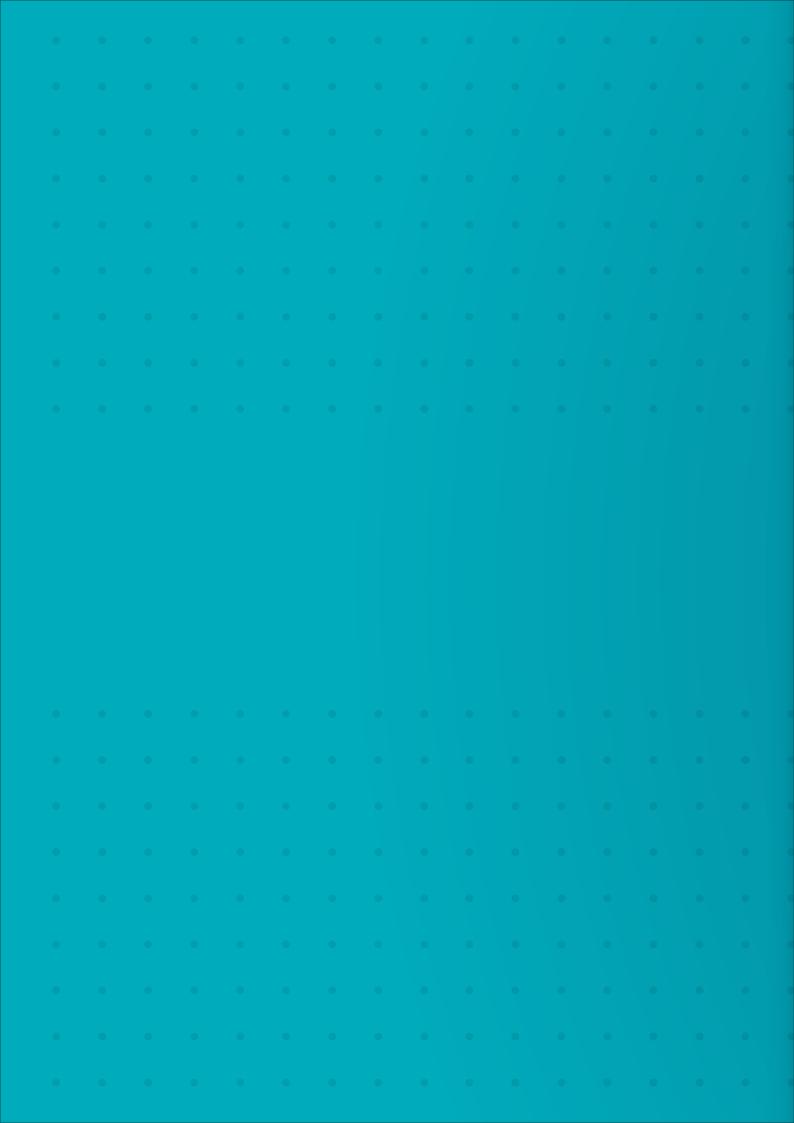






YDUQS
SUSTAINABILITY
REPORT
2019



YDUQS SUSTAINABILITY REPORT 2019

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Introduction

In July 2019, Estácio Participações changed its corporate name to YDUQS, an evolution that consolidates the 50-year tradition of Estácio in education and prepares the group for a future of growth. The creation of YDUQS marks a new era in the history of one of the largest private higher education groups in Brazil. In preparing for the acquisitions that would take place throughout 2019 and 2020, the Estácio Group rethought its strategy and positioning in the market, keeping students as the main focus of its value proposition. The creation of YDUQS, the expansion of the network, changes in management, and growth prospects are summarized in this Report, which brings together the main events of 2019 for the Estácio brand and the Company's performance in its five sustainability Contexts: Governance, Social, Economic, Education and Environmental.

Built in accordance with the Global Reporting Initiative (GRI) methodology, the 2019 Sustainability Report presents details on the recent acquisitions of Higher Education Institutions (HEI); advances in the field of governance and compliance; the main financial results for the year; the highlights of people management and in the educational field; and socio-environmental responsibility initiatives. The qualitative and quantitative data in the content refers to the Estácio Business Unit, the only one in operation throughout 2019. Except for specific information explicitly highlighted in the text, the performance indicators refer to Estácio operations and were not influenced by the introduction of the new brands as of October 2019. GRI 102-46, 102-50

YDUQS thanks everyone who contributed to the 2019 results, and to the development of the content of this Report, and wishes students, teachers, administrative staff, suppliers, partners, and investors a good reading.



Interview with the CEO GRI 102-14

REMARKABLE YEAR

Eduardo Parente led intense changes in his first year at the helm of YDUOS

Eduardo Parente lived in 2019 his first full year as CEO of YDUQS - he took office in December 2018. In his own words, it was "a remarkable year". The Company has undergone several transformations in the period, including the presentation of the YDUQS brand, which will allow an unprecedented expansion and diversification, in a way never seen before in Estácio's 50-year history. In the interview below, Parente ponders about the main achievements and challenges of 2019 and the prospects for the future of one of the largest private higher education groups in the country.

WATCH

the video from YDUQS CEO, Eduardo Parente



If you could briefly summarize your impressions of your first year leading YDUQS, what would be the highlights?

It was a remarkable year. We have maintained a good level of performance, focused on the growth of two areas in which Brazil has significant needs: distance learning education and Medicine. There is a shortage of physicians, so our strategy is to expand Medical Units, particularly in the countryside. In online learning, we serve a huge number of people who have not had the opportunity to study and who are now returning to it, with the offer of high-quality distance learning education - as MEC evaluations show.

Comment about the creation of the YDUQS brand, and what it means for the future of the Company.

We created YDUQS in 2019. Much more than a brand, we have introduced a new concept to our business and gained much more freedom to grow in a diversified manner. Estácio has a very beautiful history, a good vision - offering quality education, not only for the elite. But we have reached a time when, in order to grow even more, we need greater freedom. We are talking about distance learning education, helping other institutions with our technology. We will consolidate this movement with the creation of the Premium Units, Digital Content and Whole Life. We will use these segments to bring distance learning education to more people, in other ways, depending on the purchasing power of each region, the physical access that people have to the material. The growth rate of these Units will be strong, maintaining balance in the face of the losses from the Student Financing Fund (Fies) in 2020, and standing out intensively from 2021 onwards.

Within this context, major acquisitions were made in 2019.

Financially, we were able to mitigate the effects of the economic crisis and the reduction of Fies. This gave us the strength to pursue new acquisitions. We had a timid presence in the interior of São Paulo, and acquired a very strong brand in the region, Unitoledo. It was the first time that an institution was acquired and did not become Estácio. With the absorption of Adtalem, more than 100 thousand students were received, at institutions of great tradition. It is an acquisition that brings very qualified content.

How does YDUQS intend to democratize all this quality?

It is an expensive education, it goes far beyond what most Brazilians can afford. But, when this quality is brought to distance learning education, we are able to put this level content in all of our classrooms, throughout Brazil. Whether in distance education, or in the use of digital resources in didactic material, which greatly raises the level of experience of the student. They are contents with a very sound didactics, highly qualified, but accessible and attractive to all students.

How has YDUQS considered the different profiles and experiences of students in the expansion of digital resources in teaching?

We seek to encourage much more active student participation in the educational process. People live in a digital world today, many of them do not have the habit of reading, or the necessary free time. Our digital content is based on this reality. We encourage students to access digital content before coming to class - watching a video, listening to a *podcast*. And it transforms the classroom; the student arrives better prepared, with their curiosity aroused.

Regarding financial performance, how do you evaluate the year's results?

In recent years, we have been on a path to reduce costs and waste, which was important for us to continue offering quality products at affordable prices. And we also have an obligation to pay back to the shareholders, who believe in us. In 2019, we achieved a very competitive level of profitability. Due to the drop in the entrance of Fies students, we knew that 2018, 2019 and 2020 would be hard years in financial terms. But we have managed to maintain a recipe very similar to the previous level.

"We will lead the transformation of Higher Education in Brazil"

Last but not least, what are the priorities for 2020 and the coming years?

We will continue to invest in our distance learning education format - a winning model - with the absorption of professionals of the highest standard, to produce content for digital media. This strategy will affect the remote student, as well as the on-campus student, and change all of our Units, all of our classrooms. This content will be constantly updated and presented in a language that young people are familiar with. This helps the teacher to ensure that students are better prepared before each class. The new licenses and the increased number of Medicine vacancies and the expansion of the capillarity of our network, in on-campus and distance learning education, are also very relevant topics. In view of the dimension of our network, our size and our geographic presence, these developments will contribute to the improvement of Brazilian education as a whole. Once again, through innovation, we will lead the transformation of Higher Education in Brazil.



A new era began in 2019 with the creation of YDUQS, which was born as one of the largest private higher education groups in Brazil

PROFILE

YDUQS

YDUQS is one of the largest private higher education groups in the country, bringing together a university, 13 university centers, 53 accredited colleges, and 933 distance learning education (EAD) hubs accredited by the Ministry of Education (MEC). With administrative headquarters in the city of Rio de Janeiro (RJ) and Units in all Brazilian states and the Federal District, YDUQS was officially created in July 2019, signaling the beginning of a new era for Estácio Participações S.A., a publicly held corporation organized in March 2007. Considering all the institutions together, the student base in 2019 was 570.3 thousand students. GRI 102-1, 102-3, 102-5, 102-7

The creation of YDUQS will allow a broad and more diversified expansion of the education network, preserving brands with an important presence in regional markets, and making it possible to reach new segments of students, all without losing focus on the main target audience: middle and lower middle class workers, seeking opportunities for professional development and access to quality private education.

WATCH

the video of the YDUQS Manifesto





ISABELLE CRISTINA RETAMIRO CRUZ

Artistic Gymnastics Athlete, member of the Estácio Team and student of the Physical Education course.



Strategic values GRI 102-16

These are the guidelines that govern all YDUQS activities and the search for educational excellence

YDUQS will transform the panorama of higher education in Brazil through innovative teaching, which incorporates the digital reality of our time with offers for all profiles and stages of adult life, across the country.

We value governance, diversity and innovation. YDUQS was already born with a majority presence of female in management positions, several mechanisms so that everyone has a voice and space in the organization, and one of the teams with the highest qualification and education level in the country.

By bringing analog to digital, YDUQS combines academic quality with an unprecedented scale. Like few other organizations, YDUQS has the opportunity to work for a better future for millions of Brazilians, leaving its mark on people, in cities, across the country.

New brand and expansion in 2019

GRI 102-10

In 2019, Estácio Participações adopted its new name, YDUQS, to invest in resources in existing businesses, build different positions through new brands, and develop new businesses. The name is based on the combination of the letter "Y" - representing the first generation 100% connected - with the EDUX sound, highlighting the focus on education. The "Y" also represents the sign of "thumbs up", "positive", "OK" ("Formou") in digital language.

In September 2019, YDUQS announced the acquisition of Centro Universitário Toledo, an HEI founded in 1966 in Araçatuba (SP), which has 5,300 students (on-campus modality) and offers 25 undergraduate and 18 postgraduate courses. The acquisition was approved by the Administrative Council for Economic Defense (Cade) in October 2019. For the first time, the original name of the absorbed institution was maintained, taking advantage of the leading position that Unitoledo maintains in its region (northwest of the State of São Paulo) and the strength of its reputation as a university center.

The following month, the acquisition of Adtalem Educacional do Brasil, the 10th largest private Higher Education group in the country was announced to the market. The merger was approved by Cade, without restrictions, in April 2020. With the acquisition, YDUQS now has in its network Ibmec - one of the most respected business schools in the country - Damásio Educacional, leader in Law and preparatory courses for the diplomatic career, and Wyden Educacional with 9 educational institutions (classroom and distance courses in undergraduate and postgraduate courses, in addition to Medicine, with a strong presence in the Northeast region). The acquisition represents an increase of 20 campuses and more than 170 distance learning franchises located in 11 states, bringing together approximately 102 thousand students.

The acquisitions in 2019 contribute to consolidate YDUQS' position in the higher education market, and enhance the reach over other audiences and geographic regions. In addition to reinforcing undergraduate studies, with emphasis on the expansion of Medicine courses, the diversification of the portfolio creates new opportunities for advancement in distance learning, and brings together institutions of recognized academic excellence and consolidated brands.



considering all business verticals, about 1,100 EAD (distance learning) hubs



with around 310 thousand in the online modality



YDUQS in 2020 GRI 102-2, 102-4, 102-6

Estácio

Individually, the major brand of Brazilian Higher Education turns 50 in 2020, with the Universidade Estácio de Sá (UNESA), 12 university centers and 35 colleges, in 23 states and in the Federal District, and presence in the entire national territory through distance learning education

CAMPUSES: 93

PRESENCE: 23 States

AM, RR, AP, PA, GO, MS, MT, PR, SC, RS, RJ, SP, MG, ES, MA, PI, CE, RN, PB, AL, PE, SE, BA and Federal District

Ibmec

With about 14 thousand students, Ibmec provides excellence in the management and business areas, with a portfolio that comprises undergraduate courses in the areas of knowledge of Business, Law, Finance, Economics, Engineering, and Marketing, postgraduate courses, MBA, LLM and Masters

CAMPUSES: 4

PRESENCE: 3 States RJ, SP, MG and Federal District

Unitoledo

Headquartered in Araçatuba, it is one of the most prestigious Higher Education institutions in the State of São Paulo, with high quality indicators and nationally reputed courses, such as Law

CAMPUS: 1

PRESENCE: 1 State

SP

YDUQS is structured around four large Business Units, which are supported by a corporate structure

On-campus **Learning**

Activities:

Face-to-face undergraduate studies

Estácio, Wyden and Unitoledo

Distance

Learning Education

Activities:

Undergraduate, postgraduate studies, preparatory, B2B and short term courses

Estácio, Wyden, Unitoledo, Damásio, Ibmec

Premium **Units**

Activities:

Undergraduate, postgraduate studies and Medical School

Estácio, Ibmec and SJT Med

Ensine.Me

Activities:

Undergraduate studies, preparatory, B2B and short term courses

All YDUQS Business Units

Wyden

System with nine educational institutions, with presence concentrated in the Northeast and North regions, and approximately 54 thousand students

CAMPUSES: 9

PRESENCE: 8 States AM, PA, MA, CE, PI, PE, BA, SP

SJT Med

With more than 20 years of existence, the SJT offers preparatory courses in Medicine, in the on-campus, telepresence, and online modalities

CAMPUSES: 27

PRESENCE: 23 States

AC, AM, RR, AP, PA, MG, MT, PR, SC, RS, SP, RJ, ES, MG, TO, MA, PI, RN, CE, PB, PE, SE, BA, and Federal District

Clio

Created in 2003, in the city of Rio de Janeiro, it has become a major national reference in the preparation for diplomatic careers, with approximately 500 students in its current base

CAMPUSES: 22

PRESENCE: 21 States
AM, RR, AC, RO, AP, PA, MS, MT, TO, PR, SC, RS, SP, MG, ES, MA, PI, RN, PE, SE, BA, and Federal District

Damásio Educacional

Turning 50 years in 2020, alongside Ibmec and Estácio, the institution is one of the most respected in the country when Law is concerned

FRANCHISES: 170

PRESENCE: 100% of the national territory

Estácio, Damásio and Ibmec: 50 years of history

In 2020, three of the YDUQS institutions - Estácio, Ibmec, and Damásio Educacional - turn 50 years of foundation. Since 1970, each of them has been taking its own and remarkable path in the Brazilian Higher Education scene. Estácio has become one of the largest private educational groups in the country. Ibmec provides excellence in several educational areas. And Damásio has built a sound reputation in the field of Law and preparation for civil-service examinations. These are three of the most important brands in the Brazilian education market, which add prestige, geographic reach, and innovation to YDUQS value proposition.

