018

150

scientific initiation projects

45

extension projects in the

Unesa Extension Forum

75

Extension projects of the 1st Estácio National Extension Exhibition

14

workshops for capability in surveys

EXTENSION

More than

300

scholarships to teachers

SCIENTIFIC INITIATION

More than

900

Orientation quotas (professors)

More than

500

Initiation scholarships (students)

PRODUCTIVITY SURVEY

More than

190

Professors' quotas

INTERNATIONAL COOPERATION ADVISORY

Around

100

students in 2018 performing academic mobility in foreign institutions

Survey and Extension Policies

GRI 103 | 413, 413-1

In September 2018, we published our Research and Extension Policies, which determine the guidelines for the development and transfer of knowledge produced in universities, also providing assessments on the impact of scientific, technical and cultural activities on local, regional and national development. In the relationship between Extension and Research, there are multiple possibilities for articulation between IES and society.

We had 315 extension projects in progress in 2018, with direct action in the communities, offering assistance actions that foster autonomy and emancipation. These are initiatives that seek to identify local vulnerabilities in order to meet the demands of the community. A considerable part of the extension projects developed prioritize opportunities to guarantee the right to health and education of the communities around the Units in which the projects take place. As an example, we can mention the youth and adult literacy project, started in 2018 and that is already in its second cycle in 2019.

315
social and environmental

impact evaluations
as well as continuous monitoring

50
public disclosures

results of environmental and
social impact assessments

152
service offers
from Estácio courses
to communities

117
partnerships
with local institutions
for the development
of social actions in the
environment of Units

The Research and Extension Policies determine the guidelines for transferring knowledge produced in our educational institutions

National Extension Exhibit

The Estácio Extension Exhibition is an event launched in 2018 and will be held annually. It aims to provide the academic community with a space for the presentation and discussion of extension works, regarding the various areas of knowledge. Started in 2018, it aims to detail and deepen a certain subject in a more practical way.

All these movements result in indirect economic impacts, as we link our brand to fields of excellence and outstanding positions in the national and international scenario. At this point, we highlight the activities of the International Co-

operation Office, which has specific objectives, such as attracting teachers and students from foreign countries to work and study at Estácio; to increase the possibilities of international relations with partner foreign educational institutions; and prepare teachers and students for the internationalization process. GRI 203-2

HIGH SCHOOL

After consolidating our position as one of the largest private higher education groups in the country, in 2018, we moved to operate in the High School segment, with eight Units. In 2019, the network has totaled 14 schools: 13 in the state of Rio de Janeiro and one in Minas Gerais, offering preparation for admission to university and technical professional training for students, focusing on the job market. The new schools are in the city of Rio

de Janeiro, Campo Grande, Santa Cruz, New America and Sulacap; in Nova Iguaçu (RJ) and in Juiz de Fora (MG).

Among the main differentiators of the Estácio School are the faculty's experience and the existing infrastructure in the Units, such as complete libraries and well-equipped laboratories, as well as the use of the Don Bosco education system, whose purpose is to work on intellectual and citizen graduation of students. In order to guarantee absolute quality in the first year of activity of the new schools, we will offer only the 1st grade of High School. Our expectation is to receive 70 new students in each school.

14

High School
Units in
operation,
in 2019



CORPORATE SOLUTIONS

60k

free short-term courses, in several languages

More than 1,500 free courses are available in an online environment as part of the business. Through a partnership with the U.S. Udemy Group, one of the largest in the world in the segment, the company offers short-term training in several areas. There are more than 3 thousand courses in Portuguese and more than 60 thousand courses in several languages. Another partnership, closed with the UOL group, expanded Estácio's offer of free courses. By 2019, the intention is to offer face-to-face language courses, such as Spanish, French and English – for the internationalization of students and of the institution.

Estácio also offers courses developed in a totally customized way for organizations and their employees. The contents are created in partnership with the corporate universities of the companies and the Educare platform, meeting specific demands, but the Institution also offers pre-formatted courses that serve customers at a lower cost. By 2019, the objective is to strengthen institutional relations with the Public Ministry – the Estácio/Femperj agreement and to accredit Estácio as a training institution for the Continuing Professional Education program at the Regional Accounting Council (CRC).

Relationship with students

In the constant effort to improve the academic journey, Estácio has promoted some actions to evaluate the satisfaction of our students with the institution and offer an even better experience. In 2018, the Student Experience Directorate began to direct the work of the Client Committee (which counts on the presence of executives and discusses improvements in processes and products that impact students) to address the specific demands from students. The actions proposed by the Committee, which meet biweekly, are monitored through indicators.

