

# EDUCATE TO TRANSFORM

Sustainability Report

**Estácio 2014**



OFFICIAL SUPPORTER



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#OPENING G4-18, 28, 29, 30, 31

# sustainability path: lifelong learning

Social, environmental and economic issues advances ensure the fulfillment of our mission

During the year of 2014, we sought to learn more about the ramifications of sustainability in our activities. Therefore, we completed important advances for large part of our network of stakeholders. We embrace sustainability in management and guarantee a solid reputation as a result of this process, since the creation of a dedicated management to stimulate the subject within the institution in the beginning of 2013, and the alignment of issues related to culture and strategy, through the deepening of social responsibility programs.

The concern in our employees' satisfaction in the workplace (an indicator that is related to the variable remuneration of our executives) and the student satisfaction with the teaching model are also ze that we are both an economic and social entity, thus no stakeholder can be neglected. There is a clear aggregate goal: guarantee the mission of Estácio, educate to transform in the long run.

In this report produced by the methodology of the Global Reporting Initiative (GRI), already used in the 2013 reporting, we present the consolidated lessons of our journey towards an organization that knows how to balance corporate goals and the quality of education for an increasing number of students. The content is divided by the five dimensions in which Estácio addresses sustainability (Higher Education, Governance, Economic, Social and Environmental), organizing our efforts of theme management.

We invite you, reader, to enjoy this path.

## ABOUT THE REPORT

G4-28, 29, 30, 31

In this 2014 Sustainability Report, we reported 55 environmental, economic and social indicators. The information contained in this reporting process, published annually, refers to actions and projects of Estácio Group, between January 1<sup>st</sup> and December 31<sup>st</sup> of 2014. The content is directed to the institution main stakeholders (teachers, current and former students, employees, press, investors and civil society), in print and PDF versions (available at [www. estacioparticipacoes.com](http://www.estacioparticipacoes.com)).

The definition of the content took into consideration the material issues of the organization. It contemplates the G4 guidelines of the Global Reporting Initiative for reporting management indicators, environmental, social and economic performance and its impacts. In case of doubt, readers can contact us by the email [sustentabilidade@estacio.br](mailto:sustentabilidade@estacio.br).

**The content is divided by the five dimensions in which Estácio addresses sustainability:**

- Higher Education
- Governance
- Economic
- Social
- Environmental



Learn more about the Estácio path on sustainability accessing the portal [estacioparticipacoes.com](http://estacioparticipacoes.com)

## #MESSAGES

# word from the president

In the following interview, Rogério Melzi, president of Estácio, comments about the main progress made in 2014 and the institution focus in its primordial mission: the transformation by education. G4-1

This is the second year that Estácio follows the GRI guidelines in reporting sustainability. What are the advances in accountability through this methodology?

How the mission of Estácio "Educate to Transform", reveal the three dimensions of sustainability (Economic, Social and Environmental) and also the governance and higher education, concerning the institution?

The GRI model is well aligned with the Estácio philosophy. The spread of this model extends the game, going beyond the shareholders to stakeholders. In Estácio, the same management system measures financial profits and monitors the organizational climate among teachers - the "educational climate" - and other employees. They are also the same tools that we eventually use to measure the safety conditions and to quantify the risks to which we are exposed. The GRI is a translation, the extension of a concept that we have already used. We witness in Brazil a fundamental debate about environmental awareness and consumption habits. We have developed a big discussion about how to leverage more our courses toward sustainability. It is not enough just to create a subject or a course to work this bias; you must insert these issues across the board in various disciplines, courses and areas, so that they appear naturally.

We seek to measure everything we do in Estácio. When we talk about "Education to Transform", the way to take this to the entire institution, in its various dimensions, is through indicators (read more about the Program of Excellence in Management in Chapter I). However, we also consider that the example has central importance. Thus, the biggest challenge is to generate positive examples of behaviors and attitudes among all those who work and live in the institution. The idea is that everyone, in any dimension, educate from small examples. The real contribution of the company concerning the "Education to Transform", comes from the attitudes that add to the quantitative and qualitative indicators.



We seek the best return for the three public that invest in Estácio: our shareholders, employees and students

As part of the 2020 Vision, what are the main achievements and highlights in 2014?

How does the idea of transformation, the concept of the report of this year, influenced the internal relationship of Estácio with its employees and students?

We seek the best return for the three public that invest in Estácio: shareholders, who invest their financial resources; students, who also invest financially and bet their careers in the institution; and our employees, who devote much of their time and energy with us. The year of 2014 was excellent in the three dimensions. The financial results of Estácio are, again, brilliant in every aspect. Nevertheless, what I really like is to know that the results of the two indicators that measure whether our vision is well conducted, were also the best possible. The Estácio Research of Student Satisfaction (PESA) rose significantly. It had the best result of the historical series we have built. The process was even more motivating because it coincided with advances in the Organizational Climate Survey, which we use to measure the satisfaction of our employees. Their levels, historically high, represent by far the best results we have already achieved in Estácio. If there is a sense of pride in working at the institution, it is high the chance to meet the expectations of our student body.

This process takes long time and works as waves. Between 2008 and 2011, at the first moment of management change in Estácio, there was a great concern with the economic dimension - as a matter of survival.

“The year of 2014 was excellent. The financial results are brilliant in all aspects and our vision is well conducted”



Rogério Melzi: “Everyone can educate giving good examples”





To overcome its challenges, there is no other way to Brazil unless invest more heavily in formal education

However, once it became clear the solution of this aspect, it was possible to advance the qualitative aspect and start working more intensely the human relations, an extremely important bias for an institution that has thousands of employees and almost 500 thousand students. Given this perspective, how do we spread the idea of transformation? Internalizing these premises in corporate practices. Regardless of so many other daily assignments, I answer, personally, always with the same attention the student emails. To show respect and concern, I encourage others to do the same. We started slowly, but a good part of the employees already incorporated this attitude. In this process, 2014 was a successful year.

How Estácio treated innovation in 2014? How this topic should proceed in the coming years?

While the institution has always had an innovative vein, 2014 was a year of construction and a strengthening phase of innovation. The Estácio Acceleration and Valorization Center - Nave Space - is the embodiment of this ideal.

The project was conceived in 2013 and started to see more solid results in 2014. We have had many positive examples in technological innovation projects. One of them involves an interactive TV model that we will expand to our classrooms, and which generated a patent request. The other innovation project involved the entrepreneurship encouragement through start-ups projects. I understood the ecosystem that was being created around these projects and I was delighted. Concerning the scientific research, we know that we need to advance in the long run, but we have observed positive signs. The idea is to foster pillars that involve, for example, scientific and applied research within the campuses of Estácio in Brazil. In other examples of academic excellence, there is our PhD program in Odontology, which already draws attention not only in Brazil but also abroad. We want to advance in quality and strengthen even more partnerships with international institutions. Another aspect to highlight is the breakdown of an old paradigm in Brazil on the big gap between university research and the business community. Through Aditec (Development and Technological Innovation Agency), we are making that the expertise of so many Estácio talented researchers is used to solve real problems, and contribute as a source of income for our teachers.



The employability and entrepreneurship encouraged among students deserve highlights. How Estácio can further encourage these aspects?

Employability is a long-standing concern. We created an indicator through the results of researches done with students, in order to map the situation of undergraduates. We observed several questions: whether they are employees, what was the value of the average income, how much they received when they arrived here. Preliminary results indicate that who does a higher degree in Estácio, has a huge chance to leave here employed, earning an average of two and a half times more than if without a diploma. In entrepreneurship, one of the bets is the NAVE space, where we created an environment of innovation and partnerships strengthening.

What is the outlook for higher education in Brazil?

The percentage of the population that do a higher education is among the lowest in Latin America. If we want our heirs not to suffer violence, scarcity of natural resources and discrimination, among other risks, there is no other way but to invest more heavily in formal education. Each year we lost in this process means a widening of the gap in comparison with other countries, and not only with developed countries, but with other developing nations. To overcome these challenges, Brazil needs to promote a broad discussion and deepen reflections on programs, tools and other mechanisms already in place to ensure the necessary jumps.

Human relations are an important bias for an institution that has thousands of employees and nearly 500 thousand students





# 108

## GRADUATE COURSES

(5 master's  
and 3 PhD's)

# 78

## UNDERGRADUATE COURSES

#OPENING G4-3, 4, 5, 7, 8, 9

# profile

The Estácio Participações SA, founded on March 31st 2007, is now one of the largest private higher education in Brazil in number of units and students. Based in the city of Rio de Janeiro, we are present in all Brazilian states and the Federal District. We have one university, 6 university centers, 6 colleges and 163 distance-learning centers accredited by the Ministry of Education (MEC), in a total of 84 on-site classroom units. As an anonymous society publicly held company, we are listed on the *Novo Mercado* (New Market) of BM&FBovespa.

To the on-site, distant or both on-site and distant students of our undergraduate and graduate courses, we offer high-quality higher education, with an emphasis on innovative processes and the use of technology in teaching. Our student body is

composed primarily of young people from low or middle-lower income, who work and study, and understand Estácio as a fundamental tool to transform positively their lives. The notion of social transformation, with emphasis on concepts such as employability, entrepreneurship, higher education access dissemination and sustainability, is vital for us - who work towards the positive change through education.

We offer graduation courses in Exact Sciences, Biological Sciences and Human Sciences, as well as graduate *latu senso*, master's and PhD courses, evaluated by MEC/CAPES with high quality concepts, besides various categories of courses: free, preparatory for contest, technical training and others focused on corporate education.