WATCHEstácio 50 years



Created from an innovative pedagogical project, designed by Judge João Uchôa Cavalcanti Netto, Faculdade de Direito Estácio de Sá (Estácio de Sá Law School) was established in Rio de Janeiro in 1970. Two years later, with the absorption of new courses, it became Faculdades Integradas Estácio de Sá; in 1998, already as a university, it started expanding to other states. Pioneer in the dissemination of distance learning education (EAD), Estácio fulfills its mission - Educar para Transformar (Educating to Transform) - with more than 8 thousand teachers who offer quality higher education, in accessible conditions, to an audience that exceeds half a million students, in 23 Federation states.

WATCH

the video of the YDUQS VP of Government Relations, Sustainability and Communication, Cláudia Romano





Founded in Rio de Janeiro as the Instituto Brasileiro de Mercado de Capitais (Brazilian Institute of Capital Markets), Ibmec reaches 2020 internationally recognized for its academic excellence in areas of knowledge such as Business, Law, Finance, Economics, Engineering, and Marketing. After its consolidation in the 1970s, in 1985 it launched the first MBA in Finance in Brazil, in Rio de Janeiro. The regional expansion started in 1987, with a Unit in São Paulo, and proceeded to Minas Gerais in 1991. In 1999, already independent from the Institute, the institution adopts the acronym lbmec, as a trademark, and continues its growth, opening new Units and undergraduate and postgraduate courses. In 2015, it became part of the group Adtalem Educacional do Brasil; in 2019, it was absorbed by YDUQS.



WATCH Ibmec 50 years

Courtyard of the Damásio headquarters in the district of Liberdade in São Paulo (SP)

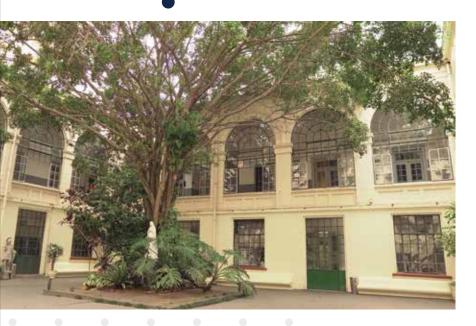
WATCH

the video of Vice

Operations, Thiago

President of Premium

The three leading institutions in the higher education scenario were founded in 1970



In the same year of 1970 when Estácio and Ibmec emerged, Damásio Educacional was founded in the city of Bauru (SP), the first institution in Brazil to offer preparatory courses for legal careers. With a focus on teaching Law, and on academic tutoring for civil-service examinations, it has become a reference in undergraduate and postgraduate studies, preparatory courses for the Brazilian Bar Association (OAB) examination and for public careers. Holder of the OAB Recomenda seal from 2010 to 2016, Damásio today gathers more than 50 thousand students in 25 states and the Federal District.

Materiality GRI 102-44

YDUQS periodically conducts a process to identify and prioritize aspects that reflect significant impacts (economic, environmental and social) of the Company on its *stakeholders*. The work includes a list of strategic subjects, referred to as list of material topics, based on sector-specific studies and relevant internal documents. These topics should guide YDUQS' sustainability management and reference the Company's relationship with its *stakeholders* and society in general.

In 2020, to reflect the transformation experienced by the company, a new materiality process was conducted with the support of an external consultancy company. The following Estácio stakeholders participated in the engagement process, carried out through online inquiries: students (on-campus and distance learning), employees (administrative and faculty), own and partner distance learning hubs, as well as YDUQS shareholders and investors, the press, employers, government representatives, and High School students. The members of the Executive Board and two representatives of the Board of Directors were interviewed in person.

The aspects highlighted by the audiences were summarized and submitted to validation by YDUQS top management. The result was a list of eight material topics, presented in the table opposite - which also shows the correlation of the topics with the United Nations (UN) Agenda 2030 Sustainable Development Goals (SDGs). The list with the definition of the SDGs can be found on page 97.



Representatives of the various groups of stakeholders are consulted regarding their impressions on the selected topics and their relevance to the Higher Education segment. The data obtained is analyzed and brought together with the opinions of YDUQS executives. This analysis is the basis for a final list of material topics, which is validated by the Company's top management.

The Vice President of Government Relations, Sustainability and Communication, Cláudia Romano, with the Director Maurício Luís Luchetti. Top right, Director Igor Xavier Correia Lima is interviewed for the materiality process



THEME GRI 102-47, 103-1	DESCRIPTION	RELATED GRI TOPICS	CORRELATION WITH THE SDGS
Cultural programs, social and outreach projects	Socio-environmental and educational actions, involving the surrounding communities or the city where the <i>campuses</i> are located	413-1	4 10 16 17
Human and organizational development	Career management; training and development of employees and faculty; preparation of employees for retirement; incentive to volunteering; attracting and retaining talent	401-1 404-1 404-2 404-3	4 5 8
Development of the regions where it operates	Socio-environmental risk management; indirect economic impact; social impact in the vicinity of the campuses; promotion of local commerce; traffic (mobility) and security (violence) in the vicinity of the campuses	203-2 413-1 204-1 202-1	8 10 11
Innovation and Technology	Platforms and tools; distance learning education (EAD); investments in technology applicable in the classroom; modernization of laboratories and connectivity on campuses; support to startups that were born within institutions		8 9 12
Democratization of access to education	Access to education; participation in discussions related to public policies to democratize access to Higher Education; scalable and quality portfolio of courses; quota policy; scholarships; inclusive special education - accessibility to content for the visually and hearing impaired	203-2	4 8
Quality of teaching and services offered	Learning journey; course evaluation; pedagogical support; quality of academic libraries and services; MEC recognition; student experience; quality of the physical structure (air conditioning, miscellaneous equipment, teaching material, and interconnectivity), hospitality, and student service channels	102-43 102-44	4 12
Employability and Entrepreneurship	Employability of students during undergraduate studies and after completing the course; theoretical and hands-on teaching; student support in the search for paid internship; partnerships with companies; incentive to entrepreneurship		4 8
Scientific Production and Research	Access to funds and grants; investments in laboratories and research centers; organization and participation in events, seminars and conferences; international partnerships and exchanges	203-2	4 9 12

Relationship with stakeholders GRI 102-43



Specific relationship and communication channels are used for each group of *stake-holders*, in order to create a responsible and transparent engagement with Estácio's

stakeholders. The following table defines the main groups and the forms of targeted communication:

Group of stakeholders GRI 102-40, 102-42	FORMS OF COMMUNICATION AND RELATIONSHIP
Students	Student Virtual Campus, Formou Estácio Blog, Job Position Portal, Estácio Careers Portal, Estácio Application, Estácio Virtual Assistant (EVA), email marketing, SMS, WhatsApp, secretariats, Unit actions, academic managements, call center, Estácio Portal, call me now, presence on social media (Facebook, LinkedIn, Instagram, YouTube), and YDUQS Sustainability Report
Graduates	Job Position Portal, Estácio Careers Portal, LinkedIn Estácio, Estácio Portal, <i>call center</i> and <i>chat</i> for career guidance, YDUQS Sustainability Report
Administrative employees	Intranet, Comunicare (internal social media), <i>email</i> , Facebook, Instagram, YouTube and LinkedIn, YDUQS Sustainability Report
Faculty	SIA, Intranet, <i>email</i> , Comunicare (internal social media), Facebook, Instagram, YouTube and LinkedIn, YDUQS Sustainability Report
Distance learning Partners Hubs	Process manual, FAQ, Service catalog, Electronic Calling System (SEC), telephone IVR, Distance Learning Operations Portal, Comunicare, Hub Operational Training Program, email, chat, broadcast meetings, WhatsApp Business, Estácio Portal, Facebook, Instagram, YouTube, LinkedIn, and YDUQS Sustainability Report
Company	Press release, social media (Facebook, LinkedIn, Instagram, YouTube), RI Portal, advertising in all media (outdoor, TV, radio, print, busdoor, urban furniture, etc.), email marketing, Estácio Portal, and YDUQS Sustainability Report
Investors	YDUQS Portal and content available in the following media: YDUQS Sustainability Report, Notices to the Market, Material Facts, Investors Day, Field Trips, Road Shows, Conference Calls, and other documents filed with the Securities and Exchange Commission (CVM), such as the Shareholder Newsletter, Corporate Presentations, and Analyst Presentations



ESTÁCIO CAREERS PORTAL

Use the QR Code beside to access the portal with your *smartphone*



95%

positivity index of mentions of Estácio in the press and social media

POSITIONING IN THE MEDIA

The press and social media channels were monitored and treated on a monthly basis through the indicator IP - Impact and Perspective (created by the company .MAP), which monitors the quality of the impact of information, as well as public perceptions of what we disclose externally.

At the end of 2019, the accumulated IP index in the press was 95% positive, excellent, and that of the Social Media was 66% positive, good. The demands deemed "press and social media crises" are immediately dealt with by the dedication of the corporate communication team, including a network

of 23 advisors distributed in the different operating areas and the responsible sources. In December 2019, Estácio was also chosen as the public's favorite university in the city of Rio de Janeiro, in the Marcas dos Cariocas 2019 survey, conducted by the newspaper *O Globo*.

Estácio Journalism Award 2019

WINNERS

Use the QR Code to access the Award website



The ninth edition of the Estácio Journalism Award, held in November 2019 in Rio de Janeiro, awarded regional and national articles on Higher Education, published in print media (newspapers and magazines), internet, radio and television. In 2019, the award broke the record for submissions: 470, 40% more than in the previous edition.

Among the applicants, the panel of judges elected 24 finalists who competed in nine categories, with prizes ranging from BRL 10,000 (regional media), BRL 15,000 (national media), and BRL 25,000 (Estácio Grand Prize). The big winner of the evening was GloboNews' series "Financing and quality of Public Universities". The complete list of

winners and the history of the Estácio Journalism Award can be found at www.premioestaciodejornalismo.com.br.

In almost a decade of existence, the Award has already gathered a collection of more than 2 thousand features. In addition to promoting journalistic coverage on Higher Education - broadening the debate on its importance -, the Award also includes the participation of students and professors from Estácio's Communication courses at various stages of production, enabling new experiences, and preparing students for the labor market.

Governmental relations GRI 102-13

YDUQS government relations are conducted by the Vice Presidency (VP) of Government Relations, Sustainability and Communication, which takes care of the relationship with the regulators of higher education, the contact with associations in the private education sector, and government relations in the federal, district, state and municipal spheres. This includes instances such as the Ministry of Education (MEC), the National Council of Education (CNE), the National Institute for Educational Studies and Research "Anísio Teixeira" (Inep), the National Fund for Educational Development (FNDE), and Coordination for the Improvement of Higher Education Personnel (Capes). The work

representing the higher education sector (such as the National Association of Private Universities - Anup, and the Brazilian Association of Maintainers of Higher Education - Abmes) contributes to the strengthening of the Higher Education Institutions of the YDUQS Group. The audiences promoted by the VP of Government Relations, Sustainability and Communication have a great influence on attracting students through the signing of agreements with various institutions from public and private sectors.

The Vice Presidency of Government Relations, Sustainability and Communication addresses relations with the government at municipal, state, federal and Federal District levels

mainly covers the monitoring of legislative and normative proposals in topics related to higher education and related subjects, maps of situations, participation in thematic commissions, and monitoring and support to regulatory processes.

Institutional dialogue with associations

From left to right, Lucas Matos, Reception
Manager at AVSI BRASIL, Neilza Firmino,
Social Work Coordinator at Estácio, Suellen
Silva, Commercial Manager at Estácio, Rosiane
Rodrigues, Academic Pro-Dean at Centro
Universitário Estácio da Amazônia (Amazon Estácio
University Center), Col. Pedro Souza Holanda,
Brazilian Army, Filipe Guedes, YDUQS Government
Relations Manager, Brena Lage Linhares, Dean of
Centro Universitário Estácio da Amazônia, and
Raimundo Nonato, Financial Administrative ProDean of Centro Universitário Estácio da Amazônia.

Highlights from the institutional agenda

Among the recent activities on the government relations agenda, the following stand out:

» TECHNICAL VISIT TO ACOLHIDA OPERATION (RR)

The visit to Roraima aimed at knowing the work of the Brazilian government with Venezuelan immigrants entering Brazil through the state border, and understanding about the proposal of technical cooperation among the Rectory of the Centro Universitário Estácio da Amazônia, the Ministry of Defense (Humanitarian Logistics Task Force), the Public Defender's Office in Roraima, the Public Defender's Office of the State of Roraima, the Court of Appeals of the State of Roraima, the National Committee for Refugees from the Brazilian Institute of Family Law, and the Center for Legal Studies of Roraima.

The actions of the Centro Universitário Estácio da Amazônia were the result of an agreement for the provision of voluntary internship by the institution academe. During four days, Nursing students treated about 600 immigrants, with support for medical care, screening, nursing consultation, medication administration, and verification of vital signs. Social Work students conducted lectures on family planning. Law students provided consultancy regarding the necessary documentation that immigrants need to submit in order to obtain refuge or temporary visa. Teachers and students from the Business Administration, Architecture, Accounting, Physical Education, Engineering, Physiotherapy, Literature and Nutrition courses also participated in the Operation.

» STRATEGIC MEETING WITH THE MINISTRY OF DEFENSE

In July 2019, representatives from the VP of Government Relations, Sustainability and Communication presented Estácio's Social Responsibility Program at the Division of Programs and Projects for Social Inclusion through Sports of the Military Sports Department of the Ministry of Defense.



» AGREEMENTS IN RIO DE JANEIRO

In November, commercial agreements were entered into with the Associations of Members of the Public Prosecutor's Office of the State of Rio de Janeiro (Amperj) and of the Civil Servants of the Public Prosecutor's Office of the State of Rio de Janeiro (Assemperj), benefiting approximately 4,500 public prosecutors and civil servants from the State of Rio de Janeiro. The meeting was attended (in the photo above, from left to right) by Filipe Guedes, YDUQS Government Relations Manager, Virgílio Panagiotis Stavridis, Rio de Janeiro State Prosecutor and Amperi Vice President, Ertulei Laureano Matos, Public Attorney of the State of Rio de Janeiro and President of Amperi, Eduardo Parente, CEO of YDUQS, Flávio Sueth Nunes, President of Assemperi, Cláudia Romano, VP of Government Relations, Sustainability and Communication at YDUQS, Humberto Dalla Bernardina de Pinho, Rio de Janeiro State Prosecutor and Cultural Director of Amperi, and Maria Goldberg, YDUQS Legal Counsel.

The management structure, leaderships and tools of ethics and integrity of YDUQS

Governance Context

YDUQS maintains the same commitments to transparency and good corporate governance practices that have characterized Estácio's history. The Company values ethics in its relationship with employees, students, suppliers, shareholders and directors, and other stakeholders. As a company listed at level 2 of differentiated governance practices in B3's Novo Mercado since 2008, YDUQS continuously improves its management, endorsed in the recommendations of the Brazilian Association of Listed Companies (Abrasca) and the Brazilian Institute of Corporate Governance (IBGC).

The performance of the Company at all levels complies with the rules of the Code of Ethics and Conduct, revised in 2016, and which clarifies the type of behavior required of management, members of the Fiscal Council, and all employees. The disclosure

of the Code's guidelines is permanent, with an annual calendar of actions that includes induction for new professionals, awareness campaigns, and training. In addition, the Anti-Corruption Code, in line with the provisions of Anti-Corruption Law 12.846/13, summarizes the ethics guidelines aimed at preventing acts of active or passive corruption in the relationship with public or private agents.

In addition to these Codes, YDUQS has several documents that formalize its governance practices, such as Articles of Incorporation, the Securities Trading Policy, the Material Fact and Act Disclosure Policy, and the Related Party Transactions Policy. All of these documents are available for reference on the website www.yduqs.com.br (section "Corporate governance", under "Bylaws, policies and regulations").





Governance structure

The governance structure at YDUQS provides for the following joint management bodies: GRI 102-18

- » BOARD OF DIRECTORS, which is responsible for setting the general direction of the Company's business, supervising the officers' management, and approving the Business Plan and the annual budget, among other duties;
- » EXECUTIVE BOARD (STATUTORY), which guides and supervises the general management of the Company, and prepares the planning of the company's strategy and activities;
- » FISCAL COUNCIL, which reviews and approves financial and accounting statements and other relevant documents.