Under the concept named Student's Journey, we began to base the relationship with students on diagnoses made through research, interviews, visits and analyzes carried out after joining the institution, until graduation. In fund-raising, which includes registration and onboarding of the new students, we provide assistance in enrollment and introduction in academic life, as well as working on the awareness, cooperation and training of teachers etc. It was identified that two-thirds of student dropouts in the institution occur in the first 90 days of classes. The course coordinators began to access reports with these points of attention and are able to identify and anticipate problems with promptness. The Journey goes through the academic period and extends until after graduation, with the relationship with students.

ALUMNI PROGRAM

Created in 2013, the Alumni Program stimulates the relationship between the Institution and its students and former students. Actions (such as communication events and initiatives) strengthen ties with classmates and provide networking and professional development opportunities. Benefits are offered to participants, such as an exclusive career guidance service, a job portal with more than 30 thousand companies registered in Brazil, discounts in the second graduation and in graduation courses and the contest academy. Among those students who are completing their graduation courses and who, in turn, will join the gallery of graduates, the ones selected are those who obtained the highest Coefficient of Income (CR), who receive a scholarship for a *lato sensu* post-graduation/MBA course.



Student Club

The Student Club is an initiative by Estácio that establishes partnerships with companies that offer benefits to our students. In an online environment accessed by the Virtual Campus, the Club brings benefits from more than 60 brands. Among the partners, we can highlight Isic, STB, the *O Globo* newspaper, Magazine Luiza, Amil Dental, Gympass and Saraiva.

I Was Part of Estácio and Wrote My History

The project, launched in March 2019, will tell stories of students from Estácio who have achieved professional success after studying at the Institution. The graduates will be able to send videos telling their trajectories: the best narratives will be awarded.

STUDENT SATISFACTION SURVEY GRI 102-43, 102-44

Included in our process of institutional self-evaluation, the Student Satisfaction Survey is conducted semiannually, with the student's voluntary participation. Even so, the historical average of adherence is 70%, which gives us confidence

about the results of the analyzes and the action plans generated. The survey is performed through an online questionnaire and evaluates the satisfaction in the academic, financial and infrastructure fronts. In addition, the survey includes a sociocultural questionnaire, which allows us to know the student profile better.

STUDENT SATISFACTION INDEX (ISA)

SUBMODALITY	2017.1*	2017.2*	2017.1**	2017.2**	2018.1**	2018.2**
Distance Education 100%	4.16	4.20	7.93	7.94	7.95	8.00
Flex	3.94	4.00	7.46	7.58	7.62	7.70
Face-to-face	4.00	4.01	7.61	7.62	7.59	7.70

* Former Scale (Grades 1 to 5)

** Current Scale (Grades 1 to 10).

To maintain the comparison between the history and the transition to the future grades in 2017, the results were made available in the two scales, where the grades were grouped as follows: 1 and 2 = 1; 3 and 4 = 2; 5 and 6 = 3; 7 and 8 = 4; 9 and 10 = 5.

EMPLOYABILITY AND CAREER

In 2018, 80 thousand Estácio students participated in internship programs. An employability survey of 3,000 graduates showed a large trend of area migration among students who entered college already working. More than 50% of them had a salary increase, they changed their area or grew in position, and those who improve their income went from zero to two to two to eight minimum wages. Among the actions aimed at the insertion of students in the labor market, the following stand out:

- 1st Virtual Training and Employment Fair: from November 5 to 9, 2018, Estácio promoted in its Internet portal the virtual event, open not only to the students of the Institution but to university students from all over the country. In addition to offering vacancies, lectures were given on subjects such as entrepreneurship, innovation and crowdfunding.
- Career Month: In October 2018, five lecturers linked to employability gave tips broadcast on-line. We had 5 thousand to 10 thou-

sand views by lectures and later the videos reached 20 thousand views. In 2019, we will hold four virtual seminars.

- CMOV: a career development platform in which students fill their profile and defines their life project. Based on this purpose, the platform helps to make a career planning, with simulations, training and qualifications.
- Careers Blog: in 2018, we reactivated our blog, which provides relevant content on various professions. The platform had 2.4 million views in the year.
- Career Orientation Chat: In 2018, the career counseling service migrated to the call center and we now have eight career assistance chat rooms. Approximately 12 thousand people were assisted in the year.
- Partnership with employers: we signed a partnership with Stefanini, an information technology company that offered 205 vacancies. The employer evaluated the students enrolled and made suggestions on the curriculum. In 2019, we will have a partnership with Banco Itaú.
- Careers Route: an application based on artificial intelligence that helps students to identify their vocations, showing the day to day of various professions in a dynamic and intuitive way.