Students in Tom Jobim unit (RJ): students are the focus of all the efforts of our management



**MISSION****EDUCATING TO TRANSFORM**

We integrate academy and management to offer a transformative education to the highest number of people, creating positive impact on society.

**2020 VISION**

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

**VALUES** G4-56**FOCUS ON STUDENT**

The student is our reason for being.

**PEOPLE AND MERITOCRACY**

We value and recognize the merits of the greatest asset we have: our people.

**INNOVATION**

We must create and dare, always.

**SIMPLICITY**

We must be simple to be agile and austere.

**RESULT**

We pursue extraordinary results with passion and method, acting always as "owners".

**ETHICS**

We do not tolerate misconduct

**EXCELENCE**

We pursue excellence in providing services inside or outside the classroom.

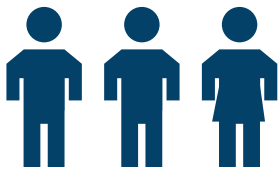
**HOSPITALITY**

We treat people, as we like to be treated.



**12.2 thousand**  
PROFESSORS

**6.7 thousand**  
EMPLOYEES



**+ 430 thousand**  
ENROLLED STUDENTS

**WHERE WE ARE**

ON-SITE NETWORK

**45**  
CITIES

EAD NETWORK

**111**  
CITIES

**OUR STRUCTURE**

**1** UNIVERSITY

**6** UNIVERSITY CENTERS

**36** COLLEGES

**163** DISTANCE-LEARNING CENTERS





"

The student is our reason to exist. The aim of our work is the career success of our students

"

#2020 ESTÁCIO

# brand, culture and sustainability

The union between the three aspects drives Estácio relationship with its publics

G4-13, 24, 25, 26

## TEACHERS AND MANAGERS

From the left, Marcelo Costa, R9 Taquara (RJ) unit manager, José Luís Duarte Laranjo, John Uchôa (RJ) unit manager and Luis Antonio Monteiro, Niterói (RJ) unit manager.

Educate to transform is more than a mission. It is an inspiration, a cause that moves us and guides us. In this sense, 2014 was a year of intense learning for our institution and strengthening of important initiatives. We advanced in identifying our key stakeholders, both internal and external, reinforcing the understanding of our ecosystem relationships; and we walked towards the integration of sustainability management and strengthening actions of Estácio culture and image. In this chapter, we will discuss the latest developments on these issues.

## EXCELLENCE IN MANAGEMENT: OUR WAY OF WORKING

From our Excellence in Management Program (PEG), a pioneering initiative in the sector of higher education, we seek to identify, develop and disseminate best practices between our units. Therefore, we define the standards to be pursued by all. At the same time we discover innovation opportunities in our processes, we overcome challenges and recognize the merit of our most talent people. These are the goals of PEG, strongly aligned with our culture, our way of working, thinking and being.

Our units are evaluated in relation to the expected five Pillars reference model structured for PEG (Academic, Administrative-Financial, Personnel and Management, Relationship and Trade) since 2012. Each year the best units are awarded and they turn a reference to be considered.



In the end of 2013

**311**  
POINTS

In the beginning of  
2014, we reached

**339**  
POINTS

with actions considered  
"Quick Wins"

In the end of 2014,  
we reached a total of

**413**  
POINTS OF  
POSSIBLE 550

## SUSTAINABILITY DIAGNOSIS: GRADUAL ADVANCES

G4-35, 42, 43, 45

The advances made in 2014 in the score of the identified issues by our 2013 Sustainability Diagnosis demonstrate our evolution. In 2013, the emphasis was on mapping the most relevant aspects, from a benchmark that included top Brazilian and international educational institutions. To prepare the Sustainability Diagnosis in Estácio, which reflects our evolution and how much we need to advance, we conducted analyzes of publications and internal documents, and we compile sustainable practices of other higher education institutions, besides interviews with members of the Executive Board and 38 managers. We started the scoring of specific topics and materials, a process that continued in 2014. In a total of 111 issues involving five dimensions of sustainability (as the openings of our chapters in this edition of the report), we assigned 1-5 points for each. Thus, we indicate the development degree of the attendance of the organization, total or partial, of a specific item. Among the actions that influenced the evolution of the diagnosis in 2014, it stood out projects in

the environmental (such as publication of the Sustainability Brochures and the collection of electronic waste, as described in Chapter VI) and social spheres (such as the start of the operation of Educare, the Estácio corporate university, which features trainings at the School of Teaching and self-development courses, via web or on-site, to teachers across the country).

## RELATIONSHIP LIVE ECOSYSTEM

G4-24, 26  
Deepen the understanding of the functioning of our stakeholders network was one of the opportunities offered by the Branding Project, started in 2013. It has the purpose of developing an own Estácio culture brand and broaden our understanding of the links maintained with a variety of audiences in our network of relationships. This initiative has allowed us to see this kind of "web" of multiple connector points that intertwine and influence permanently.

- We have already taken important steps since 2012, when we overcome a vision that led us to see our stakeholders as "target audiences".

## ESTÁCIO DIAGNOSIS evolution



Each dimension has received a final mark referring to the scores measurement obtained by the questions. Marc 4 is considered an advanced level, mark 3 intermediate level and mark 2 refers to the basic level.



**2013  
EVOLUTION**  
of the questions punctuation

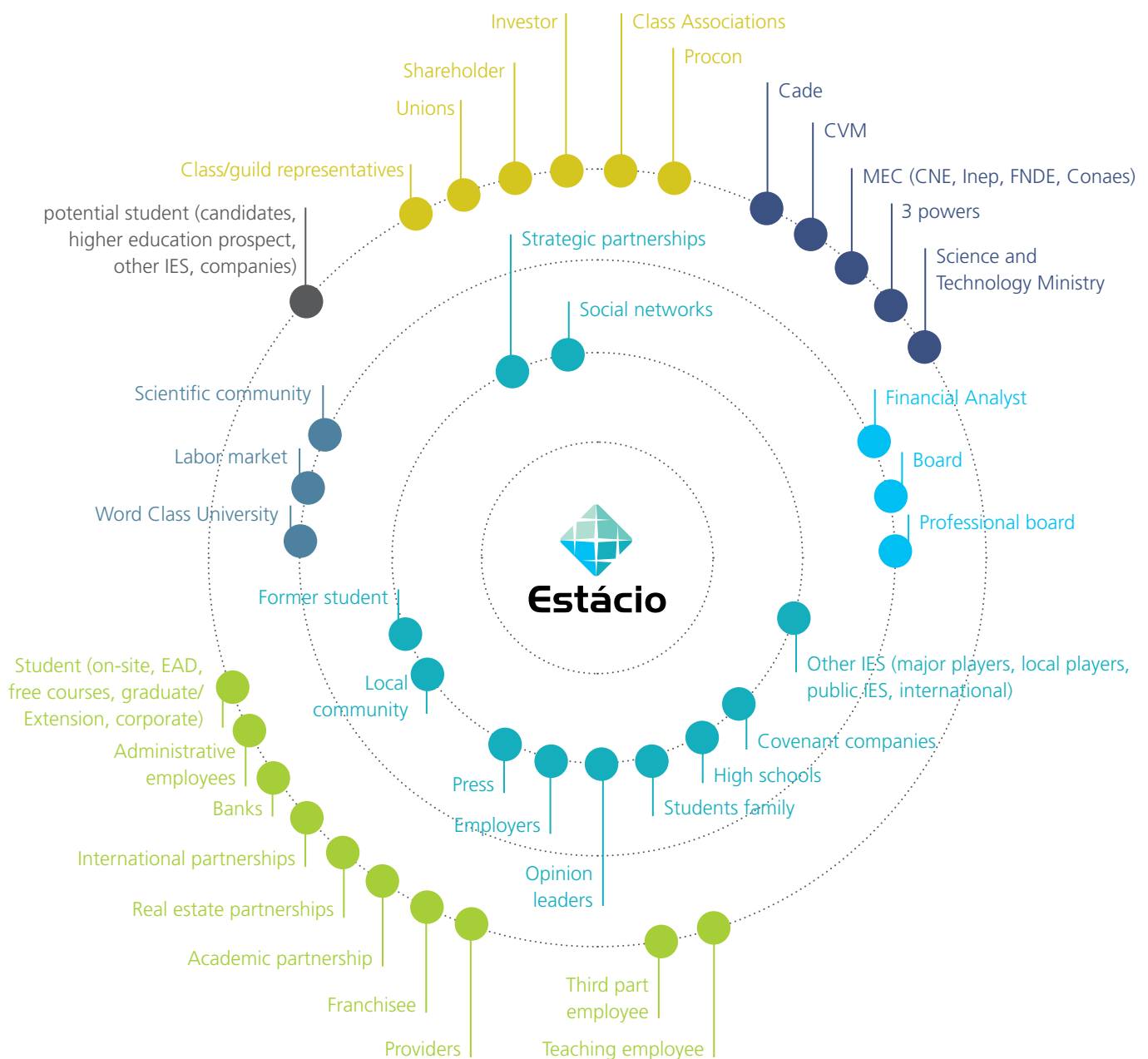
**+9%**  
EVOLUTUION  
OF **28** POINTS

**2014  
EVOLUTION**  
final score

**+22%**  
EVOLUTION  
OF **74** POINTS



- We intend to develop new strategies of communication and marketing, focusing on important tools such as social networking, to share innovative ideas and strengthen ties with employees (the “ambassadors of our brand”) as well as students and other key stakeholders.
- The culture of Estácio brand was heavily debated in 2014 while conducting workshops, lectures, action plans and other initiatives of integrating character, motivated by the Branding Project and articulated with approval of the Presidency and the Executive Board. We know we need to expand internal communication strategies and we want to create a culture of volunteerism.
- We completed the integration of Sustainability and Branding Plans, a process started in 2013. We promoted meetings with our Board, whose main thrust was the formation of a multidisciplinary group of professionals from all areas, to launch new perspectives on priority issues and on the recognition of the challenges to be faced.