The highest management body of YDUQS, the Board of Directors is advised by four committees, three of which are statutory (Academic, People and Governance, and Audit and Finance Committees) and one non-statutory (*Performance* Monitoring Committee). These committees support the strategic decision-making process in a shared manner, and propose short-, medium-and long-term solutions.

YDUQS Executive Board in December 2019. Above, from left to right: Marcel Desco, Felipe Araújo, José Aroldo Alves, Eduardo Parente and Adriano Pistore

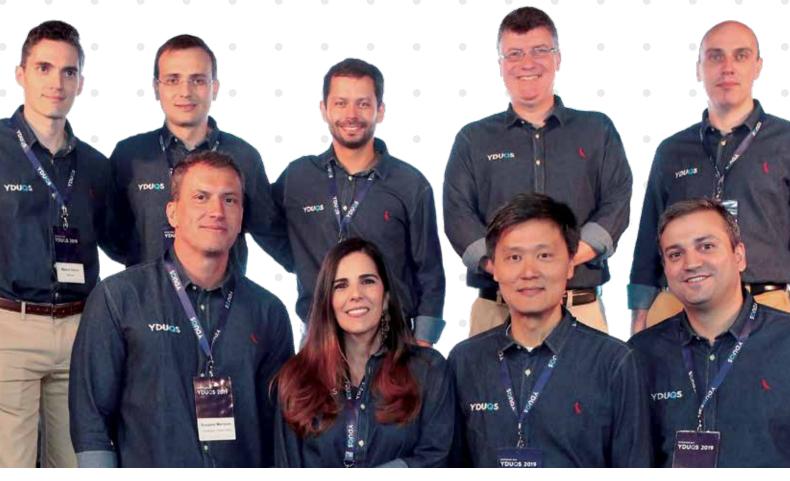
Below, from left to right: Rossano Marques, Cláudia Romano, Eduardo Haiama and Alexandre Aguieiras

BOARD OF DIRECTORS

It consists of a minimum of five and a maximum of nine members, all of them share-holders, elected at the Shareholders' Meeting for a two-year term of office, subject to reelection.



Thiago Sayão, VP of Premium Operations at YDUQS, joined the Executive Board after the absorption of Adtalem



LEARN +

The qualifications of the members of the management bodies, as well as the composition of the advisory committees of the Board of Directors, can be found on the *website* www.yduqs.com.br

MEMBER	POSITION	END OF TERM OF OFFICE	
Juan Pablo Zucchini	Independent President	4/24/2020	_
Igor Xavier Correia Lima	Independent Vice President	4/24/2020	
Jackson Medeiros de Farias Schneider	Independent member	4/24/2020	_
Eduardo Luiz Wurzmann	Independent member	4/24/2020	Until the
Osvaldo Burgos Schirmer	Independent member	4/24/2020	Annual Shareholders' Meeting (ASM) in
Brenno Raiko de Souza	Independent member	4/24/2020	_ 2022
Maurício Luís Luchetti	Independent member	4/24/2020	
Flavio Benício Jansen Ferreira	Independent member	4/24/2020	_
Claudia Sender Ramirez	Independent member	4/24/2020	_

EXECUTIVE **BOARD** (STATUTORY)

It must be composed of a minimum of three and a maximum of eight members, being a Chief Executive Officer, a Chief Financial Officer, a Chief Teaching Officer, and the other Officers without a specific designation. The Executive Officers are elected by the Board of Directors for two years and can be removed from office at any time.

MEMBER	POSITION	DATE OF ELECTION	END OF TERM OF OFFICE		
Eduardo Parente Menezes*	Chief Executive Officer	5/6/2020	Until the 1st meeting		
Eduardo Haiama*	VP of Finance & Investor Relations	5/6/2020	of the Board of		
Adriano Pistore*	VP of On-campus Operations	5/6/2020	Directors that takes place after the		
José Aroldo Alves Júnior*	VP of Online Operations	5/6/2020	ASM of 2022		
Cláudia Romano	VP of Government Relations, Sustainability and Communication	-	-		
Alexandre Aguieiras	Chief Digital Content Officer	-	-		
Rossano Marques	VP of Corporate Operations	-	-		
Felipe Araújo	Chief People & Management and Integration Officer	-	-		
Thiago Sayão	VP of Premium Operations				
Marcel Desco	Chief Sales and Marketing Officer	-	-		

^{*}Statutory Executive Board (information updated in June 2020).

FISCAL COUNCIL

Of a non-permanent nature, it is elected only at the request of shareholders at the Shareholders' Meeting.

MEMBER	POSITION	DATE OF ELECTION	END OF TERM OF OFFICE
Pedro Wagner Pereira Coelho	Effective member	4/24/2020	
Julio Cesar Piña Garcia Rodrigues	Alternate member	4/24/2020	-
Jorge Roberto Manoel	Effective member	4/24/2020	- - - -
Gustavo Matioli Vieira Janer	Alternate member	4/24/2020	- Until AUG/2021
Regina Longo Sanchez	Effective member	4/24/2020	-
Saulo de Tarso Alves Lara	Alternate member	4/24/2020	-

Compliance and integrity

GRI 103 | 205

YDUQS observes all the rules of the Brazilian Securities and Exchange Commission (CVM) and B3 in the management of its compliance and integrity. Since 2017, these topics have been addressed with all stakeholders with campaigns, training, and continuous process and policy reviews. This work is guided by data obtained in a compliance risk assessment, carried out in 2018 by an external consultancy company. To deepen the theme, Estácio's internal audience also has a Policy Portal on the intranet, in which all policies related to governance and corporate ethics can be found. The tool @ClickCompliance is also available on the intranet, to solve doubts (with the assistance of a chatbot specialized in compliance), or to send suggestions.

In 2019, the *Compliance* area was restructured, and now it has a manager, a coordinator, a lawyer, and an analyst. It was a year of transition for the operational model, with a review of policies, the Code of Ethics and Anti-Corruption Code, planning for compliance with the General Data Protection Law (LGPD) and new guidelines for 2020, including specific training for top management, officers and managers. The Fiscal Council's meetings included presentations from the area, indicators and actions, which include anti-corruption policies and procedures.

INTERNAL AUDIT AND RISK MANAGEMENT

Internal Audit, directly linked to the Chief Executive Officer and the Audit and Finance Committee, monitors YDUQS performance in managing its compliance and internal controls, taking care of operational audits (Units and corporate), special audits (requested outside the Annual Audit Plan), continuous auditing and support to investigation of complaints from employees and teachers.

The following significant risks related to corruption are monitored by the Risk Management and Internal Controls area: bribery of inspectors from the Ministry of Educa-

tion; related party transactions; bribery to governmental entities that evaluate the conditions of our Units; favoring of students due to inadequate teacher-student relationship; and bribery for favoring in bidding procedures.

For 2020, the project on the LGPD is expected to be implemented. The agendas of communication campaigns and training are maintained. The Compliance Day - an event with lectures and debates aimed at strengthening the culture of compliance in the Company is also planned.

OPERATIONS SUBMITTED TO RISK ASSESSMENTS RELATED TO CORRUPTION

GRI 205-1

In 2019, 100% of Estácio's operations were subjected to risk assessments related to corruption. The Company maintains relationships with public entities to make business feasible, such as the Mais Médicos program; for the implementation of public policies to promote education (Fies, ProUni and Pronatec); and for obtaining the necessary licenses for operation (permits, inspection report from the Fire Department, regulatory licenses for the education sector, among others). No payment of expenses, including transportation, food or accommodation, during in-person visits by public agents (in particular MEC evaluators) is authorized.

All employees are informed about YDUQS anti-corruption policies

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES GRI 205-2

An employee or third party who had access to the Company's compliance and accepted it in our policies was considered "informed". Those who received training available on the Educare platform and those who attended in person our meetings were deemed "trained". According to these criteria, 100% (14,487) employees were informed, and 46.71% (6,767) were trained. In 2019, training data was not broken down per region. Law firms were trained partners in 2019: 100% (1,358) were informed, and 3.02% (41) were trained.

Commitments to external initiatives GRI 102-12

YDUQS is a signatory to the Ethos Institute's Business Pact for Integrity and Against Corruption. The initiative seeks to unite organizations from all sectors around integrity and corporate ethics initiatives. Since 2018, the Company has also participated in the Pact for Sport, which seeks greater transparency and governance to improve the management of Brazilian sport.

All members of the *Compliance* team are members of the Compliance Women *Committee* (CWC), a non-profit institution formed by women to foster an ethical and anti-corruption environment in organizations. In addition, they attended MBA in *Compliance* and Risk Management at Estácio. In 2019, the team received training on corporate investigations from KPMG.

CONFIDENTIAL CHANNEL

Through the Confidential Whistleblowing Channel, it is possible to report anonymously any occurrences of practices contrary to the Code of Ethics and Anti-Corruption Code. Complaints can be submitted by employees or otherstakeholders by telephone (0800 770 0782) or via the Internet (https://canalconfidencial.com.br/yduqs/). The channel is operated by an independent specialized company, which guarantees the whistleblower protection and confidentiality. In 2019, the Compliance area produced and distributed a booklet on how the channel works to the internal audience.

In 2019, a total of 778 complaints (of which 48 were registered in 2018) were handled through the Confidential Channel. All occurrences have been solved. The most frequent reasons for triggering the channel were harassment, deviations in behavior, and intimidation. Complaints received are analyzed by the compliance team, and in specific cases the Ethics Committee can be called. The Ethics Committee is composed of the Company's top management, and the body can also demand investigations about complaints and analyze the facts raised in the investigations. In addition, the compliance team acts in a consultative manner, also analyzing risk situations not provided for in the YDUQS Codes and questions about the interpretation of its guidelines. There were no cases of corruption in 2019. GRI 103-2

SOCIOECONOMIC COMPLIANCE GRI 103 | 419

The Civil and Criminal Legal area basically deals with actions involving claims for damages for property damages and pain and suffering, arising from operational and/or academic problems, as well as some actions involving real estate law. Outsourced firms monitor mass tort lawsuits and the treatment of strategic proceedings and criminal demands.

In October 2019, the construction of a new operational model for the Legal Department began, aiming at gaining efficiency, optimizing routines, reducing costs, and greater focus on preventive action, as well as alternative means of resolution of conflicts.

The information in the area is regularly audited by the External Audit. The emblematic cases and which involve a more expressive amount are still being discussed in the applicable channels; therefore, no relevant fines were paid in 2019. GRI 419-1

Through the Confidential Channel, YDUQS receives complaints of violations to its Code of Ethics, reported anonymously



Highlights of the year for a workforce of more than 12,000 employees across the country

Social Context

GRI 103 |401

By assuming "People and Meritocracy" as one of its fundamental values, Estácio highlights the importance of teachers and administrative employees in its sustainable growth strategy. With a talent attraction, selection and retention policy focused on meritocracy and professional qualification, people management prioritizes ethics and equality in their processes, in addition to continuous investments in training and development.

WATCH

the video of the Chief People & Management and Integration Officer, Felipe Araújo



Estácio ended 2019 with a total of 12,286 employees, including administrative employees and teachers. This chapter presents the main quantitative and qualitative data on people management aimed at this audience; the information refers exclusively to the Estácio Business Unit in 2019.

UNIVERSIDADE CORPORATIVA EDU-CARE

The professional development activities of the internal audience are coordinated by Universidade Corporativa Educare (Educare Corporate University), with capacity-building and training in three segments: the Management School (aimed at officers and managers in general), the Faculty School (training and improvement of the faculty), and the Functional School (which offers specific qualifications for administrative employees in general). Specific cycles, such as the Manager Coordinator Program (PCG, for course coordinators), the Teacher Qualification Incentive Program (PQI), and the Management Development Program for Leadership deepen and update the qualification of the internal audience.

NANNY FAGGIANO

People & Management Manager at YDUQS has been with the Company for 11 years

Human Resources Indicators (2019) GRI 102-8'



The data in the following tables was compiled based on reports extracted from the payroll system, and refers to December of the year mentioned.

EMPLOYEES PER TYPE OF EMPLOYMENT AGREEMENT AND GENDER*

A successful time			2017			2018			2019
Agreement type	Н	М	Т	Н	М	Т	Н	М	Т
Fixed term	125	175	300	111	169	280	93	178	271
Indefinite term	6,184	6,583	12,767	5,449	5,900	11,349	5,771	6,244	12,015
TOTAL	6,309	6,758	13,067	5,560	6,069	11,629	5,864	6,422	12,286

^{*}Trainees do not enter our official headcount due to different calculation of charges. HC Trainees 2017 = 212 / 2018 = 147 / 2019 = 140 H = male, M = female, and T = total

EMPLOYEES PER TYPE OF EMPLOYMENT AGREEMENT AND REGION*

			2017			2018			2019
Region	FIXED TERM	INDEFI- NITE TERM	TOTAL	FIXED TERM	INDEFI- NITE TERM	TOTAL	FIXED TERM	INDEFI- NITE TERM	TOTAL
Corporate	17	995	1,012	13	1,243	1,256	17	1,356	1,373
UNESA Regional Unit	81	4,882	4,963	100	4,297	4,397	115	4,771	4,886
Center- South Regional Unit	117	2,656	2,773	98	2,233	2,331	68	2,022	2,090
North Regional Unit	40	1,612	1,652	29	1,335	1,364	34	1,659	1,693
Northeast Regional Unit	45	2,622	2,667	40	2,241	2,281	37	2207	2,244
TOTAL	300	12,767	13,067	280	11,349	11,629	271	12,015	12,286

EMPLOYEES PER TYPE OF EMPLOYMENT*

Employment			2017			2018			2019
type	Н	М	Т	Н	М	Т	Н	М	Т
Full time	6,241	6,646	12,887	5,496	5,940	11,436	5,804	6,287	12,091
Part-time*	68	112	180	64	129	193	60	135	195
TOTAL	6,309	6,758	13,067	5,560	6,069	11,629	5,864	6,422	12,286

^{*}The apprentices were considered part-time.

H = male, M = female, and T = total

EMPLOYEES PER AGE GROUP*

	2017	2018	2019
< 30 years	2,408	2,511	2,495
30 to 50 years	7,881	6,884	7,709
> 50 years	2,778	2,234	2,082
TOTAL	13,067	11,629	12,286

EMPLOYEES PER FUNCTIONAL CATEGORY*

		2017			2018			2019	
-	Н	М	Т	Н	М	Т	Н	М	Т
Board	6	1	7	7	1	8	8	2	10
Presidency and Vice-Presidency	9	1	10	9	2	11	5	1	6
Executive Board	44	11	55	42	12	54	39	11	50
Management	99	94	193	102	81	183	127	99	226
Coordination	86	225	311	85	225	310	104	224	328
Specialist	13	12	25	25	22	47	25	17	42
Supervision	52	64	116	45	57	102	48	63	111
Administrative	286	327	613	325	347	672	358	397	755
Support	1,840	1,930	3,770	1,514	1,577	3,091	1,929	2,171	4,100
Faculty	3,803	3,977	7,780	3,342	3,616	6,958	3,157	3,299	6,456
Trainees	3	4	7	0	0	0	4	3	7
Apprentices	68	112	180	64	129	193	60	135	195
TOTAL	6,309	6,758	13,067	5,560	6,069	11,629	5,864	6,422	12,286

^{*}Trainees were not considered, as their hiring modality is different.

H = male, M = female, and T = total

NUMBER OF HIRED EMPLOYEES (THIRD PARTIES) PER REGION

Region	2017	2018	2019
UNESA Regional Unit	373	370	364
Center-South Regional Unit	338	306	275
North Regional Unit	125	398	127
Northeast Regional Unit	398	398	308
TOTAL	1,234	1,196	1,074

VARIATION IN THE PROPORTION OF THE LOWEST STARTING SALARY COMPARED TO THE LOCAL MINIMUM WAGE

GRI 202-1

The lowest salary paid, at national level, is equivalent to the legal minimum wage in force. However, in some Units the category base salary defined in the Collective Bargaining Agreement (ACT/CCT) is observed. For teachers, there is the Faculty Career Plan, already implemented in all Units.