Nearly 80,000
Estácio students
participated in
internship programs
in 2018

SHARED SERVICE CENTER (CSC)

The CSC (Shared Services Center) is responsible for an administrative backoffice to the other areas of Estácio (Units and Corporate), allowing them to focus on their core activities. The CSC monitors activities related to the care and development of the academic life of our students, with standardized processes and the permanent pursuit of efficiency gains.

CSC INDICATORS IN 2018

SUBMODALITY	Result in 2017	Result in 2018
Essays corrected	233,792	281,123
Contests registered	50,276	54,537
Total number of students served	1. 320,271	1,476,560
Requirements from students met (SIA)	726,896	837,680
Assistance requirements from internal clients met (SEC)	527,746	562,407
Telephone assistance requirements	62,467	71,359
Assistance requirements via chat	3,162	5,114
Payments made	105,775	102,821

Environmental **DIMENSION**

Estácio maintains up-to-date environmental management practices in order to reduce the impacts of its activities on the environment and promote the economy in the consumption of natural resources, energy and materials. The teaching and administrative units have Solid Waste Management Plans (PGRS), an Environmental Management Plan and, where necessary, Effluent Treatment Station (ETE) Maintenance Plans. A strategy at the corporate level seeks to strengthen environmental management and ensure joint progress in aspects such as reducing water, electricity and paper consumption, as well as in selective waste collection initiatives.

In 2018, we reached 62% of the total electricity consumed by the Free Market – a competitive environment for electric power trading, in which participants can freely negotiate all trading conditions. This represents an improvement compared to the percentage of 2017 (50%). A set of 42 Estácio Units participate in the Free Market Project, which won two accessions in 2018: Angra dos Reis (RJ) and Sergipe.

Highlights in 2018

20 Units

with the environmental licensing regularized in 2018, representing an evolution of 20% regarding the indicator

7 grants

regulated for using wells

98% of the Units

scored more than 80% in environmental requisites

100% of the Units have been trained

in the environment, regarding the selective collection and consumption of water and energy themes

94% of the Units have hired

to withdraw residues

100% of the Units

with over 80% compliance of environmental requirements

Reduction of

60% in the quantity of disposable cups, and recycling of 100% of discarded espresso coffee capsules



GASTRONOMY

graduated in Gastronomy from Estácio, today Marcones Deus is a chef and Alejandra Cáceres teaches in the course, in the course at the Tom Jobim (RJ) Campus

The evaluation of these and other environmental requirements is an obligatory item of our Management Excellence Program (PEG), which distributes performance-related points to the results achieved by the Units.

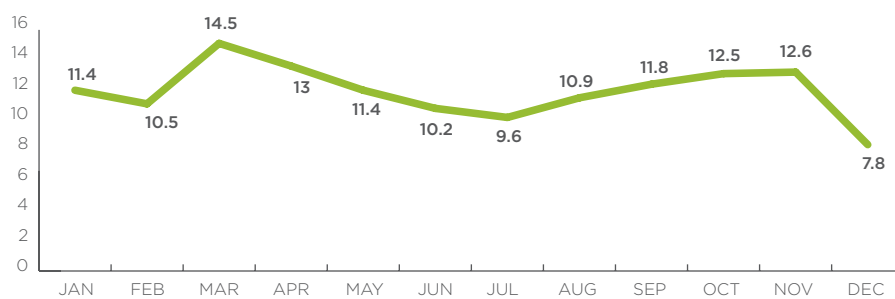
In 2018, we had a great evolution in the implementation of the Solid Waste Management Plans (PGRS). In 97% of the Operational Units, the Plan was implemented, with the prioritization of waste disposal contracts and the selection of specialized companies that will operate in our regional unit. Another important achievement was in obtaining environmental licenses. We had 20 more units with environmental licensing regularized in 2018, a percentage of 20% in the evolution of the related management indicator.

The result of the evaluation of the Environmental Requirements in the Units also had a great evolution: 100% of the Units achieved the result above 80% of the compliance with the checklist. Environmental training was carried out in 100% of the Units, with the subjects selective collection, water and energy consumption.