**#HIGHLIGHT**

Until the conclusion of this report, we reached more than

**689 thousand**  
FOLLOWERS ON  
FACEBOOK



What guarantees social network influence and interaction in comparison to other private educational institutions.

**COMMUNICATION CHANNELS**

G4-26, 37

We know that expand or improve our communication channels are fundamental actions to strengthen the dialogue and trust bonds. We seek to enhance the dissemination of concepts and values through various tools.

**Administrative employees:** Annual meetings with Executives, e-mail, internal social network *Conecta*, Intranet, Blog of the President, Coffee with the President, Communication face to face (Communicator Leader), video conference, and conference calls, internal communication campaigns and CSR portal;

**Teacher:** Annual Faculty Forum, SIA (Virtual Campus), Bulletin Research, Inform/notice, Intranet, internal social network *Conecta*, Blog of the President, Internal communication campaigns and Corporate Social Responsibility portal;

**Students:** Estácio Portal, Job Portal, Employability Blog, E3 Online Portal Click Profession, Virtual Campus, Estácio Facebook, Estácio Instagram, Estácio Twitter, Brand Channel (YouTube), Estácio LinkedIn, Viber, email marketing, Secretaries, Academic Managers

and Estácio Job space, call center and Corporate Social Responsibility portal;

**General public:** Sustainability Reports, Estácio Facebook, Estácio Instagram, Estácio Twitter, Brand Channel (YouTube), Estácio portal and Estácio Participações and Corporate Social Responsibility portal;

**Graduates:** Jobs Portal, Alumni Program, Estácio LinkedIn and Corporate Social Responsibility portal;

**Press:** Service to members of the media (interviews, article submission, press releases expedition), agendas relationship with direction of the media, Estácio Journalism Award, media training (internal, for managers), press offices network in 19 states, press trips for major Estácio events and the Innovation Workshop;

**Investors:** Sustainability Reports, Estácio Participações portal, Talk with IR, Estácio Day, RI Facebook Estácio, Notices to the Market/Relevant Facts and other documents filed in CVM, Shareholder Bulletin, Shareholder's Manual, Road Shows, conference calls and Corporate Social Responsibility portal.



In 2014, Estácio Faculty Forum gathered 1100 teachers from all over Brazil. It is an example of meeting and dialogue with priority stakeholders for the company.



Customer service of quality is one of the marks of Estácio relationship with the external public

### PESA IN THE WAY OF OUR EVOLUTION PR5

Analyzing the results of the Estácio Student Satisfaction Survey (PESA), we perceive a reflection of the improving organizational climate indicators. Researches support this and the figures reflect our efforts and our reinforced attention for constantly higher valuation levels. This year, PESA provides a clear indication that we are on track to improve the services we provide and the relationships we have with our students. To cope with the intense process of pursuing improvements, PESA monitors four core aspects: Student Customer Service, Financial Processes, Infrastructure and the Quality of Teaching.

Since 2012, we have reached a strong satisfaction rate increase of students in the fronts of Classroom Teaching, EAD and Graduate Studies, as shown in the following chart.

#### PESA 2014 On-Site 7.3



#### PESA 2014 (EAD) Distance-Learning: 7.7



#### PESA 2014 Graduate: 7.6





Winners of the 2014 Estácio Journalism Award

#### STUDENTS OMBUDSMAN

With the Ombudsman support, we seek to permanently identify problems and advance in solutions. In 2014, we promoted a campaign to explain to students how this service works and what matters it deal. The intent of this disclosure was to promote awareness of this important channel of relationship.

#### ESTÁCIO JOURNALISM AWARD

The Estácio Journalism Award is the only nationwide, currently dedicated solely to addressing issues related to higher education in Brazil. It was established in 2011 with the aim of promoting journalistic production and broaden the debate on this issue of great importance to the development of the country.

In 2014, the fourth edition of the award exceeded the number of previously entries. It was 261 competitors' reports, representing an increase of 23% compared to 2013, what is the largest number of entries so far (211). In total, 126 media outlets has participated from 20 states and the Federal District. The 2014 edition introduced

an online application platform, allowing participants to send their reports via the Internet ([www.premioestaciodejornalismo.com.br](http://www.premioestaciodejornalismo.com.br)).

#### INNOVATION WORKSHOP

Performed by the area of Press Relations, the event, held in June, had eight lectures on the latest advances of the institution on the theme of innovation, to an audience of journalists from 24 vehicles and 20 press offices. Besides the President Rogério Melzi, it was also there the principal of UNESA Ronaldo Mota, the director of the Fábrica do Conhecimento (Knowledge Factory) Roberto Paes, Gustavo Caetano, president of the Brazilian Association of Startup Companies, and Joseph Lamb, professor of the Singularity University, linked to NASA (USA).



### RESPONSIBLE ADVERTISING

Ethics is an essential value to maintaining our reputation. We have a permanent concern of being responsible also in the advertising and marketing actions. We operate with full attention to be sure that those produced campaigns are consistent with our values. In 2014, employees of the Communication areas received training on law and ethics in promotional activities, including a lecture (given by a professional of the offices that provided legal advice to Estácio) that clarified the legal limits and prohibitions applicable on the subject. The Legal Department of Estácio organized the event.

We follow the guidelines of the *Conselho Nacional de Autorregulamentação Publicitária* (Conar - National Council for Self-Regulation Advertising) and the *Conselho Executivo das Normas Padrão* (Cenp - Standard Regulations Executive Board), which seek to ensure the best business practices in the relationship between agencies, vehicles and advertisers. As part of the responsibility process in relation to this subject, all of our advertising production also follows the guidelines of the Consumer Protection Code.

Before launching any campaign, we promote a multidisciplinary assessment to ensure that communication shall also comply with all legal standards, ensuring the transparency.

### TYPES OF CONDUCT PROHIBITED FOR OUR EMPLOYEES:

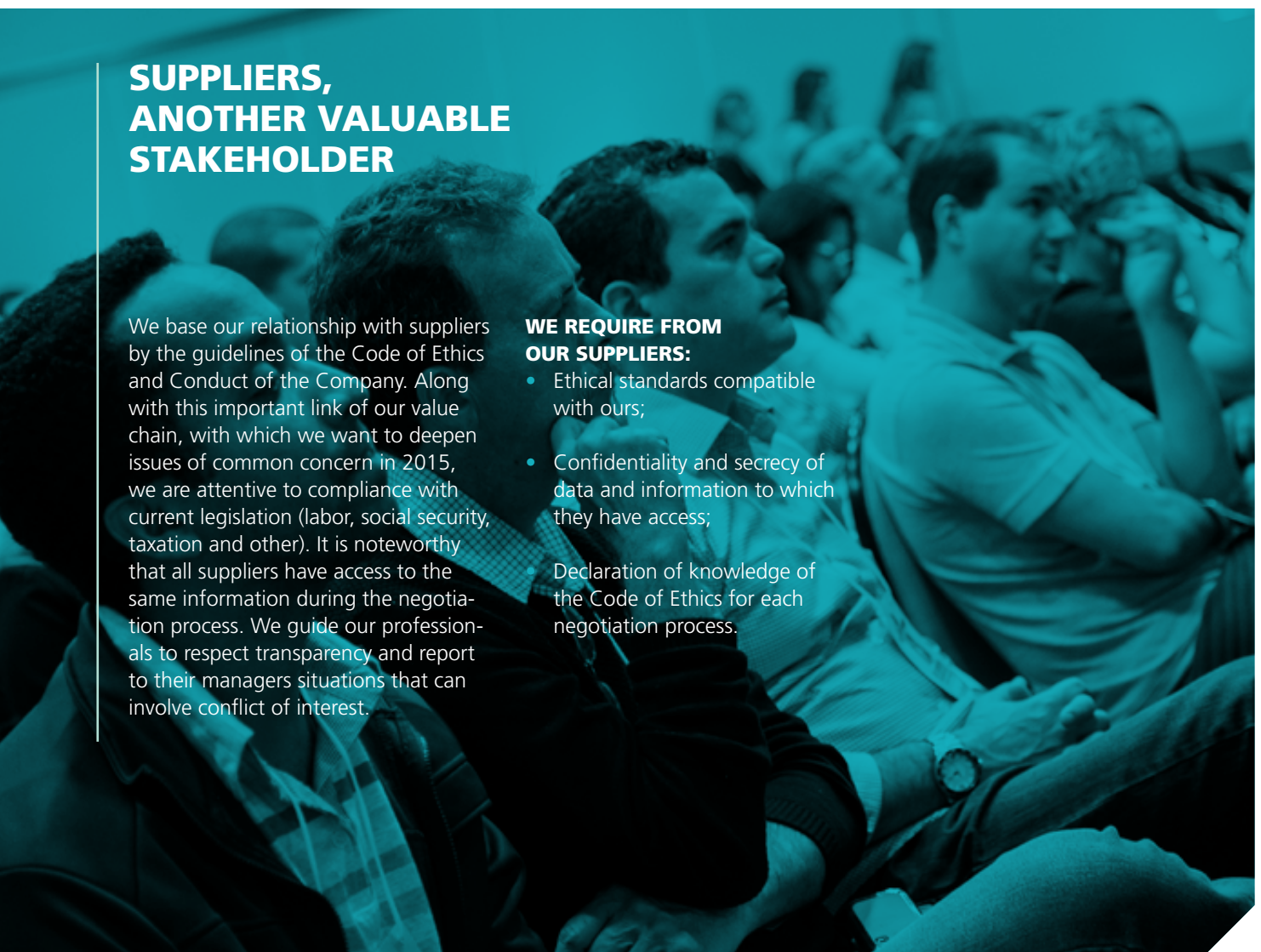
- Receive gifts, presents and favors different from those described in the "Gifts and Favors" section of the Code of Ethics
- Attend professional events (trade shows, conferences, visits for technical evaluation or suppliers and products homologation) sponsored or promoted by vendors, without the approval of the manager
- Accept payment of any expenses, such as meals, from suppliers