The wages paid by Estácio are compatible with those in the market. Benefits granted include medical and dental plan, meal voucher, life insurance, funeral assistance, payroll deductible loans, and scholarships for undergraduate and postgraduate courses for all employees in the Company's own Units.

RATE OF NEW EMPLOYEES AND TURNOVER GRI 401-1

Hired employees, per age group*	2	2017		2018		2019	
	NO.	RATE	NO.	RATE	NO.	RATE	
< 30 years	822	0.06	847	0.07	1,278	0.10	
30 to 50 years	930	0.07	1,690	0.15	2,612	0.21	
> 50 years	92	0.01	141	0.01	265	0.02	
TOTAL	1,844	0.14	2,678	0.23	4,155	0.33	

Hired employees, per gender*	20	2017		2018		2019	
	NO.	RATE	NO.	RATE	NO.	RATE	
Male	827	0.06	1,267	0.11	1,956	0.16	
Female	1,017	0.08	1,411	0.12	2,199	0.17	
TOTAL	1,844	0.14	2,678	0.23	4,155	0.33	

Hired employees, per region*	2017		20)18	2019	
	NO.	RATE	NO.	RATE	NO.	RATE
Corporate	197	0.02	285	0.02	316	0.02
UNESA Regional Unit	458	0.03	806	0.07	1,503	0.12
Center-South Regional Unit	601	0.05	841	0.08	1,036	0.08
North Regional Unit	265	0.02	339	0.03	576	0.05
Northeast Regional Unit	323	0.02	407	0.03	724	0.06
TOTAL	1,844	0.14	2,678	0.23	4,155	0.33

Employees who left the company, per age group*		2017		2018		2019
	NO.	RATE	NO.	RATE	NO.	RATE
< 30 years	697	0.05	735	0.06	698	0.05
30 to 50 years	2,496	0.19	2,317	0.20	2,334	0.19
> 50 years	1,027	0.08	871	0.07	737	0.06
TOTAL	4,220	0.32	3,923	0.34	3,769	0.30

As a benefit, Estácio employees have scholarships for undergraduate and postgraduate studies

Employees who left the company, per gender*	2017		2018		2019	
	NO.	RATE	NO.	RATE	NO.	RATE
Male	2,158	0.17	1,890	0.16	1,818	0.14
Female	2,062	0.16	2,033	0.17	1,951	0.16
TOTAL	4,220	0.32	3,923	0.34	3,769	0.30

Employees who left the company, per region*	2	2017		2018		2019	
	NO.	RATE	NO.	RATE	NO.	RATE	
Corporate	237	0.02	368	0.03	286	0.02	
UNESA Regional Unit	1,184	0.09	1,239	0.1	1,122	0.09	
Center-South Regional Unit	1,304	0.1	990	0.08	1,008	0.08	
North Regional Unit	612	0.05	564	0.05	571	0.05	
Northeast Regional Unit	883	0.07	762	0.07	782	0.06	
TOTAL	4,220	0.32	3,923	0.33	3,769	0.30	

^{*} Data refers to December of said year, except for hiring and *turnover*, which used data from the entire year. We do not consider trainees, given that their form of hiring is different.

TRAINEE PROGRAM GRI 404-2

The 2019 class of the *Trainee Program*, which seeks to attract and develop new talents, has undergone a *job rotation* process for 12 months - having the opportunity to conduct highly complex and impactful projects, under guidance and monitoring of an expert tutor and senior leadership. Training with internal and external multipliers enabled the development of relevant skills for the company, such as problem solving, analytical skills, leadership and communication.

In 2019, the *Trainee* Program completed 10 years. There were more than 136 thousand enrollments in the period, with 94 *trainees* admitted - 30 of them were hired and promoted to leadership positions in the Company. The latest class had approximately 13 thousand enrollments, of which eight were approved for the Program.

TRAINEES

Use the QR Code to watch a video about the *Trainee* Program 2019



Training and capacity building GRI 103 | 404

The focus of Estácio employee training in 2019 was the expansion of capacity building in teams and leaders in the Operations area, with training held at Educare and at the Units throughout the year. For the teams and leaders of corporate areas, the program carried out in 2018 has been improved. The portfolio of courses was reformulated, in order to increase the focus on topics of greater strategic relevance for the training of professionals.

Specific training, aimed at course coordinators, sought to improve the administrative skills of this audience. Another important initiative was the resumption of Elo program, which has been reformulated. Within the initiative, Unit's managers went through seven thematic sessions focused on subjects such as management, finance and academic topics. Educare also continued to offer technical training in several areas, as well as support to the holding of courses or participation in external congresses.

Check out the table below for Educare's lines of activity and its main programs:

Line of activity GRI 404-2	PROGRAM	DESCRIPTION
	Leadership 360	Directed to top leadership (VPs and Officers)
Leadership School	ELO 4.0	Excellence for Operations Leaders, with a focus on Unit managers. Its purpose is to train operations leaders, contributing to the excellence and sustainability of the function. The program was segmented by axes: Teaching, People & Management, Market and Finance
	1st Management Program	Its purpose is to support, through the development of behavioral skills, the Estácio leader in their first management experience
	Manager Coordinator Program (PCG)	Training for course coordinators
	PIQ – Faculty Continued Education	Online training aimed at academic improvement
Faculty School	PIQ – Merit	Core purpose of valuing teaching production, includes the following actions: National Competition for Scientific Production and Essay and Extension Projects
	PIQ – Faculty Forum	Considered the largest forum for teachers in Brazil, in 2019 we promoted the presentation of selected good practices in our faculty, and lectures on the theme "Education in transformation - new teaching methodologies and practices"
	Trainee Program	Program aimed at training young talents, to form the company's People Pipeline. High investment in development and monitoring actions by the People & Management area to promote and advance the group career
Functional School	Service Track	Online courses offered to all employees in the service area. In addition to offering training specifically targeted at Head of Departments
	Sales Force Track	On-campus training and online courses to train sales consultants, registration room clerks, and commercial representatives of Estácio. In January 2019, new courses were launched with more current approaches, and directed to the commercial strategy.
	Hub Management Track	Focused on the training of teams working in Estácio's own hubs and that of partners, offering training related to business processes and aspects

Other programs complemented Educare's actions. For the purpose of encouraging a culture of ongoing learning and integration between the areas, the exchange of ideas, and the spirit of collectivity, the Multiplica program was created, which trains employees to act as multipliers of Educare initiatives throughout

Brazil. In 2019, Multiplica trained around 30 professionals. The Portfolio offers several *online* courses accessible through the training portal. Courses are distributed along the following axes: Academic, Management, Systems and Processes, Organizational Knowledge, Technical Knowledge, and General Knowledge.

TRAINING INDICATORS - HISTORICAL SERIES GRI 404-1

Average hours of employee training per functional category	2017	2018	2019
Executive Board	ND	9.41	8.00
Management	ND	15.74	9.5
Coordination	ND	4.39	10.33
Specialist, Supervision, Administrative and Support	ND	13.10	12.58
Faculty	ND	3.78	ND*
TOTAL	26.19	7.07	12.02

^{*} In 2019, different courses were offered, each with 24 hours. 120 classes were formed, distributed into four editions (March/May/August/October).



MASTERS AND DOCTORATE SCHOLAR-SHIP PROGRAM FOR FACULTY

Within the Masters and Doctorate Scholarship Program, which subsidizes scholarships for other institutions, 30 professors completed their studies in 2019. There were no incoming fellows in the year. The Scholarship Program offers for on-campus and distance learning studies grants of up to 100% for employees and their dependents (and 50% for family members). In *lato sensu* postgraduate studies, the grant can reach 80% (and 50% for dependents), and in the stricto sensu modality, up to 30% for employees and dependents.

ENGAGEMENT SURVEY

A new methodology for assessing the organizational climate was adopted in 2019, including a restructuring of the internal survey on the topic – which became known as Engagement Survey. With the support of a

specialized consultancy, the survey sought to gauge employee engagement with Estácio business. The process included the equivalence of the questions applied in the previous method, to maintain comparability with the historical database.

Employee participation was a record (10,262 respondents, 84% adherence, against 80% in 2018), with the same favorability index (75%) recorded in the previous year. The highlights were the dimensions "Perception of the Immediate Manager" and "Strategy", with 84% and 78% favorability, respectively. The data collected in the Survey was sent to the Organizational Climate Committee, made up of members from different areas of the Company, and which acts as an instance for climate improvement actions.

PERFORMANCE APPRAISALS AND GOAL MANAGEMENT GRI 103 1202

In 2019, several employee appraisal methodologies were brought together for a system with more focus on meritocracy, and the recognition of high-performance employees. The work included the unification of the people and management processes, performance appraisal and measurement of operational excellence and results.

About 600 managers have specific goals, based on financial and non-financial indicators. With the exception of trainees and third parties, all administrative employees are eligible to variable compensation programs, according to the area's performance and the Company's results. Course coordinators have specific compensation programs.

Faculty Forum 2019

The largest national forum for teachers in Brazil, the third edition of the event was held in 2019, with on-campus (in Rio de Janeiro) and online (for teachers from other states) activities. A total of 213 professors participated in on-campus activities, and another 4,086, spread over 36 Units, integrated the online actions. Pedagogical practices were discussed, which reveal the efforts of teachers from different courses, capable of giving rise to discussions on teaching and learning processes in an innovative way.

In 2019, a representative from each Unit was in Rio de Janeiro, so that upon return to their city they could be a multiplier. Furthermore, seven teachers from each teaching area, trained in partnership with TEDx, presented their practical classroom experiences.

PERCENTAGE OF EMPLOYEES WHO REGULARLY RECEIVE PERFORMANCE AND CAREER DEVELOPMENT ANALYSIS GRI 404-3

% Employees who receive performance analysis per functional category*

FUNCTIONAL CATEGORY	2017	2018	2019
Presidency and Vice-Presidency	80.00	72.73	100.00
Executive Board	100.00	37.04	100.00
Management	100.00	79.78	100.00
Coordination	51.53	53.55	82.80
Specialist	40.00	72.34	54.54
Supervision	0.00	0.98	0.00
Administrative	0.00	14.58	56.49

^{*} In 2019, the company decided not to monitor analyses broken down per gender; therefore, the results are the totals per functional category.

Digital and organizational transformation

WATCH

the video of the VP Corporate Operations, Rossano Marques



Created in April 2019, the Transformation Management sought to update the Company's management processes, and prepare employees for the transition inaugurated with the creation of YDUQS. Management's mission is to transform management, in order to bring the student to the center of business decisions, based on three pillars: technological upgrade, the creation of a Corporate PMO (project office), and the implementation of agile cells to solve challenges. The process of transformation was supported by an assessment conducted by an external consultancy, which diagnosed the management maturity phase in four stages: technical, organizational, business and cultural.

As the first actual delivery, in September the first phase of CRM (Customer Relationship Management) was launched to manage the relationship with students and other customers. The use of digital tools speeds up meeting demands, and facilitates access to historical data on the student's relationship with Estácio. Other projects in the area are described in the Education Context of this Report.

DIGITALIZA ESTÁCIO

Started in 2019, the Digitaliza Estácio project has been promoting a wide process for scanning of hard copy documents used in the management of the Units, in order to improve workflows and promote more efficiency and practicality. There will be more than 4 million scanned items across the Company, in an effort that involves 100% administrative employees and teachers. Electronic document management brings gains such as the optimization of physical spaces, increased information security, and cost reduction and streamlining. In compliance with MEC regulations, the Institution reinforces the continuity of the project in 2020, using methods such as digital signature of documents, and ICP Brasil standard digital certification, in order to assure the integrity and authenticity of all the information contained in the documents.



MANAGEMENT EXCELLENCE PROGRAM (PEG)

The Management Excellence Program was created in 2011 to promote the standardization of processes, the alignment of culture, and better results in all Estácio Units. In 2019, the Program employed a matrix of excellence in which each Unit is classified within a quadrant, according to its performance (Excellent, Healthy, Intermediate, or Low Performance). As an expansion of the on-campus PEG, PEG Polos Parceiros (Partner Hubs) was implemented in 2019 for the second consecutive year, consolidating the Program's gains also in Online Operations.

With the PEG methodology, the Company expects to encourage all Units to invest even more in their development. Units with low performance receive consultative support from the Management area, through the

PEG Support Program (PAP), in order to improve their results. The initiative also includes recognition for the best performances, both in on-campus Units and Partner Hubs. In 2019, eight (8) on-campus Units and ten (10) Partner Hubs were awarded.



Executive Event 2019

Annual meeting of the Company's top management, which aims at unfolding the annual strategy, carry out the planning of actions, celebrate the achievements of the previous year, and align the entire executive team. In 2019, the Executive Event was held on April 16th and 17th, with the participation of 360 people, at Le Canton hotel (Teresópolis, RJ) - the theme of the year was "Student experience and journey". At the opening, there was a lecture by YDUQS CEO, Eduardo Parente.

The program also included lectures on service, market trends in education, and a diagnosis of brand positioning. The winners of the Excellence in Management Program 2018 were honored, as well as employees with a 25-year or more career at Estácio.

Management and relationship with suppliers GRI 102-9, 103 | 204

Estácio's supplier management follows the principles of *strategic sourcing* (an approach that analyzes all the processes, amounts and deadlines involved, in order to maximize the creation of value in purchase management). The method is applied to the main purchase categories of the Company and allows for a closer relationship with the supply chain. A new supplier performance appraisal model was implemented in 2019, and the Procurement teams undergo training focused on negotiation methods and advanced solutions.

The entire chain is mapped. Suppliers deemed strategic (especially those for laboratory furniture, material and equipment) undergo periodic approvals of their facilities, products, working conditions, tax and social security status, and financial health. Procurement contracting processes are monitored by the excellence in purchase area, responsible for purchase indicators. These activities are submitted to internal audit and external audit throughout the year, making contracting even more reliable.

A new supplier assessment method started to be applied in 2019

PROPORTION OF EXPENSES WITH LOCAL VENDORS GRI 204-1

In 2019, Estácio realigned its regional units, unifying the Rio I and II regional units (such as UNESA), and maintaining the others (Center-South, North, and Northeast). In line with the guideline followed in 2018, a greater con-

centration of long-term strategic contracting was maintained, thus reducing the volume of *spot* purchases per regional unit. The main investments (Capex) of the year were linked to the refurbishment of more than 200 laboratories of different courses in the four regions.

BUDGET OF PURCHASES AND SPENDING WITH LOCAL SUPPLIERS

Regional Units	2017	2018	2019
UNESA	10.97%	21.89%	13.83%
Center-South	4.01%	14.41%	33.62%
North	9.71%	11.76%	6.42%
Northeast	3.55%	11.76%	10.84%
Corporate	71.79%	40.18%	35.29%

The pillars and projects of the Educar para Transformar program bring together the socio-environmental actions promoted by the Company

Corporate Social Responsibility GRI 103 | 203, 103 | 413

The Educar para Transformar Program directs YDUQS' corporate social responsibility actions, organizing them into the five pillars on which the Company contributes in a structured manner to social development: Sports, School, Citizenship, Culture and Innovation & Entrepreneurship. Focused on a single area – the Vice Presidency of Government Relations, Sustainability and Communication –, the program management seeks to enhance the synergy among projects, to benefit the partner social institutions and encourage the participation of students, teachers, and administrative employees.

All Estácio regional units implemented community engagement, impact assessment and local development programs. Regional managers and the Units identify opportunities for action in the communities around them, and develop Social Responsibility initiatives with-

in the lines of the Educar para Transformar Program and the Company's brand positioning strategy. GRI 413-1

With the expansion provided by the acquisitions in 2019 and the creation of the YDUQS brand, the program initially developed by Estácio was expanded, so that it could cover the new Business Units and invest even more in the relationship with the communities and public authorities, deepening the contact with partners. The Educar para Transformar Program received good evaluations from the Ministries of Education, Citizenship and Defense, due to the social impact generated by its initiatives.