ENERGY CONSUMPTION

The average energy consumption per student in 2018 was 11.35 Kw/h. It is not possible to make a direct comparison with the consumption of 2017, due to the changes in the student base and the method of calculation: we started to consider only the face-to-face teaching base, in order to facilitate the indicator monitoring by the Units.

ELECTRICITY PERFORMANCE



In 2018, we invested in the purchase of 550 air-conditioning gears to replace already obsolete systems in ten units (São Luís, Boa Vista, Seama, FAP, Iesam, Castanhal, Ribeirão Preto, Via Corvus, Moreira Campos and Madureira). The exchange of equipment contributed to the reduction of electricity consumption in these Units.

Another initiative to reduce consumption began in Rio de Janeiro. A partnership with an external supplier will develop a project to generate distributed energy (solar energy) to supply the low voltage dependencies, such as Presidente Vargas, Plaza XI, Dorival Caymmi, Queimados, Recreio and Teresópolis. The project is expected to generate average savings of 0.26 Mw.

550
new, more sustainable air-conditioning systems have been installed



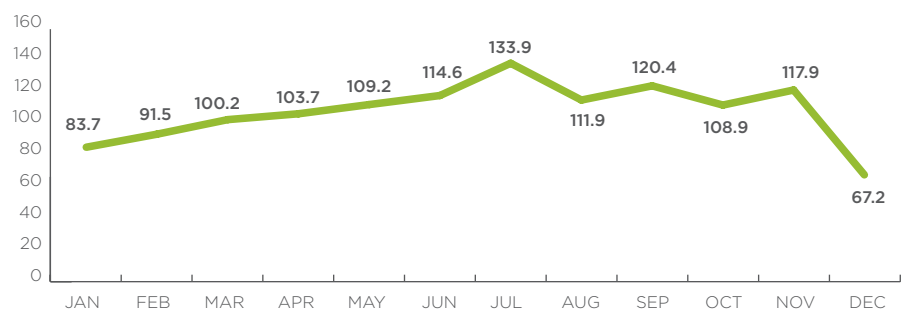
REUSE

Several units have water reuse projects

WATER CONSUMPTION

The average water consumption per student in 2018 remained as 105.3 liters. As in the case of energy consumption, the comparison with previous years is not applicable, since only the face-to-face units were considered. In addition to maintaining communication actions regarding conscious consumption, we began the process of hiring an external company to install flow reduction equipment and monitor the volume consumed.

PERFORMANCE WATER AND EFFLUENTS



All of our Units underwent an environmental management training in 2018

GRI content summary

GRI STANDARD	DISCLOSURE	PAGE/RESPONSE	OMISSION
GENERAL DISCLOSURES			
ORGANIZATIONAL PROFILE			
GRI 102: GENERAL DISCLOSURES 2018	102-1 Organization's name	9	
	102-2 Activities, brands, products and services	9	
	102-3 Headquarters location	9	
	102-4 Operations location	10	
	102-5 Nature of ownership and legal form	9	
	102-6 Markets served	9	
	102-7 Organization's size	9	
	102-8 Information about employees and workers	36	
	102-9 Supplier chain	18	
	102-10 Meaningful changes in the organization and its supplier chain	19, 25	
	102-11 Approach or precautionary principle	#	not applicable
	102-12 Externally developed initiatives	29	
	102-13 Participation in Associations	17	
STRATEGY			
GRI 102: GENERAL DISCLOSURES 2018	102-14 Statement from the senior decision-maker	6	
ETHICS AND INTEGRITY			
GRI 102: GENERAL DISCLOSURES 2018	102-16 Values, principles, standards and behavior standards	10	

GRI STANDARD	DISCLOSURE	PAGE/RESPONSE	OMISSION
GOVERNANCE			
GRI 102: GENERAL DISCLOSURES 2018	102-18 Governance structure	25	
STAKEHOLDERS ENGAGEMENT			
GRI 102: GENERAL DISCLOSURES 2018	102-40 List of stakeholders' groups	13	
	102-41 Collective negotiation agreements	100% of its own employees are covered by agreements	
	102-42 Identification and selection of stakeholders	13	
	102-43 Approach for the engagement of stakeholders	13, 87	
	102-44 Main topics and concerns raised	11, 87	
REPORT PRACTICES			
GRI 102: GENERAL DISCLOSURES 2018	102-45 Entities included in the consolidated financial statements	https://ri.estacio.br/Download.aspx?Arquivo=i4N-pHhQZgD7ddOVquMNR-XA==	
	102-46 Defining report content and topic limits	5	
	102-47 List of material topics	#	
	102-48 Data reformulations	#	
	102-49 Report changes	#	
	102-50 Report period	#	
	102-51 Latest report date	07/20/2018	
	102-52 Report cycle	Report	
	102-53 Contact point for questions about the report	#	
	102-54 Option according to GRI Standards	Essential	
	102-55 GRI content summary	#	