## SUPPLIERS, ANOTHER VALUABLE STAKEHOLDER

We base our relationship with suppliers by the guidelines of the Code of Ethics and Conduct of the Company. Along with this important link of our value chain, with which we want to deepen issues of common concern in 2015, we are attentive to compliance with current legislation (labor, social security, taxation and other). It is noteworthy that all suppliers have access to the same information during the negotiation process. We guide our professionals to respect transparency and report to their managers situations that can involve conflict of interest.

### WE REQUIRE FROM OUR SUPPLIERS:

- Ethical standards compatible with ours;
- Confidentiality and secrecy of data and information to which they have access;
- Declaration of knowledge of the Code of Ethics for each negotiation process.



"

Accessibility is an Estácio brand attribute. We are the gateway to thousands of students in higher education

"





## #HIGHER EDUCATION DIMENSION

# accessibility and conformity

G4 -13, 16

We invest in innovation to bring education to a growing number of people

## SILVER OF THE HOME

From the left to the right, the teachers Hélio de Brito, from Management and Marketing, alumni with 10 years of Estácio; Carla Giacomini, from Workshop Literary, 10 years of Estácio; and Thatiana Valory, from Psychology, also alumni. They posed in a special studio of distance education recording classes.

We invested 45 years ago in accessibility and conformity for people who want to develop through education and perfected a scalable model of education, with unique characteristics. In 2014, we maintained our emphasis on these topics, investing in technology to classrooms, innovative solutions for teachers and students, to stimulate scientific research and extension projects. All these initiatives helped to build a knowledge management system led by our teachers, experts in their fields of education, whom coordinated our academic guidelines, in network and in constantly evolution.

## 2020 EDUCATION

Aware to the needs of a labor market in deep change, we built the 2020 teaching model, based on two central axes. One is the sharp incorporation of digital technology in pedagogical activities, going beyond the Distance-Learning Education practices (EAD). The absorption of technological innovations will also affect classroom learning and increase access to education. The second axes is a concept based on independent learning trajectory that will lead us to a scenario in which people will be differentiated by the ability to solve problems.

Our 2020 teaching model sets a discontinuity between the old school, focused on "learning", and a world of "learning to learn". We will concentrate in processes that allow students to go beyond the "to know" or "to

not know", with an educational approach that encourages knowledge associated with the ability to solve the collective interest issues. We want these elements at the core of 2020 Vision and we know what we need to do to achieve these paradigm shifts.

## INNOVATION

### DIDACTIC TEACHING MATERIALS

In July, we promoted a didactic material platform turning point. Before this, only students who received the *tablet* from Estácio could use digital content. Estácio Mobile app allows the student to access learning materials in digital format in up to six devices, as well as enable interaction in the disciplines forums. In addition, in the future, we intend to measure how much paper we can save, and time and transport that were spent in printed educational materials delivered to each student.

We study the creation of a program to encourage the purchase of devices that allow our students to expand their internet connection. The idea is to make an partnership with a supplier that can provide the device with a differentiated price for the students.

**#HIGHLIGHT**

In 2014, we produced



# 17

## BOOKS

for on-site classroom courses, available at *Leitor Estácio*. We also produced in partnership with Uniseb, other 100 books. The customized and integrated learning material is a major innovation, which greatly reduces the spending on copyright.

Thanks to the partnership with the *Associação Brasileira dos Direitos Reprográficos* (Brazilian Association of Reprographic Rights - ABDR), which guarantees the payment of copyright on reference works, we distributed free educational materials (print or online) to all students.

**INNOVATION PORTAL**

The search for innovative solutions need to be stimulated. From this premise, in June we launched internally a pilot project for the Center São Paulo employees, with the following challenge: "What social responsibility projects we can develop?". It was received 65 ideas and an examining board assessed the ten most voted by the community. Of this total, six bids are in development.

It was used four criteria for the analysis of the ideas presented: alignment with Estácio strategy and culture; focus on the challenge theme (social responsibility); innovation in product, process, work organization and/or communication; and originality. In the future, the portal will also be opened for students.

**CLASSROOM OF THE FUTURE** EN7

The expansion of the interactivity process in classroom has driven several innovative projects in Estácio. One of them is the Teacher Connected Interface Support (Icad), which operates from TV monitors with touch screens. Six prototypes underwent to tests in Rio de Janeiro units, during 2014.

Together with the teachers and other professionals, we raised the difficulties that, in everyday life, interfere in the classes' dynamics. After we search all the disadvantages, by visiting the classrooms and validating with teachers, we sought technologies available in the market to replace traditional projectors. We analyzed solutions separately using different equipment. Taps on the screen, with integrated audio, should guarantee the process. Given the lack of options that met our demands, we developed our solutions internally.

Thereby, with the prototypes ready, we created a method to enable that the content could be transmitted to

students' devices (tablets and smart-phones). After the tests, we registered the patent and opened a tender for registering companies willing to manufacture the model on an industrial scale. We presented the project to the *Financiadora de Estudos e Projetos* (Financier of Studies and Projects - FINEP), which recognized the importance of this innovation and decided to support it.

One of the major process advantages is that the student can send content from its personal gadget to be displayed on the screen for the whole class. Another positive aspect is the prospect of large financial savings in the long run, since the bulbs of projectors have a very short shelf life and changes costs are very high. Therefore, besides the energy savings forecast over the traditional model classes with data show, we will also reduce other environmental impact: the lamps disposal.

**KNOWLEDGE FACTORY**

As a major provider of services to various segments of Estácio, the Knowledge Factory operates with full support to the new educational businesses generation. Thus, it brings great contribution to sustainability, by eliminating the need of print materials and the provision of increasingly inclusive content.

As part of the process, we review flows, processes and indicators of design. From 2014, we strengthened one "assembly line" of books, applications and other educational resources for staff training. We formed a group of professionals composed of designers, reviewers and editors to ensure full support for the content production.

Knowledge Factory's professionals work in the support of our data issues, an important asset that we developed at Estácio. This powerful tool is used in both EAD as in the on-site segment, and it is applied over 2 million tests annually. We wish significant advances for the future to use even more the potential of this mechanism.



## GAME CENTER

At the Faculty Forum on August (annual gathering of teachers promoted by Estácio, where it is discussed challenges and trends in higher education), we launched new games on Game Center, including a Health and Management related games to include students of these courses in the dynamics of learning through games - a trend that grows globally in the educational field. This initiative is an important part of our work in R&D, one of the Innovation Management strategic pillars.

Initially, the gaming platform was exclusive for Estácio undergraduates' and graduates' students and we have expanded it to the audience of the *Programa Nacional de Acesso ao Ensino Técnico Ee Emprego* (National

Program for Access to Technical Education and Employment - Pronatec). We started in 2014 to design the certification program of Technology Laboratory (Labtec), which will create a training course that should last four semesters, for young people who will work with game development (programming, design, business development, storytelling, audio and other features).