Social projects in 2019 GRI 413-1

ADMINISTRATIVE EMPLOYEES AND TEACHERS INVOLVED

പ്രൂപ്പ് 6,570

STUDENTS INVOLVED ტტტტტ **94,372**

BENEFICIARIES

CITIZENSHIP

Building a more just society involves strengthening citizenship practices. This pillar is in line with the mission of Educar para Transformar (Educating to Transform) by supporting institutions, NGOs and other partnerships in the social responsibility area. For instance, Estácio relies on the participation of its students, teachers and other employees to carry out social projects with a positive impact on the communities located in the Units' surrounding areas.

Through scholarships, dozens of young people in situations of social vulnerability linked to social institutions were able to attend Higher Education. Currently, the scholarship program covers only Estácio Units and courses.

SPORTS

Estácio is the Higher Education institution that invests the most in sports. Through this pillar, more than 500 athletes and para-athletes are supported with scholarships in on-campus and distance learning education. Young people from the institutions we support, highlights in grassroots categories and high-performance athletes study with us, in different regions of the country. In addition to contributing to the Athlete Support Project, with the Brazilian Olympic Committee (COB) and the Brazilian Olympic Institute (IOB), YDUQS maintains partnerships with national and regional confederations and NGOs linked to sports. Present at the 2016 Games as an Olympic supporter, Estácio was the provider of selection and training services for 140,000 volunteers and 6,000 employees at the Rio 2016 Olympic and Paralympic Games.

ESTÁCIO TEAM

Use the QR Code to watch a video about the Sports pillar





Volunteer YDUQSPortal

Encouraging volunteering among administrative employees and teachers is a permanent goal of the Educar para Transformar Program. To this end, the Volunteer YDUQS Portal was developed within the Citizenship pillar, to encourage everyone's participation and engagement. The Portal discloses volunteering opportunities for YDUQS employees – on-campus, online, or through donation campaigns –, involving them consistently in the Company's mission.

In 2019, the Portal began to highlight the correlation of each registered activity with the 17 UN Sustainable Development Goals (SDGs), showing how actions can contribute to the fulfillment of the SDGs.

CULTURE

By believing in the transforming role of culture, Estácio promotes and supports theater projects, musical shows, exhibitions, movies, and the publication of books with relevant socio-cultural themes. The Tax Incentive Committee - a multidisciplinary team - evaluates the proposals based on predefined criteria, which include adherence to the Educar para Transformar mission and the program's pillars. Approved projects receive financial support through tax waiver mechanisms. In April 2019, the Vice President of Government Relations, Sustainability and Communication, Cláudia Romano, was appointed Assistant Dean of Culture at Universidade Estácio de Sá.

ROCK IN RIO

Learn more about Estácio's participation in the festival using QR Code



INNOVATION & ENTREPRENEURSHIP

The Innovation & Entrepreneurship pillar seeks to promote unique 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 national and international ecosystems of innovation and entrepreneurship, with a mentality focused on cooperation and potential partnerships with other organizations, involving students, teachers and employees.

SCHOOL

The corporate social responsibility invests in activities that encourage students to remain in schools and their formation as citizens. The purpose is to contribute to positively transforming the educational reality, impacting students and teachers in Secondary and Elementary education, especially in public education. Through dialogues with the Education Secretariats, there is an exchange of experience between teachers and students with students from public schools.

Estácio, an Entrepreneur Friendly Institution (IAE)

Estácio participates in the Entrepreneur Friendly Institution (IAE) Project, a MEC initiative to create a network of Higher Education institutions, which open space for guidance and training of entrepreneurs and potential entrepreneurs - dealing with topics such as business management, finance, markets, and legislation. Ten Estácio Units (Estácio University Centers in Belo Horizonte, Brasília, Ceará, and Santa Catarina; Estácio FAL - Alagoas; Estácio FAP - Belém; Estácio FASE - Aracaju; Estácio Natal; Estácio FARGS - Porto Alegre; and Estácio Castanhal – Pará) have the IAE seal and carry out various activities aimed at developing local entrepreneurship.

INNOVATION AND ENTREPRENEURSHIP WEEK

The event was held on two occasions in 2019: in the first semester, from April to May, and in the second half of November. The Units participating in the IAE project held several events on their campuses and in external partner spaces, such as lectures, workshops, and exhibition fairs with local entrepreneurs. The two Innovation and Entrepreneurship Weeks sought to disseminate the practice of entrepreneurial culture among students and the population around the campuses, involving undergraduate courses in Business Administration, and technological undergraduate courses in the areas of Management, Marketing, Management Processes, and Logistics.





Youth and Adult Literacy Program

Created in 2018 by Estácio, the Youth and Adult Literacy Program – an initiative of the School pillar –, is aimed at eradicating illiteracy in the communities surrounding Estácio Units. In line with the UN Sustainable Development Goal 4 – Ensuring inclusive, equitable and quality education, and promoting lifelong learning opportunities for all –, the Project offers to young people and adults who have not completed their education in the regular time free classes with the students of Estácio Bachelor's Degree (Licenciatura) courses.

In 2019, the initiative offered classes in four Units in Rio de Janeiro: Ilha do Governador, Alcântara, Queimados and Irajá, in addition to the *campuses* of Carapicuíba (SP), Natal (RN) and Brasília (DF). In 2020, the goal is to extend the Program to ten more Units and reach a total of 1,000 young people and adults since the beginning of the initiative.

During 2019, a new teaching methodology developed by Estácio was applied. The Estácio Literacy System encompasses literacy in Portuguese and mathematics, with media and informational literacy, as well as face-to-face and distance learning education. Of the 140 hours of class, 100 will be on-campus and 40 distance learning, using an inverted classroom, multimedia resources, and mobile games and apps.

Students have classes with students of Estácio Bachelor's Degree courses (Pedagogy, Literature, History, Geography, and Mathematics), in addition to participation of the Institution's faculty. At each Unit, four students are involved as literacy teachers, who receive training and live an experience that generates opportunities for their professional future.

LITERACY

Watch the Literacy Program video by accessing the OR Code below



Events

7TH SUSTAINABILITY AND SOCIAL RESPONSIBILITY WEEK

Estácio held its 7th Sustainability and Social Responsibility Week, from September 23 to 28, 2019, at more than 90 Units and in several distance learning education hubs across the Country. The theme of the year was "Sustainable Mobility", reflected in lectures and informational actions held at the Units and on Estácio's social media. The Week's program also included activities open to the public, such as legal assistance for the community, video exhibition, suicide prevention campaigns, workshops with tips on reusing food, and others.



Estácio 3º Fórum de Responsabilidade Social



Social Responsibility Forum

One of the main themes of the third Forum was the Youth and Adult Literacy Program. Professor Vera Salvador, first on the right, developed the In conjunction with the National E Day, the Tom Jobim Campus (Rio de Janeiro) hosted the third Estácio Social Responsibility Forum, which discussed recent advances in the five pillars of the Educar para Transformar program. Among the guests who attended the event, we highlight Luís Justo, CEO of Rock in Rio; Flávio Canto, president of Instituto Reação; Sandra Pires, former beach volleyball athlete; José Neto, basketball coach who led the Brazilian Women's Team at the 2019 Pan American Games; and actress Malu Mader, godmother of Estácio Literacy project.



EVENT

Watch a video on the Forum using the QR Code above

NATIONAL E DAY

On October 9, 2019, Estácio held the eighth edition of the National E Day, its largest annual social engagement action. With the initiative, the institution engages its students (in all states where it operates) in serving the population, putting into practice what they learn, always coordinated by teachers. In 2019, National E Day surpassed the mark of 1,400 participating employees and more than 21,000 people affected, with the provision of voluntary services, collection of donations and food, and campaigns in the health area.

TROTE SOLIDÁRIO

Trote Solidário, which is part of the Student Welcome program (learn more in *Education Context*), it integrates veterans and newcomers in social responsibility activities for the benefit of the populations surrounding the Units. Trote Solidário takes place every



semester, and its activities include voluntary work, education and health actions, collection of food and clothing for donation, cleaning efforts, blood donation campaigns, recycling of material, workshops, and several other initiatives.

Response to the Covid-19 pandemic

Detected for the first time in November 2019 in China, the new coronavirus spread very quickly around the world, becoming a pandemic. In Brazil, the toughest measures to contain the advance of Covid-19 (the disease caused by the virus) began in February 2020, evolving towards recommendations for isolation, social distancing, and closing of non-essential establishments.

Estácio helped in the fight against the pandemic, focusing especially on the approximately 310 thousand students enrolled in on-campus learning, teachers, and administrative employees.

Immediate measures

Classes are held in real time, by the same teachers of on-campus courses, in a model different from distance learning education, which the institution continues to provide.

The distance learning structure for on-campus postgraduate students was launched on April 2nd. A group of 13,000 students now has several of the solutions successfully tested with undergraduate students. Also, the online postgraduate classes are the same as the on-campus classes held at the campuses, with the same schedules, content, and teachers.

With an online entrance exam, Estácio managed to maintain its pace of attracting new students even during isolation. In just four days, the platform for the entrance exam was built, in an effort that involved several

areas of the Company.

A hotsite (https://portal.estacio.br/plan taocoronavirus) was created to provide information on disease prevention and guidance regarding the class schedule. A joint effort from different areas of the Company provided in record time the training of 4 thousand teachers and 200 corporate employees to adapt them to distance learning education. Remote work was adopted by 99% of the Units' administrative staff and 97% of the corporate employees.

DISCLOSURE OF RESEARCHES

The UNESA Stricto Sensu Postgraduate Programs launched in April 2020 the Series Covid-19 Estácio/Research, which brings together all the teaching, research and extension activities of its teachers-researchers about the Covid-19 pandemic in their fields of *expertise* (Business Administration, Law, Education, Dentistry and Family Health). Scientific advances are released to the general public on a weekly basis, in the form of *online* lectures, videos, *lives* on social media, and publication of articles.

For employees

VOLUNTEER YDUQS PORTAL

YDUQS created the Collaborative Attitude Network | Covid-19, at Volunteer YDUQS Portal. Through the channel, all employees can do good, contributing to the improvement of the lives of socially vulnerable population. At the portal, it is possible to get to know and help more than one hundred projects and actions engaging different NGOs and institutes throughout Brazil.

COVID-19 NEWSLETTER

Estácio made available to its employees a newsletter with guidelines to facilitate home office work, and important information on health and well-being, in addition to relevant news.

CORONAVIRUS HOTLINE

With this direct channel offered by Estácio, employees may clarify doubts related to health. Service is provided by the Company's Occupational Medicine area. We are actively monitoring all suspected cases and the most serious ones.

QUARANTINE SUPPORT CHANNEL

Qualified professionals are available to provide comfort to all employees in the corporate area and support them throughout the social isolation period, helping them to deal with issues that affect emotional balance. Listening, support and onboarding services are provided through free online chats.



For the community

PREPARATION

Get to Know Resolve Sim by accessing the QR Code below



RESOLVE SIM

The digital platform is free of charge and aims at helping more than 1 million High School students from public schools to prepare for Enem amidst the turbulent scenario. Resolve Sim has content produced by Eleva Educação, one of the most respected groups of Elementary and High School education in the country, and Estácio's digital methodology and technology. The portal www. resolvesim.com.br may be accessed from any computer, smartphone ortablet.

In addition to four areas of knowledge, the platform also features a special section of preparation exams, the Simuladão. Prepared with learning methodology and objects aimed at the students, the content includes *e-books*, illustrated themes and infographics, *games*, study plans, and tasks with monitoring by teachers and tutors.

FREE ONLINE COURSES

Estácio released several free online courses of its portfolio during the quarantine period, so that everyone can improve their career or personal knowledge. The contents were divided into four areas of interest: Business Administration, Management and Engineering, Education, Gastronomy and Computing. All teaching material is available on the platform, with videos, e-books and knowledge tests. Courses may be taken by computer, mobile phone or tablet. To sign up, go to the website http://cursosgratuitos.estacio.br.

FORMOU ESPERANCA

Movement that involves institutions, opinion makers, and community members. It was created by Estácio and launched in honor of all health professionals in a visual show held at Cristo Redentor, in April 2020. Formou Esperança is collecting donations of food and hygiene items through the website www. formouesperanca.com.br. By the end of May 2020, Estácio had donated 6 tons of food to the NGOs Instituto Reação, Gerando Falcões, Santuário Cristo Redentor, RioSolidário and União Rio, and to the Municipal Secretariat of Culture (which provides shelter to homeless people).



ACCESS

Formou Esperança using the QR Code

The reaction to the impacts caused by the Covid-19 pandemic was immediate, mobilizing all areas of the Company

MANUFACTURE AND DONATION OF PROTECTIVE MASKS

Students and teachers of Architecture and Urbanism at Estácio Amazônia also looked for ways to fight the spread of the new coronavirus. They started the first tests for the production of 3D safety mask holders, donated to health professionals in Roraima.

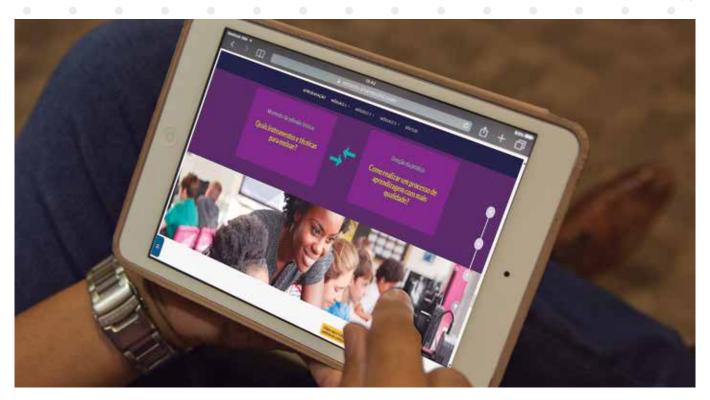
Estácio Pará Fashion Design course, through the social responsibility project Moda em Ação, implemented by the Doca campus, entered into a partnership with the social support group from Belém, Ação Pensando o Bem to manufacture fabric masks for the Aurá community, in the municipality of Ananindeua.

Estácio Units in Macapá also donated personal protective equipment to the Command of the 1st Battalion of the local Military Police. Among the items, there are pairs of gloves and masks, in addition to 70% ethyl alcohol. Several kilos of food collected by the freshmen during trote solidário were also delivered to the Battalion and will be delivered to those in need.

DONATION CAMPAIGNS

Several Units were engaged in the donation of food and other items:

- » In support of the FD Wears Mask Movement, Estácio Brasília collected food to be donated to impoverished communities, between April and May;
- » Estácio Juazeiro do Norte, through the Support Center for Affected People in Extreme Situations (Nase), Ecomed and Thanatology Laboratory, in addition to the participation of several partners, donated food and hygiene products to communities in the city in situation of social vulnerability;
- » Students and teachers of the Physical Education course at Estácio Goiás held a solidarity action to collect food and personal hygiene items. Approximately 350 kilos of non-perishable food were donated, benefiting more than 20 families in Goiânia;
- » Estácio students and teachers in São Paulo virtually joined forces and collected approximately 200 kilos of food, in addition to personal hygiene products and used clothing. The collections were distributed by a small group of students accompanied by the local manager. The collected clothes were delivered to Pequeno Cotolengo Paulista, a philanthropic institution that provides assistance to people with special needs and also to an impoverished community located in the city of Itapevi (SP).



For students



PARTNERSHIPS

With students at home, Estácio's measures included the partnership with major operators in the Internet sector, which are already granting advantages to the students of the institution during the pandemic. Magalu, one of the largest department stores in Brazil, has expanded its traditional partnership with the institution to approximately 2,000 items in the IT category. More than one hundred partnerships are available to the students through the Student Club: www.estacio.br/clubedoaluno.

INSURANCE PROTECTS STUDENTS WHO HAVE LOST THEIR JOBS

In yet another mechanism to ensure the continuity of studies, Estácio provides educational insurance that guarantees the payment of up to six times the monthly fee, in case the person financially responsible for the student's educational agreement becomes unemployed or is the victim of accidental death.