GRI STANDARD	DISCLOSURE	PAGE/RESPONSE	OMISSION
	102-56 External Assurance	None	

GRI STANDARD	DISCLOSURE	PAGE/RESPONSE	OMISSION
MATERIAL TOPICS			
ECONOMIC PERFORMANCE			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	67-71	
	103-2 Management approach and its components	67-71	
	103-3 Management approach evolution	67-71	
GRI 201: ECONOMIC PERFORMANCE IN 2018	201-1 Direct economic value generated and distributed	68	
	201-4 Financial aid received from the government	71	
PRESENCE IN THE MARKET			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	20-21	
	103-2 Management approach and its components	48	
	103-3 Evolution of the management approach	48	
GRI 202: PRESENCE IN THE MARKET 2018	202-1 Variation of the proportion of the lowest initial wage compared to the local minimum wage	48	
INDIRECT ECONOMIC IMPACTS			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	71	
	103-2 Management approach and its components	71	
	103-3 Management approach evolution	71	
GRI 203: INDIRECT ECONOMIC IMPACTS IN 2018	203-2 Significant indirect economic impacts	71, 85	
PURCHASE PRACTICES			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	20-21	

GRI STANDARD	DISCLOSURE	PAGE/RESPONSE	OMISSION
	103-2 Management approach and its components	20-21	
	103-3 Evolution of the management approach	20-21	
GRI 204: PURCHASE PRACTICES 2018	204-1 Ratio of Local Supplier Expenditures to Major Operating Units	21	
FIGHT AGAINST CORRUPTION			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	28-32	
	103-2 Management approach and its components	28-32	
	103-3 Management approach evolution	28-32	
GRI 205: FIGHT AGAINST CORRUPTION IN 2018	205-1 Operations subject to risk assessments related to corruption	29	
	205-2 Communication and training in anti-corruption policies and procedures	30	
EMPLOYMENT			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	36-53	
	103-2 Management approach and its components	20-21	
	103-3 Management approach evolution	20-21	
GRI 401: EMPLOYMENT IN 2018	401-1 Rates of new hires and employee turnover	40	
TRAINING AND EDUCATION			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	42-46	
	103-2 Management approach and its components	42-46	
	103-3 Management approach evolution	42-46	
GRI 404: TRAINING AND EDUCATION IN 2018	404-1 Average hours of training per year per employee	44	

GRI STANDARD	DISCLOSURE	PAGE/RESPONSE	OMISSION
	404-2 Continuous learning programs for employees and preparation for retirement	34	
	404-3 Percentage of employees who regularly receive performance analyzes and career development	48	
LOCAL COMMUNITIES			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	84	
	103-2 Management approach and its components	84	
	103-3 Management approach evolution	84	
GRI 413: LOCAL COMMUNITIES IN 2018	413-1 Operations with implemented programs of local community engagement, impact assessment and local development	59-84	
SOCIOECONOMIC COMPLIANCE			
GRI 103: MANAGEMENT APPROACH IN 2018	103-1 Explanation of the material topic and its limits	28-32	
	103-2 Management approach and its components	28-32	
	103-3 Evolution of the management approach	28-32	
GRI 419: SOCIOECONOMIC COMPLIANCE IN 2018	419-1 Noncompliance with social and economic laws and regulations	There were no cases recorded in 2019	
INNOVATION			
GRI 103: MANAGEMENT APPROACH IN 2017	103-1 Explanation of the material topic and its limits	64-65	
	103-2 Management approach and its components	64-65	
	103-3 Management approach evolution	64-64	

CREDITS

Developed by Estácio

4200 Avenida das Américas Block 05,
3rd Floor

—

Barra da Tijuca - RJ
Zip: 22640-907
www.estacio.br

Coordination

Vice Presidency of Institutional
Relations and Sustainability,
Partnership and Social
Responsibility Directorate

GRI Consulting, Writing and Design

rpt.sustainability

www.reportsustentabilidade.com.br

Photography

Anna Fischer and Advertising /
Estácio Image Bank

Review

Alicia Toffani



Estácio