## #HIGHLIGHTS

The Knowledge Factory will develop the content for training

**120 thousand**  
**VOLUNTEERS**

that will work in the 2016 Olympic Games organization

**200**  
**PROFESSIONALS**

of Estácio will be involved in the training



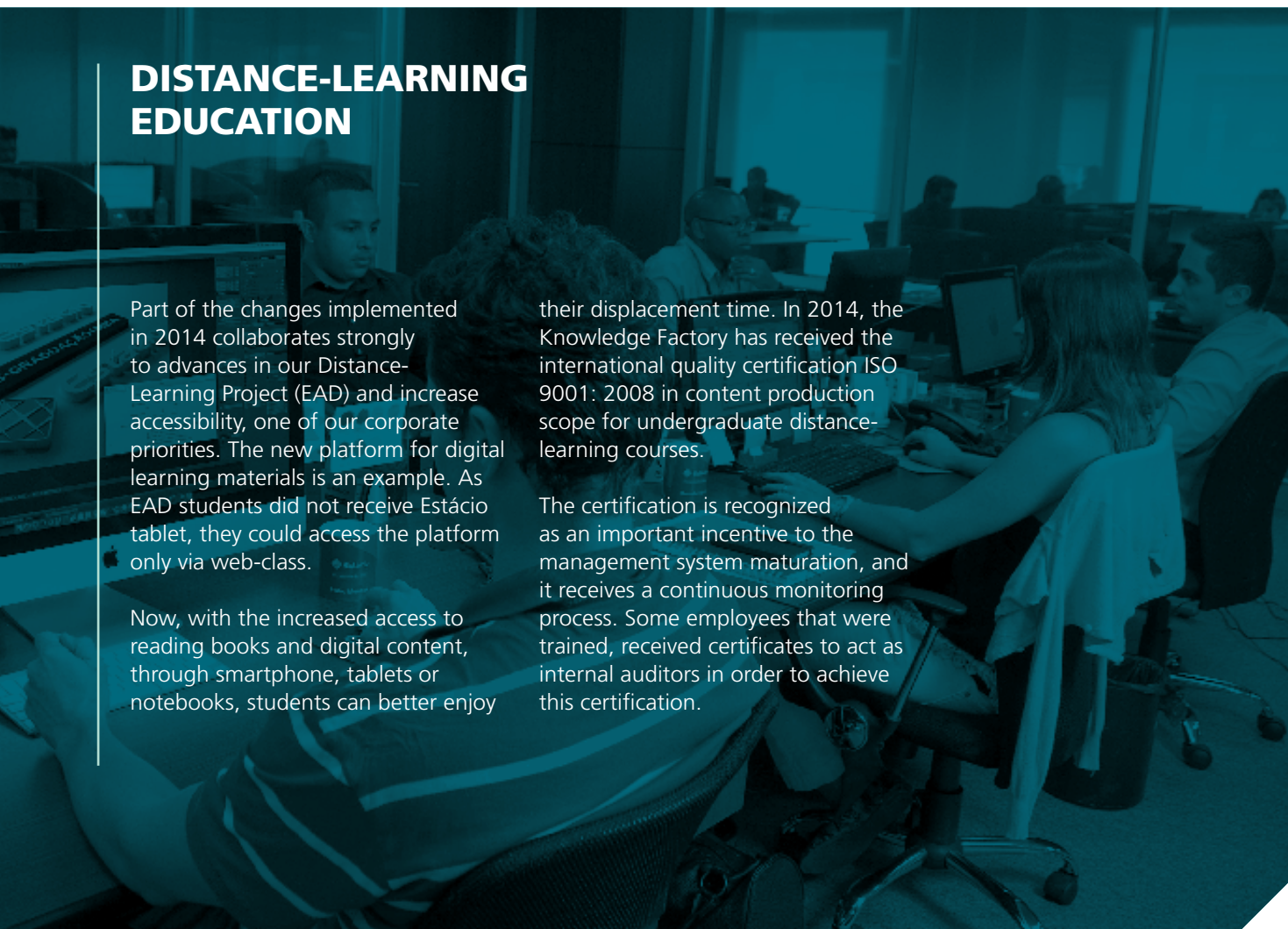
## DISTANCE-LEARNING EDUCATION

Part of the changes implemented in 2014 collaborates strongly to advances in our Distance-Learning Project (EAD) and increase accessibility, one of our corporate priorities. The new platform for digital learning materials is an example. As EAD students did not receive Estácio tablet, they could access the platform only via web-class.

Now, with the increased access to reading books and digital content, through smartphone, tablets or notebooks, students can better enjoy

their displacement time. In 2014, the Knowledge Factory has received the international quality certification ISO 9001: 2008 in content production scope for undergraduate distance-learning courses.

The certification is recognized as an important incentive to the management system maturation, and it receives a continuous monitoring process. Some employees that were trained, received certificates to act as internal auditors in order to achieve this certification.



## #less paper

In 2014, Estácio applied 2,052,041 online tests, representing savings of more than 6 million sheets of paper.



### #HIGHLIGHT

Master and PhD's courses in Law at Estácio reached the score of 5, the only one in the segment to receive this punctuation in Rio de Janeiro state.



## Grade 5,

the only ones in the segment to obtain this score in the state of Rio de Janeiro

### TECHNOLOGY AND HOSPITALITY

As part of the growing process of our units' expansion and, consequently, the number of students, we remain aware to challenges related to integration of acquired institutions. We have the approach to continuously improve the quality of service, especially in distance-learning segment, which in 2014 won a more robust network centers, as a result of the acquisition of Uniseb by Estácio, reaching over one hundred cities throughout Brazil.

One of the main tools used to measure the student evolution, in relation to the absorption of digital content, is the assessment performed at the end of each class. We have also moved forward in strengthening the concept of hospitality and we seek to avoid any sense of isolation that may occur in relation to this specific model of education (more in the chapter Social Dimension).

### PRODUCTIVITY IN RESEARCH

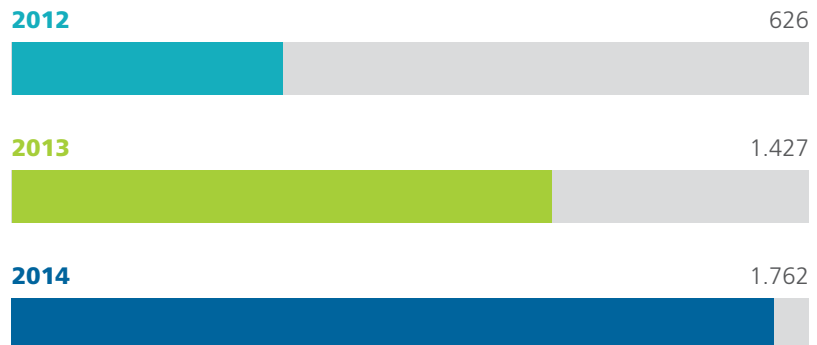
#### DEVELOPMENTS IN RESEARCH

The figures show that in 2014 we moved forward on this front. A key indicator was the execution of the sixth edition of the National Seminar, designed for the scientific research, which received over 1,700 jobs. The national initiative has also inspired local events such as Research Seminars of Juiz de Fora and Salvador. Similar meetings might be multiplied in Brazil in the future, which tends to strengthen even more the culture of scientific development in our units.

One of the highlights of this process was the consolidation of a scientific model of production throughout Brazil. This type of initiative also contributes to other advances. One is the evaluation index of *Coordenação de Aperfeiçoamento de Pessoal de Nível Superior* (Higher Education Personnel Training Coordination - Capes), an agency of the Ministry of Education (MEC) that measures the performance of graduate programs in Brazil, every three years.

### ESTÁCIO RESEARCH SEMINAR

entries submitted



In the Gastronomy course, our students have international partnership



### PATENT REGISTRATIONS

We registered the first two patent applications with INPI in 2014, and two others are in process for the same goal. In an innovative way, researchers at Estácio developed materials use methodology - first of eggshells waste, then, of seashells - for the Production of hydroxyapatite molecule. This is an important raw material used in the pharmaceutical products manufacture for dental and orthopedic bone fractures treatments.

Our patent applications tend to grow, since our research vision is increasingly associated with the idea of innovation focused on problem solving and answers to society's demands.

### AT THE TOP OF THE RANKING

Estácio University received the first place in the 2014 CWTS Brazilian Research Ranking, organized by the Centre for Science and Technology Studies of University of Leiden in the Netherlands. This initiative assesses the dynamics of scientific research and the interfaces between technology, innovation and its impact on society.

The ranking measures the performance of Brazilian scientific institutions, from their indexed publications, through a sophisticated set of bibliometric indicators. Our importance was recognized because of the work produced by dental researchers, an area that gathers our biggest researches.

### INTERNATIONAL PARTNERSHIPS

In 2014, we had important opportunities to meet international academic institutions. One of the potential channels for exchange programs is Stanford School of Education (USA), which we would like to establish a partnership to work economic and conceptual issues regarding the retention of students.

We also had the opportunity to bring to Brazil some researchers from British universities. They showed interest in information on health, with emphasis in the operation of the Unified Health System (SUS). In addition to these two fronts, we have initiated a partnership that brought a great researcher in the education area - Robert Cohen - to teach classes in our master and PhD's courses in Education.

We have acted to expand international partnerships with leading educational institutions. As a result, we already maintain agreements with the University of Coimbra and the Lusophone University of Humanities and Technology, both in Portugal; Ecole Hôtelière of Lausanne (Switzerland), and with Alain Ducasse Formation (France) and Valencia College (USA).

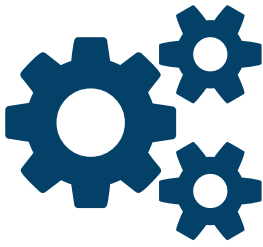
## #partnership with Harvard

Estácio and Harvard Business Publishing are partners since 2013. Case studies of the American institution is part of the curriculum of graduate courses like MBA in Marketing, People Strategic Management, Project Management and Business Management. National graduate courses coordinators select cases and insert them in each class, as key learning elements. The methodology is ideal to place students in real business scenarios. The contents are delivered through a virtual environment before being worked as educational activities.



**#HIGHLIGHTS**

In 2014, Aditec had



**280**

**REGISTERED  
TEACHERS**

ready to develop projects

**INNOVATIVE EXTENSION**

Over the 45 years of Estácio, it has always promoted extensive exchange of theoretical and practical experiences with students inside and outside the classrooms. In 2014, we stayed in tune with a new trend, called Innovative Extension, in which the institution build research and teaching programs according to the community needs.

An example is the Estácio Development and Technological Innovation Agency (Aditec), consolidated in 2014 to ensure legal support, management and infrastructure to the teachers who want to carry forward the practical application of their experiences. Therefore, we can enable projects from our own academic research and put them at the disposal of the government, the private sector and other social sectors.

We registered two patents in 2014 and these first deliveries will strengthen us in this internally technological innovation area. In Aditec, we handle all sort of initiatives classification. Actions are

diversified. They go from engineering projects to partnerships in the social area. We also see great potential for development of innovative actions in the areas of engineering, IT, health and communication.