The insurance is intended for undergraduate students across the country. Insurance coverage is arranged according to regulations, and all information is found at https://portal.estacio.br/seguroeducacional/.

ESTÁCIO COM VOCÊ

The program offers 20 thousand full scholarships and another 20 thousand partial scholarships, with special payment conditions for students in the State of Rio de Janeiro, for each month of duration of the pandemic. Priority is being given to students with significant decrease in income or financial exposure, due to the crisis caused by the new coronavirus. The initiative is a pioneer in Brazil and was received as a reference in the sector. The Public Notice for the students of the *campuses* in Rio de Janeiro is published at Estácio portal – www.estacio.br.



Economic performance, key financial results for 2019, and the expansion strategy of YDUQS

Economy Context GRI 103 | 2

In a period marked by a record rate of student enrollments, and the growth of the total base in all segments, Estácio ended 2019 with significant operating gains and a stable financial performance, as compared to the previous year. Although net revenues decreased slightly due to the decrease in Fies, indicators such as EBITDA and cash conversion improved – showing the Company's resilience in view of the reduction in the student base of the Student Financing Fund, in addition to effectiveness in cost and expense control.

In a national scenario still marked by low economic growth and high unemployment rates, YDUQS not only managed to maintain its trajectory of increasing its student base and retaining students; it also advanced its growth strategy through acquisitions. In addition to providing increase in scale and expanding the total number of students, the acquisitions placed YDUQS in a favorable position to explore new audience segments in the coming years, with unique services and *tickets*.

ACCESS

the QR Code, and watch the video of the VP Finance and Investor Relations, Eduardo Haiama



GLAUBER DUFRAYER

YDUQS Product Manager, currently leads the Products team in the development of digital content

Financial performance highlights

Financial data excluding the effects of adopting IFRS-16



0.1% above 2018



of net operating revenue, a slight decrease (-1.5%) as compared to 2018



adjusted net income, a 6% drop compared to 2018



generation of operating cash* (before Capex), 2.5% higher than 2018
*adjusted according to overdue Fies onlendings

BRL **366**.49 millions

in investments, 47.4% more than 2018



YDUQS Investor Day



VIDEO

Learn more about Investor Day using the QR Code above Held in December 2019, YDUQS Investor Day brought together investment fund representatives, Company shareholders, and potential investors to present the YDUQS value proposition. A total of 295 external guests participated in the event (in person or watching the *webcast*), which explored the new lines of business and possibilities for growth of the company.

MAIN FINANCIAL INDICATORS - HISTORICAL SERIES GRI 201-1

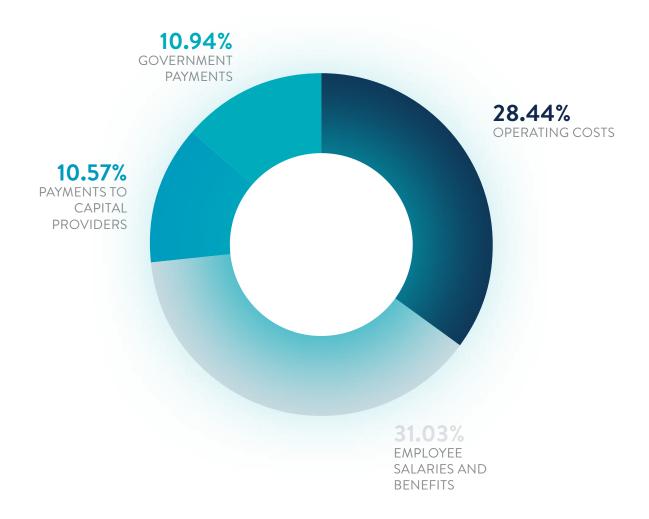
Direct economic value generated (BRL thousand)				
GENERATED	2017	2018	2019	
Revenue	3,294,742	3,440,394	3,396,202	

Economic value distributed (BRL thousand)				
DISTRIBUTED	2017	2018	2019	
Operating costs	769,785	837,400	965,749	
Employee salaries and benefits	1,242,449	1,132,391	1,053,980	
Payments to capital providers	451,445	435,370	358,840	
Government payments	406,473	390,360	371,493	
Investments in the community	00.00	00.00	00.00	
TOTAL	2,870,152	2,795,521	2,750,062	

Withheld economic value (BRL thousand)				
WITHHELD	2017	2018	2019	
"Direct economic value generated" less "Distributed economic value"	424,590	644,873	646,140	

Total amount of the financial aid received by the organization of any government (BRL) GRI 201-4				
TYPE OF ASSISTANCE	2017	2018	2019	
Tax incentives/credits	292,170,818	369,968,762	373,559,429	
Any other types of benefits and/or subsidies	0.00	0.00	0.00	
TOTAL	292,170,818	369,968,762	373,559,429	

ECONOMIC VALUE DISTRIBUTED IN 2019 (%)*



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Distributed economic value (%)*	2017	2018	2019
Operating costs	23.36%	24.34%	28.44%
Employee salaries and benefits	37.71%	32.91%	31.03%
Payments to capital providers	13.70%	12.65%	10.57%
Government payments	12.34%	11.35%	10.94%
Investments in the community	0.00%	0.00%	0.00%
TOTAL	87.11%	81.26%	80.98%

^{*}The formula for calculation of this table has been changed, and the amounts for previous years have been adjusted.

Strategies for 2020 and beyond

WATCH

the video of the Chief Sales and Marketing Officer, Marcel Desco, accessing the QR Code



The creation of YDUQS provided several opportunities for the diversification of areas of activity, services and products, which will leverage the Company's growth in the short and medium terms. Iln the distance learning segment, the strategy will be based on expanding to small- and medium-sized cities, in order to reach by 2024 a total of 1,500 municipalities with implemented hubs. The growth will be supported by the use of already consolidated regional brands, and the offer of advanced and high-quality educational methodologies and solutions, based on digital technology.

In on-campus learning, the Company will continue to invest in quality and innovation to improve the student experience, and

increase the retention rate. Operational research projects, such as improvement of academic planning and update of curricular matrices, will continue to support operations and generate efficiencies to sustain the mission of delivering increasingly accessible quality higher education. The mergers and acquisitions strategy will help expand the model of success.

Advances in Medicine will also be essential. The goal is to reach the mark of 10,000 students in the area by 2024, with the offer of preparatory and postgraduate courses. Significant investments in technology and partnerships with other organizations will improve Estácio's value proposition for Medicine students.

Indirect economic impacts

GRI 103 | 203, 203-2

To meet the demands of the market with excellence, the Company invests in new technologies and promotes the democratization of access to Higher Education, with a policy of scholarships and discounts, and continuing education for students and employees, in accordance with its values: focus on student, innovation, simplicity and results. Thus, it contributes to economic development, providing professional development in different sectors of society.

The provision of inter-institutional and out-of-office Masters and Doctorate programs, and the provision of distance PhD and doctoral programs are factors that bring Estácio closer to regions that lack masters and doctors. The *Lato Sensu* Postgraduate Program and the Free Courses bring

economic impact to society, as they form highly qualified human capital committed to advancing and disseminating knowledge for the performance of professional activities. The average *ticket* of these modalities is low, which provides access to technical and professional improvement for the most disadvantaged strata.

The existence of distance learning (EAD) courses in several hubs also contributes to access to education by people with limited availability to attend on-campus courses, or without funds to afford displacements. The opening of a new Unit or Distance learning hub is capable of moving the local economy, generating job positions and movement to the surrounding trade and services network.

Financing

In view of the reduction of vacancies available at Fies, Estácio offers alternative student financing modalities, as mechanisms to attract new students and maintain the current base. Thus, the access of thousands of people to higher education is preserved, with the guarantee that a relevant portion of the student base can complete their studies.

ESTÁCIO PAYMENT IN INSTALLMENTS (PAR)

Launched in 2017, PAR allows for the extension of payments for monthly payment students, who pay only 50% of the total amount of the course during their studies and, after graduation, the remaining 50%. In November 2019, the New PAR was launched, with new financing conditions and the possibility for students to apply for scholarships with 30% discount. PAR was accessed by approximately 4% of students from the on-campus base in 2019.

PRAVALER EAD (DISTANCE LEARNING)

In 2019, Estácio joined the PraValer student financing modality, valid for students from the distance learning base. With the program, the student will have twelve months to pay each semester and the installments do not accumulate. The student pays for the course in a period twice the course term, in monthly installments: each semester is paid in 12 months. Contracting occurs 100% online, easily and quickly - just provide a guarantor and have the credit approved.

DILUIÇÃO SOLIDÁRIA (DIS)

With the Diluição Solidária, students pay BRL 49 in the first three months of the course, and the difference of the full amount of this monthly fee is diluted throughout all semesters until the end of the course. All students in on-campus or distance learning undergraduate studies have this incentive, in any teaching modality (except Medicine).

PAR

Use the QR Code to learn more about the Estácio Payment in Installments



ProUni and Fies

Estácio also continues to welcome students who participate in ProUni and Fies. The former, created by the federal government in 2004, grants full and partial scholarships (50%) in private Higher Education institutions, in undergraduate courses, to Brazilian students, without a college degree. In 2019, approximately 40 thousand students were impacted by ProUni at Estácio.

The Student Financing Fund (Fies) is a federal government program dedicated to financing students who do not have the financial means to pay full tuition. At the end of 2019, Fies students represented 15% of the on-campus undergraduate student base, totaling 41,500 students.

The evolutions in the Teaching Model, in educational technologies, and in the relationship with students

Education Context

The main challenge of YDUQS is to establish the ideal balance between the quality of teaching, the costs inherent to the activity, and the economic reality of our students – making it possible to offer significant quality in a sustainable way.

Estácio's current Teaching Model was implemented in 2010 and is constantly updated by thousands of teachers in a coordinated manner. Integrated and unified curricula for all Units in the country allow the formulation of evidence from a wide range of questions, with around 700 thousand items validated for use in mock exams and assessments. The standardization of tests and curricula makes it possible to collect and analyze analytical data on the students' performance, with continuous adjustments and improvements to the Model.

The development of innovative pedagogical tools, with increasing use of digital resources, involves the production of applications, textbooks, online interactive content, games, software, virtual environments, and other products. Teachers are trained in the use of these technologies and in the application of hybrid subjects (which include on-campus and online credits, articulating the classroom with the virtual environment).

The search for more active teaching methodologies includes the use of resources such as the Virtual Learning Environment (VLE), which digitally recreates the physical study environment (with virtual versions of libraries, timesheets and, discussion forums); and HUBE, an integrated teaching ecosystem to provide new experiences for students in the virtual environment with new content formats and better usability.



JULIANA MATOS

National Chief Education Officer at YDUQS, leads the development of the new teaching model of the Company that connects on-campus and online

92%

of the courses obtained satisfactory grades in the evaluation of the Ministry of Education in 2019



Course evaluations

According to the results of the National Assessment of Student Achievement (Enade) 2018, released by MEC in December 2019, 97% of Estácio's Higher Education institutions obtained satisfactory scores, and 92% of the courses obtained satisfactory indexes. It was the largest Enade of all time, with over 45 thousand Estácio students enrolled in the areas of Management, Law, and Applied Social Sciences. In 2020, the 2019 results are expected to be released, referring to the evaluations of the Engineering and Health areas, added to the Architecture courses.

Of the 43 institutions evaluated, 42 obtained satisfactory scores in the indicator that measures quality (General Course Index - IGC). In all, 422 courses (in on-campus and distance learning modalities) were evaluated, with scores that vary on a scale ranging from 1 to 5. Of these courses, 92% obtained satisfactory scores (equal to or higher than 3). Of the 422 courses evaluated at the scores from 1 to 5, one course scored 5, and 37 obtained Preliminary Course Score (CPC) equal to 4, representing 9% of the total. Another 349 courses received score 3 (83% of the total).

On-campus undergraduate studies

thousand teachers. The management of on-campus undergraduate studies was guided by academic planning focused on the student's journey - from entry to graduation - and which has been implemented since the second semester of 2019 throughout Brazil. The more centralized planning allowed to optimize the teachers' working hours and to increase the occupancy rate of the classrooms, with the grouping of students with

At the end of 2019, this segment had 309.5 thousand students enrolled and about 8

ACCESS

the QR Code and watch the video of the VP on-campus Operations, Adriano Pistore



All face-to-face courses obtained, at least, the score 3 ("satisfactory") - at a 1 to 5 scale - in the assessment of the Ministry of Education in 2019.

similar academic profiles, and more emphasis

on the use of digital content.



Medicine and Premium Segment

This segment includes courses offered by Unitoledo, Ibmec and Medicine courses. These are courses of recognized excellence in undergraduate and postgraduate studies, in fields such as Business Administration, Law, Economics, Accounting, International Relations, and others.

Medicine

THE COURSE

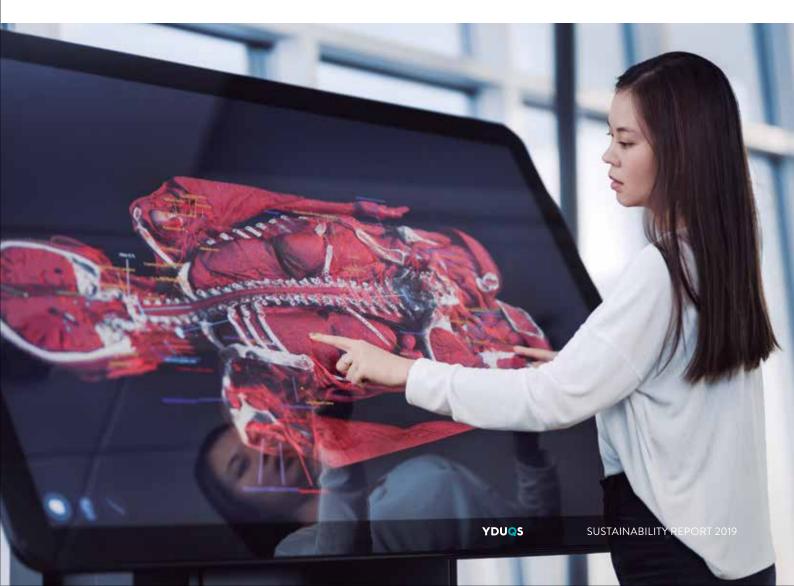
Learn more about the Medicine course by accessing the QR Code



At the end of 2019, Estácio had more than 4,000 medical students distributed in 12 Units across the country (eight operational, and four under construction). The growth of the student base exceeded 11% compared to 2018. From 2020, with the approval by the Administrative Council for Economic Defense (Cade) of the acquisition of Adtalem, the offer of vacancies in the area should reach by 2024 more than 1,700 seats per year, consolidating YDUQS as the institution that provides more physicians in Brazil.

NEW ESTÁCIO CAMPUS IN RIO DE JANEIRO

One of the milestones of evolution in the area was the announcement in 2019 of the project to build a new Estácio campus in the city of Rio de Janeiro, exclusively for the Medicine course. The Unit should receive investments of BRL 32 million, to have one of the largest and most modern infrastructures in the country for medical training. With a capacity for 1,200 Medicine and 600 dentistry undergraduate students, thecampus will be delivered in the first academic semester of 2020. The Unit's innovations include anatomy laboratories with virtual reality, surgical technique, and realistic simulation; students will have at their disposal a center for the training in pre-hospital care, with access to the entrance of ambulances.





MAIS MÉDICOS PROGRAM

Estácio is one of the institutions chosen by MEC to implement the Mais Médicos Program. After participating in the first phase of the initiative, which covered the municipalities of Angra dos Reis (RJ), Juazeiro (BA), Alagoinhas (BA), and Jaraguá do Sul (SC), in December 2018 the university signed a commitment agreement for the execution of three new courses in the cities of Castanhal (PA), Canindé (CE), and Quixadá (CE). In September, MEC allowed the opening of new vacancies in the Juazeiro course, bringing the total number of Mais Médicos vacancies to 155.