**MAIN FORMS OF PARTICIPATION  
IN ADITEC FROM OUR INTERNAL  
CHANELS**

- Bringing a project with an investor captured by the teacher;
- Registering the project in our showcase of RD&I to be disclosed to the market;
- Subscribing to provide technical and scientific advisory services in the field of work;
- We also cover demands from companies interested in developing projects or hiring teachers and students to innovative extension works in different areas.



We integrate the academy and management to offer a transformative education



## EMPLOYABILITY ENHANCED

### JOBS PORTAL

The Portal is a different tool for the Estácio academic community in accessing opportunities in the labor market. With the major events (World Cup, Olympic Games), it received more importance and visibility, and acts as a permanent relationship channel with our graduates. Successful recruitment for large events accredit our Job Portal for increasing challenges. In this process, we had over a thousand of enrolled person, in a rigorous selection test with requirements dictated by FIFA standard.

In 2015, we will have the challenge of selecting volunteer recruiters for the Rio 2016 Olympic Games, a process that we are already participating in meetings and other events since the beginning of 2014. We also participate in processes to meet with small and medium demands, surprising several companies due to the capacity of our Jobs Portal to answer to their needs.

In 2014, we invested in changes in the Portal, including improvements in visual presentation and update on the Employability Blog that we keep with an own content.

INDICATOR	2013	2014
ACCESS TO THE JOBS PORTAL	2,713,493	3,244,759
ON-SITE ATTENDANCE AT ESTÁCIO JOB SPACE	32,040 STUDENTS	44,020 STUDENTS
ATTENDANCE AT E3 ONLINE	5,076 STUDENTS	6,537 STUDENTS
INTERN POSITIONS	225,434	258,703
JOBS	159,079	221,885
TOTAL VACANCIES OF INTERNS AND JOBS	384,513	480,588
TOTAL OF STUDENTS WHO UNDERWENT INTERNSHIP PROGRAMS	72,178	69,002

### ESTÁCIO ACREDITA (ESTÁCIO BELIEVES)

The preparatory course project founded by *Estácio Acredita* was created two years ago and since then it has achieved significant progress. It is divided into two modules and it offers tips on careers for our students between the third and fifth periods of graduation (first module).

The second module guides the students' decision-making based on information related to three main forms of professional activities (private company, public institution or through own business). In 2015, the third module will address the theme of innovation and the expectation is that the produced content (videos and printed materials) will be opened to all periods of undergraduate courses.

### #2014

# 172,444

STUDENTS

registered in the Career Planning and Professional Success course

# 23,178

STUDENTS

participated in the Job Marked Trends online course



### #2013

# 85,984

STUDENTS

registered in the Career Planning and Professional Success course

# 16,632

STUDENTS

participated in the Job Marked Trends online course



Alumni Ceremony Program:  
to enhance the positive  
examples

## #HIGHLIGHTS

Survey with



## 3.4 thousand ALUMNI

Increase in the average income  
of respondents, one year after  
graduation: from R\$ 1.4 thousand  
to R\$ 3 thousand

## RELATIONSHIP WITH ALUMNI

Since 2013, we have been working more intensely on strengthening ties with our alumni. We seek to identify among graduates from Estácio units, those who have achieved a prominent role in the labor market or whose life story is an example of surmounting, to be honored by the Alumni Program.

This initiative, very common outside Brazil, has a strong symbolic effect. The narratives focused on these positive examples are in tune with our mission to promote transformative education. We still have in mind the creation of a social network to bring together alumni.

To measure the impact of our operations in the life of our graduates, we conducted a comprehensive alumni survey from all over Brazil. This mapping will result in three information-gathering processes with former students of the years 2013, 2015 and 2018.

We intend to identify differences by area, regional particularities, among other socioeconomic factors that will contribute to future decision making in corporate and academic levels.

## ENTREPRENEURSHIP INCENTIVE

### NAVE: STARTUPS ALLIGNEMENT

On March, we opened in Rio de Janeiro downtown a floor that we called as NAVE Space - Estácio Acceleration and Valorization Center, where now operates a projects pre-accelerator. It was a major milestone for the Department of Innovation, which started in 2014. On July, we started selecting the first class of startups. We asked students and alumni to submit proposals. Read more at <http://inovacao.estacio.br/startupnave/>.

In 2014, we sponsored seven editions of the Startup Weekend, a competition held over three days. We encourage participants to validate their ideas, for which they should build a business model and develop a prototype. The events were hosted in the following cities: Juiz de Fora, Maceio, Belo Horizonte, Florianópolis, Rio de Janeiro, Natal and Boa Vista.

### 2014 OVERVIEW

- 72 registrations and 10 startups selected by Startup Nave in 2014
- one patent registered in INPI: ICAD (Connected Interface for Teacher Support) for classroom

- Game Center Estácio, with eight free games available to students and more than 38 thousand players, with biannual Olympiad
- Innovation Portal Launch - open collaborative platform for teachers and employees
- Partnerships: [itálico] Up Brasil, Rede Cidadã, Baanko Challenge, Instituto Nacional de Tecnologia (National Institute of Technology - INT), Mulheres Empreendedoras Anjo (Women Entrepreneurs - MIA), Prefeitura de Nice (Nice City hall - France))

### JUNIOR COMPANY EXPECTATIONS EXCEEDED

Focusing on stimulating entrepreneurship, we also developed a pedagogical model that supports the creation of junior companies. The first four companies assembled from this mechanism were: *Geração Júnior Alexandrino* (Natal/RN), *Geração Júnior Nova Friburgo*, *Geração Júnior Nova Iguaçu* and *Geração Júnior Santa Cruz* (the last three in Rio de Janeiro).

The advances exceeded expectations, since the initial goal was to create only two pilot projects. In 2015, at least two companies with this profile might be created in Estácio units.

## #health platform: success study case



The startup *Plataforma Saúde* (Health Platform), which attended the first group of companies encouraged by NAVE in 2014, won the world. The company was selected for the acceleration program of *Agora Partnerships!*, with headquarters located in Washington (USA), and offices in Nicaragua and Mexico. It was elected as one of the most innovative technological companies of 2014, during the Demand Solutions event (USA). In addition, it was elected as the most innovative startup in Latin America in the 3M Entrepreneurship Award. Learn more about the company at <http://www.plataformasauade.net.br/>.



We collaborate with our students in career development towards professional success







## #GOVERNANCE DIMENSION

# transparency and accountability

G4-13, 15, 16, 24, 25, 26, 34, 35, 36, 56

Mechanisms and practices that contribute to our longevity

## EMPLOYEES RENEWAL

.....  
In the foreground, Viviane Araujo Pires de Souza (one of the managers of the Estácio legal area and former law student), with part of the company's legal team

Estácio treats all issues relating to good governance - including transparency about the management processes, clarity on decision-making communication and the maintenance of good practices in ethics - as priorities. In 2014, we consolidated the Company's new governance structure, established in 2013, under the leadership of a Board of Directors that includes independent members (four independent persons and five that are related to Estácio). It was also created three committees (Audit and Finance; People, Management and Governance; and Teaching) that assemble from four up to six times a year, with a pre-defined agenda to discuss their respective themes. They are mechanisms and procedures to assist the longevity of the institution and ensure the fulfillment of our mission and our values.

## BEST PRACTICES

Aligned with the best practices of corporate governance, Estácio Participações approved, in the Extraordinary General Meeting held on June 13<sup>th</sup> 2008, the proposal to migrate from

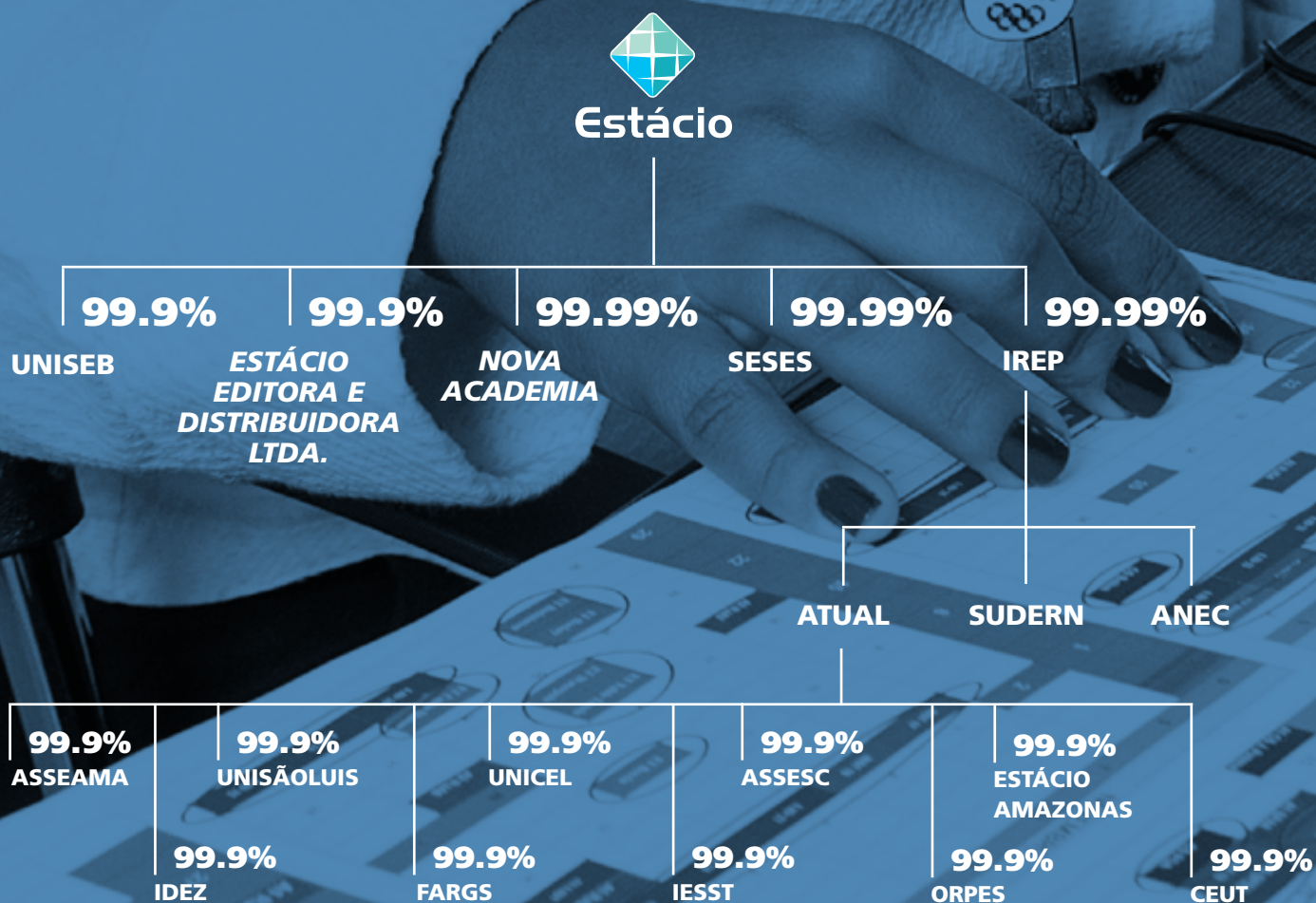
Level 2 to the *Novo Mercado* (New Market - the highest level of governance, according to the BM&F Bovespa classification). It was also approved changes at the company's Bylaws in order to adapt it to the new requirements.

Since January 6<sup>th</sup> 2014, our shares have joined the portfolio of the Bovespa Index (Ibovespa) and Brazil Index 50 (IBRX-50). Only common shares compose our social capital.

Members of the Board of Directors are elected independently and it is through arbitration procedure that we solve disputes in the Market Arbitration Chamber.

Since 2010, when we fragmented our capital, we took some steps to strengthen transparency strategies, besides turning available the Shareholder's Manual to attend meetings, and the possibility of remote voting through the Online Meeting platform. We also created an internal area to act according to the best practices in corporate governance and compliance.

# company's structure



# shareholders composition

## MANAGERS AND COUNSELORS

24,755,424  
SHARES  
**7.8%**

## TREASURY

4,015,000  
SHARES  
**1.3%**

## OUTSTANDING SHARES

296,659,460  
SHARES  
**90.9%**

  
**Estácio**

TOTAL  
315,429,884 SHARES  
**100%**

In 2012, we associated with the *Instituto Brasileiro de Governança Corporativa* (Brazilian Institute of Corporate Governance - IBGC), adopting its Code of Best Practice for Corporate Governance, having common measures to the Novo Mercado, such as:

- hiring independent auditing firm to analyze balance sheets and financial statements;
- bylaws clarity on how to convene the General Shareholders' Meeting, its competence, and the Board of Directors and Executives constitution and voting system;
- transparency in the disclosure of annual management reports with documentation detailing all the assembly calls;
- registration of dissenting votes during meetings, when requested;
- prohibition of the use of privileges' information and information disclosure policy;
- statutory provision for arbitration as a way of solving conflicts between shareholders and the Company;
- board members with experience in operational and financial matters, as well as participation in other management boards;
- statutory provision of hindering information access and voting rights of members with conflicts of interest.



Our Executive Board: expertise, discipline and commitment with our thousands of students



**BOARD OF DIRECTORS**

G4-34, 38, 39, 40

Considered the main decision-making forum of the Corporate Governance System, it consists of, at least five

members and nine members at most, all shareholders, of which 20% are independent advisors, elected by the General Shareholders' Meeting for a two years term, and subject to re-election.

MEMBERS	JOB TITLE	ELECTION DATE	END OF MANDATE
Eduardo Alcalay	Chairman	30/04/2014	30/04/2016
Maurício Luis Luchetti	Independent Vice-Chairman	30/04/2014	30/04/2016
João Baptista de Carvalho Athayde	Director	30/04/2014	30/04/2016
Rogério Melzi	Director	30/04/2014	30/04/2016
Chaim Zaher	Director	1.º/07/2014	30/04/2016
Thamila Cefali Zaher	Director	1.º/07/2014	30/04/2016
Alexandre Hohagen	Independent Director	30/04/2014	30/04/2016
João Cox Neto	Independent Director	30/04/2014	30/04/2016
Ronaldo Iabrudi dos Santos Pereira	Independent Director	30/04/2014	30/04/2016

**EXECUTIVE BOARD** G4-34

Based on Estácio Bylaws, the Board must be composed of at least three and at most eight members, of which one is Chief Executive Officer, one Chief Financial Officer, one Chief Education Officer and other Directors without specific designation.

The Board of Directors elects the Executive Board for a two-year term and anyone may be removed from the position at any time.

MEMBERS	JOB TITLE	ELECTION DATE	END OF MANDATE
Rogério Frota Melzi	President	30/04/2014	30/04/2016
Marcos de Oliveira Lemos	Teaching Director	30/04/2014	30/04/2016
Virgílio Deloy Capobianco Gibbon	Financial & Investment Relations Director	30/04/2014	30/04/2016
Miguel Filisbino Pereira de Paula	People, Management and Services Director	30/04/2014	30/04/2016
Gilberto Teixeira de Castro	Operations Director	30/04/2014	30/04/2016
Pedro Jorge Guterres Quintans Graça	EAD Operations Director	30/04/2014	30/04/2016
João Luis Barroso	Corporate Relations & Sustainability Director	30/04/2014	30/04/2016
Alexandre Ferraz	Market Director*	-	-
Marcos Noll Barboza	Continuing Education Director*	-	-

\*Not statutory directors.

**FISCAL COUNCIL** G4-34

According to Estácio Participações Bylaws, the Fiscal Council has no per-

manent character, elected only at the request of the Company's shareholders in a General Shareholders' Meeting.

MEMBERS	JOB TITLE	ELECTION DATE	END OF MANDATE
Emanuel Sotelino Schifferle	Fiscal Council Member	30/04/2014	Annual Shareholders' Meeting/2016
Pedro Wagner Pereira Coelho	Fiscal Council Member	30/04/2014	Annual Shareholders' Meeting/2016
Rodrigo Magela Pereira	Fiscal Council Member	30/04/2014	Annual Shareholders' Meeting/2016

**RISK MANAGEMENT** G4-33

Our risk management model was created in order to prevent adversities that may affect our business, or even cause damage to the achievement of our goals. It was through the identification and documentation of risks, which we have taken precautionary measures, monitoring and mitigating potential impacts.

**AUDIT AND ETHICS CODE**

G4-56, 57, 58

The audit department was created on December of 2008 and works with a focus on auditing business processes. Its activities comprises systems and processes that undergo in changes, or a new legislation that needs to be reconsidered, as examples. In 2015, we intend to consolidate the audit as a critical processes improvement agent.

As a practice established internally, every employee hired have to come to know our Code of Ethics, our main set of conduct guidelines. The initiative aims to disseminate corporate values, and to underscore that corruption is an unacceptable practice in the Company.

Every two years, the Code of Ethics is reviewed. The next revision is in 2015. The Ethics Committee is the responsible for approving any changes.

In the setting, it is also emphasized that there is a confidential channel through which we deal with issues related to ethics and we do annual campaigns in order to disseminate it internally. Our suppliers can access this same channel.

**CONFORMITY** EN29, EN34, PR2, PR3, PR7, PR9, SO7, SO8

Besides the risk management model and the Ethics and Conduct Code, the Government Relations Policy (part of the Estácio Institutional Relations Policy) is another example of this preventive approach, together with the Public Agencies Hiring Policy. These guidelines govern the activities related to institutional relationship between Estácio and public agents, and they are strategic to the directorship of Corporate Relations and Sustainability.

In 2014, Estácio Group received no significant fines due to noncompliance with laws and regulations. Similarly, there was no lawsuit record of unfair competition, trust or monopoly in this term. The Estácio Group also did not register significant number of cases

of non-compliance in 2014 related to failures in information on the services provided.

**SECTOR ENTITIES RELATIONS** G4-16

During the year of 2014, we continued to have an outstanding participation in the deliberations and debates promoted by the *Associação Brasileira para o Desenvolvimento do Ensino Superior* (Brazilian Association for the Development of Higher Education - Abraes) – an entity co-founded by the Estácio Group. Abraes gathers together education sector companies with high corporate governance. Its mission is to act in defense of the Brazilian private higher education, by cooperating in the formulation of public policies and regulations for the sector and promoting educational inclusion. We also continue to participate actively in the *Fórum das Entidades Representativas do Ensino Superior Particular e da Associação Brasileira de Mantenedoras do Ensino Superior* (Representative Entities Forum of Private Education Organizations and Brazilian Association of Higher Education Maintainers - ABMES).