COOPERATION WITH THE AMERICAN HEART ASSOCIATION

Estácio will be the first university in the State of Rio de Janeiro to establish an International Training Center of the American Heart Association (AHA), which will be located on the new Medicine campus. The Center will offer courses in advanced cardiovascular life support (ACLS), basic life support (BLS), and pediatric advanced life support (PALS).

Other achievements in Medicine in 2019

- » New labs: the Presidente Vargas Unit (RJ) won a virtual reality laboratory. At the Ribeirão Preto (SP) and Juazeiro do Norte (CE) Units, skills and simulation laboratories were installed.
- » Expansions: the Units of Alagoinhas (BA), Juazeiro (BA), and Jaraguá do Sul (SC) were expanded, and the Angra dos Reis (RJ) Unit now has a new building exclusively for Medicine.
- » New courses: the training course for Medicine coordinators and the Preceptorship course (to monitor the activities of resident doctors) were started.

Distance Learning Education

With an academic model focused on the student's available time and 100% digital teaching tools, the distance learning education (EAD) segment continues to be one of the main drivers of Estácio's growth. Approximately 260,800 students joined the distance learning student base in 2019, an increase of 28.4% over the previous year. 83 courses were offered, and the hub network exceeded 900 Units.

ACCESS

the QR Code to watch the video of the VP of Online Operations, José Aroldo Alves



The growth potential in smaller cities is significant. Today, only 8% of Brazilian municipalities with less than 300 thousand inhabitants are served by Higher Education. For it to work, the arrival in these cities will be accompanied by a new model for the hubs – new formats, which allow for faster maturation, with return on investment in the shortest possible time for the partners. At YDUQS, this modality, which in 2019 registered for the first time an offer of new vacancies greater than in the on-campus modality, obtained in that same year an expansion of more than 40% in the student base.

The Virtual Learning Environment (VLE) has been upgraded to provide simpler navigation. Through the VLE, the student can access the Virtual Library, the Quem Sabe Ajuda platform (in which more experienced students solve other students' doubts), the Study Plan, and the Message Center.

One of the highlights of the year was the growth of the Flex modality, a mix between distance and on-campus learning, which provides the students with significant autonomy over their journey, without a strict academic calendar. The enrollment of new students in Flex courses reached 36 thousand students, and the modality now offers 27 courses. Other improvements were the availability of more online tutors to assist and answer questions, and the offer of a more flexible calendar for scheduling exams, with more options for dates.

Academic Tutoring Program

Based on the analyses of the academic performance reports, learning management and academic retention projects undergo ongoing improvement. In 2019, the Academic Tutoring Program involved the following projects:

- » Avaliando o Aprendizado (Evaluating Learning), with more than 80% of the on-campus student base taking preparatory mock exams for the evaluations;
- » Nova Chance (New Chance), with more than 73 thousand students in a concurrent recovery program, with real chances of reversing bad results;

- » Prepara (Preparation), with over 89 thousand hits to live review classes and chat before the main exams;
- » Simulado AV1 (AV1 Mock Exam), with more than 550 thousand mock exams performed, making it possible to obtain extra points in the first evaluation through mock exams taken by the students in the first weeks of class; and
- » Dependência (Retakes), with more than 11 thousand students who failed in certain subjects retaking the pending subject simultaneously with the subsequent semester, in less time and without impact on their academic progress when approved.

Continued Education & Lifelong Learning

The sector covers a diversified portfolio that goes beyond undergraduate studies: they are on-campus, online, and hybrid masters, doctorate and MBA courses, in addition to preparatory courses and specializations offered by Damásio Educacional (with a focus on Law, Medicine and International Relations) and Unitoledo Units.

Among the institutions that joined this segment in 2019, SJT Med stands out, offering courses in the area of medical residency, specialist title, continuing medical education, *lato sensu* postgraduate course and management courses for the medical field, and the Clio Course, specialized in preparing for civil-service examinations in the diplomatic career – respected brands with tradition in the educational market.

At the end of 2019, Estácio had 1,000 students enrolled in 410 postgraduate courses. All *lato sensu* courses are assessed as excellent by the Coordination for the Improvement of Higher Education Personnel (Capes) of MEC.

As for MBA and postgraduate courses, the institution has more than 200 courses, in the areas of Education and Human Sciences, Management, Engineering and Technology, Law and Health. The fastest growing modality is digital, which registered an increase of 300%, and now has over one hundred new courses. The Health area, for example, went from six to 54 courses offered.

In addition to higher education specialization courses, there are also quicker options for the holidays. In the first months of 2020, hundreds of free holiday courses were launched - with short duration, offering specialization in specific subjects, such as Management, Computer Science, Law and Business Administration, among others. At the address www.estacio.br/cursoslivres you will find more than 1,200 online free courses.

Evolution of the offer of postgraduate courses in 2019

The *lato sensu* postgraduate department worked to increase the number of courses offered, both in the on-campus and distance learning modality, in order to provide relevant and enriching options in the various areas of specialization. Compared to 2018, the face-to-face postgraduate department registered the following percentage increases in the total number of courses offered:

Legal Sciences +75%

Communication and Creative Economy

+50%

Education and Bachelor's Degrees (Licenciatura) +217%

Formal and Physical Sciences and Engineerings

+19%

Health +6%

DISTANCE LEARNING MODALITIES

Creative Economy +200%

Education and Bachelor's Degrees (Licenciatura)

+67%

Formal and Physical Sciences and Engineerings

+38%

Health +8%



Graduations

In 2019, Estácio fulfilled its mission of educating to transform (educar para transformar), with more than 69 thousand students who graduated, an institutional act under the sole responsibility of the Higher Education Institution, which takes care of the organization and certification of the official ceremony. Estácio is solely responsible for conducting all the official ceremonies for students of traditional and technological undergraduate studies, covering all Units in the country. The official graduation ceremony is carried out on the student's campus, on a day and time announced by the Institution. In this official act, the award of a degree and the signature of the minutes are carried out.

The graduation ceremony is the time to celebrate the achievement of a dream. Many of our students are the first in their family



GRADUATION

Access the QR Code and see testimonials from graduating students to complete Higher Education and the occasion is very emotional. It is carried out by a partner company, and the participation of the graduating student is optional and will take place upon payment of a participation fee made directly to the partner. The ceremony is held with infrastructure for a large event, including decoration, sound, gowns, award of diplomas, symbolic graduation oath, presence of teachers, and a complete ceremonial team.

In 2019, Estácio fulfilled its mission of educating to transform with more than 69 thousand students who graduated



Graduating students in 2019

Law

8,370

Administration

7,394

Engineering

5,097

Bachelor's Degrees (Licenciaturas)

4,510

Psychology

3,132

Nursing

3,097

Medicine

418

Innovation and technology

The availability of new digital tools for students and teachers was one of the priorities

> » MINHA ESTÁCIO APP: developed throughout the year and launched in December 2019, the app was produced with the participation of students from different courses, who tested its functionality and suggested improvements. Available for Android and iOS systems, theapp has an innovative layout and features such as a virtual student card, an area for payment slips, exam calendar, registration of grades

and attendance, and timetable.

in 2019. Highlights in the area included:

STUDENT APP

Discover the app's features by accessing the QR Code



- » ESTÁCIO DOCENTE APP: launched in October, the app is geared towards teachers. It allows performing the main academic tasks directly from the cell phone or the tablet, such as the entry of students' attendance, grades, description of the content of the classes, and the closing of the agenda. The app also has a message exchange system.
- » HTML STUDY MATERIALS: the migration of online study materials to HTML format has made files lighter and faster to access on devices such as tablets and mobile phones.
- » VIRTUAL LIBRARY: the space that provides Estácio's digital bibliographic collection (24 hours a day, at no additional cost) has been updated.

Ensine.Me

YDUQS' newest Business Unit - Ensine.Me brings together teams of academic curators and digital content development, the work of which reflects more than 10 years of expertise in the research and creation of content and formats for distance learning education. The first generation of "4.0" courses from Ensine.Me began to be made available in the first semester of 2020 in courses at the Centro Universitário Toledo, and employs several different learning objects, such as texts, videos, podcasts and infographics, among others, which establish a definitive breakthrough when compared to common models of distance learning education. More than 200 hours of multimedia material have already been produced, with the participation of more than 150 professionals (educators, curators, designers, and technology experts).



Check out the video of the Chief Digital Content Officer, Alexandre Aquieiras

Research, extension and international cooperation

GRI 103-2 | 203

Linked to the Vice-Presidency of Education, the Department of Postgraduate Studies, Research and Extension is in charge of preparing and developing postgraduate courses and the institutionalization and promotion of research and extension. As one of the private institutions that invest the most in research in Brazil, Estácio invests in projects for the production of knowledge, scientific and technological research, and training of teaching professionals in *lato sensu* and *stricto sensu* postgraduate studies; research and extension (with the support and dissemination of the scientific production of students and teachers); and international cooperation projects.

Institutional Programs for Scientific Initiation, Research and Productivity and Extension are the main initiatives in the field of research and extension. Estácio's five stricto sensu Postgraduate Programs have already contributed to the formation of more than 2,000 professionals, including masters and doctors - not only for activities in the academic and scientific sphere, but also for professional training, focused on advanced, innovative and transformative practices in the labor market. There are three academic (Law, Education and Dentistry), and two professional (Business Administration and Development, and Family Health) Masters courses. Estácio also offers three academic (Law, Education and Dentistry), and one professional (Family Health) Doctorate courses.



professionals graduated in Estácio's five *stricto sensu* postgraduate studies

In 2019, Estácio held its XI Research Seminar, an event aimed at the entire academic community and which has been accumulating prestige and recognition. More than 2,000 scientific papers and abstracts were presented at the Research Seminar, including undergraduate course completion papers (TCC), specialization or MBA completion monographs, Masters dissertations, Doctorate theses, scientific initiation projects, and research projects in general. In addition to the presentation of projects linked to institutional research programs and the effective participation of Estácio's stricto sensu postgraduate programs, the event promotes integration and communication between researchers from our and other institutions.

Estácio is one of the private institutions that most invest in research in the country

Research and Extension Policies GRI 413-1

In the relationship between extension and research, multiple possibilities arise for articulation between HEIs and society. Aiming at the production of knowledge, university extension relies mainly on participatory methodologies, in the form of investigation-action (or research-action), which prioritize innovative methods of analysis, the participation of social players, and dialogue.

In 2019, 349 extension projects were maintained, acting directly in the communities surrounding Estácio campuses, offering assistance actions and actions for the promotion of autonomy and emancipation. These are initiatives that seek to identify local vulnerabilities, in order to meet the demands of the community. They act directly in the communities, offering assistance actions and actions for the promotion of autonomy and emancipation.

The projects are evaluated and selected by the Institutional Extension Committee (CIExt) of each HEI, and are guided by specific notice, based on the merit of the project, considering the guidelines for the extension: dialogical interaction, interdisciplinary and interprofessional approach, inseparability of teaching-research-extension, impact on student education, social impact and transformation, as well as its practical application and coherence.

In the Extension program, there are projects in seven knowledge centers in different courses: Legal Sciences, Creative Economics, Bachelor's Degrees, Management, Health and Information Technology.





entered into by project coordinating teachers with local institutions for the development of social actions

INTERNATIONALIZATION

The internationalization of scientific production is carried out by the International Cooperation Advisory (ACI), which works on the signing of agreements with foreign institutions, exchange of students and teachers, in addition to the development of researches with international collaborations. In 2019, Estácio maintained joint activities with the following institutions:

» ARGENTINA

Universidad de Buenos Aires, Instituto de Capacitación Aduanera

» CHILE

Universidad de los Andes

» COLOMBIA

Universidad Santo Tomás, Universidad Nacional de Colombia

» SPAIN

Universidad de Burgos

» USA

Mercer University, The University of Oklahoma

» NETHERLANDS

Breda University of Applied Sciences



INTERNATIONALIZATION

Learn more about initiatives using the QR Code

» PORTUGAL

Instituto Politécnico da Guarda, Instituto Superior de Comunicação Empresarial, Instituto Superior Técnico, Universidade Portucalense, Universidades Lusíada, Universidade do Porto, Instituto Politécnico de Castelo Branco

» UNITED KINGDOM

Northumbria University, Birmngham City University

» URUGUAY

Universidad de la Empresa

An example of a positive impact in 2019 was the holding of the Oxford Consortium for Human Rights – Identities. Estácio was the host of the event, which included professors from the United States and Oxford University (England), as well as Estácio professors. This event, which took place in October 2019, at the Dorival Caymmi campus, featured 25 American students and four Estácio students with full scholarships.

Other initiatives still deserve to be highlighted, such as the implementation of subjects 100% in a foreign language; Masters and Doctorate students being tutored in their dissertations and theses by foreign professors from partner universities; and students pursuing part of their doctorate course abroad through the Sandwich Doctorate Program Abroad.

Highlights in scientific research and production

- » XI Estácio Research Seminar: more than 2,000 abstracts of scientific papers
- » More than 130 students in 2019 completed academic mobility in foreign Institutions
- » Three sandwich doctorate scholarships from Capes in Spain, France and the United States have been implemented
- » Partnership with Banco Santander: 31 undergraduate scholarships (first semester), two Top España scholarships, 12 scholarships from the Ibero-American Program, and 50 undergraduate scholarships (second semester).

Relationship with students

The institutional relationship between Estácio and its students follows the Student Journey concept, under which the academic trajectory is followed – from entering the Institution to graduation and beyond. Communication, onboarding and assistance actions are planned based on research, interviews, visits and analyses, and include the training and awareness of teachers and administrative employees.

The Customers Committee, made up of Estácio executives, discusses improvements to be implemented in processes and products aimed at students. The group meets every two weeks to propose actions that are carried out and monitored by means of indicators. The Committee also discusses specific demands from students, addressed through the various channels of communication with the Company.

In 2019, peaks of dropout by freshman students were identified, between the first 30 and 90 days of class. Based on these figures, communication actions directed to new entrants were expanded by the corporate Onboarding area.

The Journey continues throughout the academic period and extends until after graduation, by maintaining contact with former students. Like students, graduates also benefit from an exclusive career guidance service and access to a job vacancy portal with, more than 30,000 registered companies.



LARS GRAEL NATIONAL CLASS

Watch a video with the presentation



STUDENT WELCOME PROGRAM

The Student Welcome program continued its activities in 2019. Through the program, the Units present their differentials to newly arrived students and receive veterans who return from the holidays. One of the main actions is Aula Nacional (National Class), which offers inspiring lectures presented by entrepreneurs and influencers. In 2019, there were two editions. The first one had the Olympic medalist and professional sailor Lars Grael, who spoke to more than 100 students at R9 Taquara Unit (RJ). The event was broadcasted online to more than 10,000 people. In the second semester, the guest was Caito Maia, founder of the evewear brand Chilli Beans, at Conceição Unit (SP). More than 11,000 students watched online.

Six Estácio Units - Tom Jobim and Madureira (RJ), Carapicuíba (SP), São José (SC), Teresina (PI), and Manaus (AM) - integrated a pilot project for a new student onboarding model, in the second half of 2019. Seven thousand freshmen had access to interactive totems andtablets, which facilitated the choice of subjects, scheduling of appointments, and navigation through the SIA portal. Veteran students were monitors and took part in the actions, with tips and encouragement messages. At the Units participating in the project, the NPS Freshmen index (Net Promoter Score, which measures the satisfaction of new students with Estácio) increased by 2% in relation to the others. The number of complaints remained stable in relation to 2018 - at Units without the pilot project, a 0.4% increase was registered.

STUDENT CLUB

Student Club is an advantage program that offers all students discounts and/or benefits in companies from different segments. In an *online* environment, accessed only by the Virtual Campus, the Club concentrates all Estácio partnerships that produce direct benefits to students at the address https://sia.estacio.br/clubedoaluno/. There are more than 120 participating companies.



LEARN +

about the benefits of the Student Club by accessing the QR Code



companies participate in the Student Club, a program that offers discounts and benefits to Estácio students

ESTÁCIO STORE In 2019, Estácio launched the Estácio Store A ESTÁCIO SE UNIU À RESERVA PARA LANÇAR UMA LOJA VIRTUAL COM UMA COLEÇÃO INSPIRADA NA JORNADA ACADÉMICA together with Reserva. It is an unprecedent-QUIER BETTINAN NEBBA MODA ed partnership in the educational segment, which brought together both brands in the creation of a collection of T-shirts with classic phrases frequently heard in the classroom, such as "Will it help my grades?" or "Sorry I'm late". The initiative also has a social responsibility bias: each piece sold is converted into a donation of five meals to institutions linked to the Banco de Alimentos Civil Association. In 2019, the partnership enabled more than 1,600 donations through



the products sold.

KNOW

the store by accessing the QR Code



CHECK OUT

the t-shirt parade at the Estácio Store

STRATEGIC PARTNERSHIPS

Through the Department of Partnerships, Careers and Sustainability, Estácio provides several opportunities for extracurricular activities among students, promoting experiences and professional experience. One of the highlights of 2019 was the support to the "University Pilot" competition, in partnership with Waze Carpool. For the purpose of promoting solutions in urban mobility and contributing to the reduction of CO₂ emissions in the country, the competition encouraged carpooling among students. The students also had lounge for resting, and when weekly carpooling goals were reached, they won gifts from the competition. In the period, over 440 carpools were registered. The winner of the competition, with the highest number of carpools was awarded a trip to visit Waze headquarters in New York.

Institutional partnerships include companies that are invited to participate in Company events, offering services, discounts, and gifts for students and employees. Among the partnerships entered into in 2019, companies such as the newspaper O Globo, Magalu (Magazine Luíza e-commerce), and Natura stood out.



Student Satisfaction Survey

GRI 102-43, 102-44

The Satisfaction Survey is carried out every six months, on a voluntary basis. The data collected is analyzed by the Student Experience area, shared with the other sectors, and processed strategically in the planning of management and service actions. Four

blocks of questions are presented to the interviewees: socioeconomic profile, choice motivators (by Estácio), level of satisfaction with the educational service, and general level of satisfaction with the Institution.

STUDENT SATISFACTION INDEX (ISA)

Submodality	2017.1	2017.2	2018.1	2018.2	2019.1	2019.2
EAD (Distance Learning) 100%	7.93	7.94	7.95	8.0	7.90	8.00
Flex	7.46	7.58	7.62	7.70	7.65	7.79
On-campus	7.61	7.62	7.59	7.70	7.65	7.77

The increases in grades reflect the investments in items with the most critical track records. In some situations, specific working groups were created, in cell format, for indepth analysis and treatment. For the case of financial complaints, an agile cell started operating in July 2019, with a multidisciplinary team led by the Digital Transformation area. A 35.3% reduction was registered in the number of complaints on the subject in the second half of 2019.

Another improvement occurred with the automation of entrance exam management. The new system allows for a gain in the availability of days and times of entrance exams, with deadlines that can be extended or reduced automatically. This opens up more possibilities for dates for enrolled students, and simplifies the operation of the area.

Additional actions are summarized in the table below:

Торіс	ACTION
Infrastructure	Investments in the structure of access to Wi-Fi at the Units, impacting more than 30% of the Units, physical renovations in the campuses, classrooms, living areas, bathrooms, and laboratories
Service	Hiring a new supplier for the call center
Secretaries and registration room	Creation of improvement fronts that now use a new customer relationship management tool



Shared Service Center (CSC)

The Shared Service Center (CSC) is responsible for the administrative, financial and academic backoffice services for the other areas of YDUQS (Units and Corporate), allowing them to concentrate on their core activities. The CSC monitors activities related to service and development of the academic life

of our students, and offers support to other employees, with standardized processes and the permanent search for efficiency gains.

Submodality	RESULTS 2017	RESULTS 2018	RESULTS 2019
Corrected essays	233,792	281,123	281,189
Registered admission exams	50,276	54,537	59,284
Total service	1,320,271	1,476,560	1,301,718
Student applications met (SIA)	726,896	837,680	782,498
Internal customer calls answered (SEC)	527,746	562,407	428,162
Telephone service	62,467	71,359	83,883
Assistance via chat	3,162	5,114	7,175
Payments made	105,775	102,821	129,576



Careers

In the roundtable format, the Careers Forum provided valuable insights for the students' professional trajectory

The employability and professional development of students are a fundamental part of Estácio's value proposition. In 2019, the Employability area was renamed Careers, as part of the Department of Partnerships, Careers and Sustainability. The new sector acts in the interaction among students, companies and the labor market, guiding and preparing students in the development of their careers. A set of tools is offered, in addition to vacancies for internships and job vacations at the Estácio Careers Portal. In the relationship with companies, it works by identifying needs and seeking partnerships that bring academia and the labor market closer.

CAREER MONTH

October 2019 was chosen by Estácio as the "Career Month". Throughout the period, lectures with specialists from different areas were broadcast live on the Internet, discussing careers and the labor market. The presentations can be seen on the Estácio Careers portal (http://www.estaciocarreiras.com.br/); the *site* is a repository of relevant content for students looking for a job, with job position openings, entrepreneurship tips, and professional guidance. One of the portal's highlights is the Career Guidance *Chat*, with *online* service on curriculum, recruitment, selection and market trends.

VIRTUAL INTERNSHIP AND JOB OPENING FAIR

Another initiative made possible by digital media was the third edition of the Virtual Internship and Job Opening Fair, held from September 9th to 13th. Thirty companies participated and offered a total of 8,595 vacancies. The Virtual Fair received around 45 thousand visitors, who viewed approximately 110 thousand contents on the fair website.

NATIONAL CAREER FORUM

In November, in Rio de Janeiro, the Estácio Centro I campus hosted the first edition of the National Career Forum, with renowned professionals such as Alexandre Freeland (strategic projects officer at Editora Globo); Erika Tabacniks (Customer Success manager for Latin America on LinkedIn); Cristiane Carvalho (HR officer at Microsoft) and Yugo Motta (manager at Coca-Cola). The event promoted a discussion on the challenges of employability in Brazil, and was directed to the general audience (Estácio students or otherwise).



LEARN +

about the Forum by accessing the QR Code

Among the partnerships, it is worth highlighting the collaboration with two of the biggest events in the world of entertainment held in Rio de Janeiro in 2019: Rock in Rio and Game XP. In the last five editions of the festival, Estácio was the official university of Rock in Rio, participating in several stages of production and related events linked to the brand. A total of 2,080 students have

already been involved in the partnership in these five editions. In 2019, 100 students from the institution participated in the support team, with paid positions. Another 40 were part of the TV team that covered the festival. At Game XP, the largest event linked to the *games* universe in Latin America, 60 Estácio students participated in the support team. The partnership provided opportunities for professional experience for the students, as well as interaction with professionals who hold major events.

CMOV AND LEARN TO FLY

Two tools oriented to professional development of students that deserve extra emphasis are the CMOV and Learn to Fly. The former is an *online* career platform, which helps students to set goals and access the labor market. Based on the 5C's methodology (career, competence, capacity-building, connection, and communication), the CMOV validates the choices of profession, maps the profile, and provides information on the skills.

Learn to Fly is a mentoring program, which encourages students to develop behavioral skills. Estácio employees have the chance to act as volunteers, supporting students with *online* mentoring sessions. Among the topics covered, we highlight encouragement to self-reflection and self-knowledge.

Careers in 2019 in numbers

40
thousand advertised
job openings

2.5

million of registered resumes

35
thousand registered

companies

133
thousand active
internships

39.7
thousand hits
to Career Month
presentations



The results obtained in 2019 by environmental management, including resource consumption and energy efficiency initiatives

Environmental Context

Estácio maintains updated environmental management practices, in order to reduce the impacts of its activities on the environment, and promote a reduction 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 applicable, Maintenance Plans for Wastewater Treatment Plants (ETE). A corporate-level strategy seeks to strengthen environmental management, and ensure joint advances in aspects such as reducing water and electricity consumption, as well as selective collection initiatives.

Compliance with the environmental requirements of each Unit is indicated by a quarterly self-assessment program carried out by the *campuses* teams. Environmental teams raise the crucial issues for compliance with environmental laws and regulations. The assessments are considered in the annual result of the Management Excellence Program (PEG). All Units reached the target of 85% fulfilled requirements, within a list that includes items such as environmental licensing, compliance with PGRS (waste management), training, and compliance with environmental laws.

PATRÍCIA GAMA

Facilities, Licensing, Occupational Safety and Environment Manager at YDUQS

Electricity and Water Commandments

In May 2019, Estácio released a set of Electricity and Water Commandments in its Units. They are 23 questions that serve to evaluate the practices of each facility in the management of resource consumption - covering types of lighting, climate control, equipment shutdown routines, awareness campaigns, and creation of opportunities to reduce consumption. Two assessments based on the Commandments were conducted in 2019, in May and September.



WATER EFFICIENCY

Estácio achieved a 7% reduction in water consumption, as compared to 2018, with emphasis on the performance of the North and UNESA regional units. At UNESA Units, in addition to other actions, 710 pressure taps with aerators (which reduce the flow of water available) were installed. A saving of 20% in total water consumption in the Regional Unit was achieved, as compared to 2018.

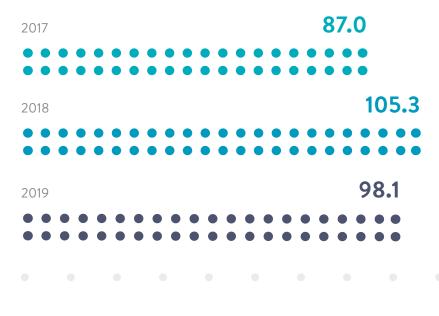


-7%

was the reduction in Estácio's water consumption in the year, in relation to 2018

WATER CONSUMPTION PER STUDENT

in liters



In addition to the judicious consumption campaigns carried out in all Units, some specific initiatives contributed to the positive result. The highlight was the partnership with a water efficiency company, to identify potential improvements in water management at the five Units with the highest consumption figures (Nova Iguaçu, Niterói I and II, both in the state of Rio de Janeiro; Gilberto Gil, in Salvador, Bahia: and Ribeirão Preto, in São Paulo). The Units received a system for monitoring daily consumption by telemetry, which allows for quick correction of deviations, in addition to investments in equipment to reduce consumption.

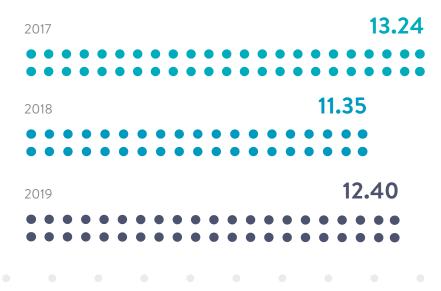


ENERGY EFFICIENCY

There was no significant reduction in the consumption/student indicator, when compared to 2018; however, it was possible to maintain the positive result in the indicators in relation to 2017 (6% reduction). Initiatives such as the replacement of conventional lamps with LED models, replacement of air conditioning units, and contractual adjustments have made it possible to reduce energy costs.

Since 2014, 57 Units started to contract energy in the free market, a modality that in 2019 provided 56% of the energy consumed in the year. The total estimated value of the savings obtained with the initiative reached BRL 54 million in the last six years. Two new Units (Tom Jobim, in Rio de Janeiro, and Jatiúca, in Alagoas) migrated to the free market in 2019, which represented additional savings of BRL 560 thousand in the year. 100% of the energy consumed by the free market comes from renewable sources, that is, 100% incentivized. In 2020, four other Units (Goiânia, Goiás; Famap, Amapá; Teresina, Piauí; and FAP, Pará) are in the process of migration.

KWH/STUDENT INDICATOR



Photovoltaic plant

In 2019, Estácio entered into an agreement for the implementation of a photovoltaic plant, which will allow the supply of energy through distributed generation. The Company will generate its own energy and convey it to the public distribution network, which will supply the Units. Initially, six Units (Recreio, Presidente Vargas, Praça XI, Dorival Caymmi, Queimados, Teresópolis), and a corporate building (Venezuela) in Rio de Janeiro will participate in the project; the solar plant will generate 57% of the energy consumed by these facilities.

Estácio will use a photovoltaic plant to generate its own energy, supplying 57% of the consumption of six Units in Rio de Janeiro

WASTE MANAGEMENT

In 2019, all Units completed the preparation of the PGRS or PGRSS (Solid Waste/Health Waste Management Plan). For the composition of the plan, all the important points of the waste management process are analyzed by a specialized company, which provides guidance on the current rules and legislation. After the study was completed, training was given to all employees on the waste management process.

More than BRL 800 thousand were invested in adjustments to environmental legislation, including the construction of more than 10 waste shelters: appropriate places for segregation and storage of waste packaged per class, until removal by a specialized company or municipal concessionaire.

TRAINING AND CAMPAIGNS

During the year, several events and communication campaigns related to environmental themes were held. With the support of teachers, training and awareness lectures were offered on dates such as Water Day (March 22nd), World Environment Day (June 5th), and National Tree Day (September 21st).

On the occasion of the World Environment Day, around 5,000 custom "environment friendly" plastic cups were distributed to employees across the country, to boost the "Adopt a permanent cup" campaign. The idea was to reduce the consumption of disposable cups, replacing them with new, more resistant ones. Lectures on the topic were presented in practically all Units.



All health and safety goals were met in 2019

Occupational Safety

Occupational safety management at Estácio is conducted through compliance with the Safety Requirements (Coaching), where all items are mapped, and a schedule of activities and actions are prepared in all Units, in the following aspects: legal compliance (meeting legal requirements, such as the Environmental Risk Prevention Program and the formation of Internal Committees for Accident Prevention); updating of the Fire Fighting System (SPCI); legal training for workers of areas with potential risks (height, electricity); and formation of the Voluntary Fire Brigade (BVI). All Units exceeded the defined minimum objective (75%) of compliance with the requirements, with an overall average of 79%.

To improve safety systems, more than BRL 10 million were invested in works at the Units. Improvements included fire alarm systems, exhaust in industrial kitchens, installation of escape stairs for escape routes, *sprinklers*, and fire doors. Training for the formation of volunteer firefighters was carried out in allcampuses and offices, with theoretical content and area abandonment drills.

HEALTH AND SAFETY INDICATORS - 2019

Regional Unit	NUMBER OF ACCIDENTS	OCCUPATIONAL ILLNESSES	COMMUTING ACCIDENTS	LOST DAYS
North	2	1	0	231
Northeast	6	0	1	43
Center-South	5	0	1	67
UNESA	38	0	10	1,273
TOTAL	51	1	12	1,614

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GRI 102: General disclosures 2016	102-7 Size of the organization	9		
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	102-45 Entities included in the consolidated financial statements	Available at the YDUQS Results Center https:// tinyurl.com/ DFsYDUQS		
	102-46 Defining the report content and topic limits	5		
	102-47 List of material topics	17		
	102-48 Reformulation of information	None		
	102-49 Changes in the report	None		
GRI 102: General disclosures 2016	102-50 Reporting period	5		
	102-51 Date of latest report	July 2019		
	102-52 Reporting cycle	Annual		
	102-53 Contact for questions about the report	sustentabilidade@ yduqs.com.br		
	102-54 Option according to GRI Standards	Essential		
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GRI Standard	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
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GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	38		4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition for retirement assistance programs	36, 37		8
	404-3 Percentage of employees who regularly receive performance and career development analysis	40		5, 8, 10
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GRI 103: Management approach 2016	103-2 Management approach and its components	44		
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GRI Standard	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
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SUSTAINABLE DEVELOPMENT GOALS

1. Eradication of poverty	9. Industry, innovation and infrastructure
2. Zero hunger and responsible agriculture	10. Reducing inequalities
3. Health and well-being	11. Sustainable cities and communities
4. Quality education	12. Responsible consumption and production
5. Gender equality	13. Action against global climate change
6. Drinking water and sanitation	14. Life on water
7. Clean and affordable energy	15. Life on land
8. Decent employment and economic growth	16. Peace, justice and effective institutions
	17. Partnerships and means of implementation

Credits

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