## #ECONOMIC DIMENSION

# in expansion rate

G4-13, 9, EC1

Acquisitions and investments in new businesses made 2014 a successful year

## ENTREPRENEURSHIP

.....  
André Ignácio, Estácio former student, graduated in Advertising at the Tom Jobim (RJ) unit, and the team of his agency: an example of an entrepreneur student

In terms of financial performance, the year of 2014 was one of the best year ever experienced by Estácio, allowing a comfortable transition to 2015. The growth achieved came not only from the financial and operational aspects with positive data, but also from the revenue increase and student base (market share), in addition to successes in the expansion process.

From the operational point of view, a major milestone was the acquisition of Uniseb (held in 2013 but approved in fact by the Administrative Council for Economic Defense - CADE - and by the shareholders in 2014), which represented Estácio's definitive entry in two important markets in the area. One of them is the market of São Paulo, leader in higher education, where we had no scale of operation before, as well as in EAD education sector, which we barely had presence in that state.

With the entry of Uniseb, we moved not only in the city-capital but also in the countryside of São Paulo, in a super attractive market. With this acquisition, our capillarity has triplicated (we had 52 active distance learning centers and currently we have more than 163 across the country). Added to this, we had three more acquisitions, concentrated in the North and Northeast part of Brazil that also ensured important differences.

## ACQUISITIONS ENSURE NATIONAL PRESENCE

G4-13

We use our acquisition strategy to enable operations for higher education in important places, where we would take a long time to start operation, if we were to seek an authorization for that. In this sense, we have purchased small and medium-sized institutions (up to 10 thousand students on average) who have academic reputation and quality proven by MEC, besides the growth capacity from our brand and our processes strength. All our acquisitions in this model have been a success, especially by the teachers and students engagement and satisfaction, who recognize us as a major player.

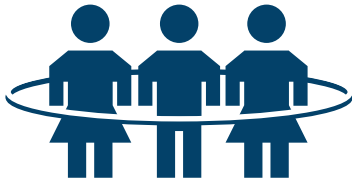
On November 18<sup>th</sup> 2014, our Board of Directors approved the acquisition of all quota of the Unified Teaching Center of Teresina (CEUT), provider of the Science, Health, Physical and Legal schools of Teresina (CEUT School) with headquarters and campus in the city of Teresina, Piauí.

Through this acquisition, Estácio now has presence in all states of the country and the Federal District. The national coverage means the achievement of one of our main strategic guidelines.



**R\$ 33**  
MILLION

was the CEUT investment to be paid part with financial resources and part by the assumption of debts and obligations in general



**4,500**  
STUDENTS

compose the IESAM students' body that has

**15,440**  
VACANCIES  
IN TOTAL

This operation in Piauí capital will allow the expansion and consolidation of our brand in the Northeast part. The portfolio of the institution's course covers segments with high demand by the labor market, especially in the areas of health, management, media and law.

Founded in 1994, CEUT has approximately 3,700 students allocated in one campus, and 7,080 authorized seats (2,250 only for law school). It has a portfolio with 12 undergraduate courses, two recently approved and still maturing, and 29 graduate courses. In 2012, under MEC evaluation, the institution received the score of 3 in the General Index of Courses (IGC), on a scale of 1-5.

#### LITERATUS

On August 7<sup>th</sup> 2014, Estácio Group acquired the Literatus College, with two units in Manaus, for R\$ 48 million. This Amazonian School has 22 undergraduate courses, 25 graduate and IGC (General Index of Courses) score equal to 3 (on a scale 1-5).

Literatus had at that time, 4,800 enrolled students, however with a total of 14,170 seats that can be offered. For 2015, part of Estácio's plans in the Amazon includes the opening of a third graduate campus and two distance learning centers, besides the education projects with corporate focus.

#### IESAM

On July 1st 2014, Estácio acquired all quota of the *Organização Paraense Educacional e de Empreendimentos Ltda* (Educational and Enterprise Organization of Pará - Orpes), sponsor

of the Institute for Advanced Studies of the Amazon (IESAM), an institution with headquarters and campus in the city of Belém, Pará .

The consolidation of activities in Belém will enable the Company's expansion in a market where it already operates. Estácio has become one of the largest private higher education institutions in the state. Furthermore, it supplies the offer of courses portfolio that now covers all major segments with high demand by the labor market, with particular focus on the areas of engineering and management. Finally, the operation in the city will allow important academic gains on quality, efficiency and scale.

The value of total investment in IESAM was of R\$ 80 million, of which R\$ 38 million for all the quota to be paid, part in financial resources and part by the assumption of debts and obligations in general; and R\$ 42 million related to operating properties acquired from the institution.

IESAM was founded in 2000 and has 130 teachers allocated in one campus, and has in its portfolio 23 undergraduate and 18 graduate courses, besides continuing education and opened courses. In 2012, it reached General Index of Courses (IGC) score of 3 in MEC assessment, on a scale of 1-5.

#### UNISEB HOLDING

Another operation held on July 1st 2014 was the acquisition of Uniseb Holding SA, turning Estácio the direct controller of *Uniseb Cursos Superiores Ltda.*, sponsor of the Uniseb University Center.

## PERSPECTIVES AND NEW FRONTIERS G4-2

From the point of view of aggregate demand for higher education, the penetration of enrollment is still very low in Brazil: 17% of the population between 18 and 24 are enrolled in graduate courses. The goal of the National Education Plan (PNE) is to reach 33% by 2024. This means to reach about ten million students by the date. In addition to the perspectives of progress in the process of social inclusion through education, this scenario also reveals an interesting opportunity for investors wishing to invest in this existing gap.

To overcome the higher education access statistics, even if compared to other countries in Latin America, Brazil should increase the accessibility, as it has occurred in the last decade, when the C class began to consume goods and services – such as, educational.

Currently, Brazil is considered the country that recognizes and compensates the worker with higher education degree. This reality is demonstrated in Estácio; on average, a student receives a salary twice and a half more than a worker without higher education does, in a period of five years.

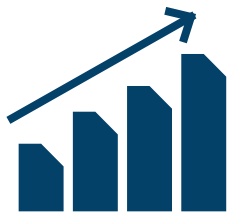
We recognize the Student Financing Fund (Fies) as a tool for social inclusion, which provides more opportunities for access to higher education in Brazil. An internal survey revealed that 83% of our students continue enrolled in our higher education courses without Fies, while 17% said they would not have this opportunity if without this type of resource. The data makes us to reflect on the importance of seeking the improvement of social inclusion mechanisms, to ensure support to students who really have difficulties to cope with their educational costs.

## 2014 MAIN FINANCIAL INDICATORS

INDICATOR	2014	2013	POSITIVE VARIATION
NET INCOME (R\$ MILLION)	2,404.5	1,731.0	38.9%
GROSS PROFIT	1,028.6	694.5	48.1%
GROSS MARGIN	42.4%	40.1%	2.7%
EBIT (R\$ MILLION)	424.6	248.5	70.9%
EBIT MARGIN	17.7%	14.4%	3.3%
EBITDA (R\$ MILLION)	532.6	320.3	66.3%
EBITDA MARGIN	22.2%	18.5%	3.7%
NET PROFIT (R\$ MILLION)	425.6	244.7	73.9%
NET MARGIN	17.7%	14.1%	3.6%



## #HIGHLIGHT



## + 200 PROFESSIONAL COURSES OFFERED

Increase from 15 thousand registrations (2012) to 45 thousand (2014)

**NEW ENROLLMENTS**

From 2014 to 2015, we recorded the best Estácio operating change. Since 2010, the enrollment of new students grows more than 10% per year, being the last one of the record enrollment cycles. The vision is to build a year of 2015 even better.

We consider that we grow in fastest rates since we tripled the size of our EAD, and we count on a healthy balance in turbulent scenarios, including the review of Fies rules, mechanism that we do not depend for growth in our base of students.

We believe that students should seek Estácio due to the quality of our services, the accessibility to education (with the multiplication of units and distance-learning courses), the differentiation of our operations, our contribution to the employability and future income conditions improvement in the labor market, which tends to strengthen our path of continuous growth.

**BUSINESS SOLUTIONS**

Our Corporate Education develops customized education solutions for public and private companies, contributing to the development of their employees' skills - and the sustainability of organizations.

In 2014, we set a strategic partnership with Contax Group. In this alliance, we became responsible for the training of 4 thousand employees of the company, leader in customer relationship management in the country.

Our contract will be extended up to 2017 and Contax employees will have subsidies of 70% to 90% in fees in the following on-site undergraduate courses: Management in Marketing, Commercial Management and Managerial Processes. It will have 56 groups, distributed in São Paulo, Rio de Janeiro, Niteroi, Campinas, Recife, Belo Horizonte, Fortaleza, Porto Alegre, Londrina, Joinville and Salvador.



We dream big and we believe in our potential to build the best higher education institute of Brazil

Nursing course students:  
good results guarantee  
investments  
in modernization



### VOCATIONAL EDUCATION

As part of our long-term growth strategy, we invested in new segments of vocational technical courses in 2014. This niche is still underdeveloped in Brazil, but it has a high potential of employability. Health, technology and informatics represent some of the largest demands, even though the offer is very broad.

### PORTAL EXTENDED

We invested heavily in the segment of online courses in 2014, another frontier of business growth recently identified. In the portal *Você Aprende Mais*, we have developed a portfolio of courses offered to students and the general market.

The growth potential of this segment is huge due to the great demand that exists throughout Brazil. Through an

innovative partnership that we signed with IG, we became responsible for managing the operation and the courses of IG Education, by the portal *Você Aprende Mais*. Among other facilities, the IG Education allows students assemble their own schedules in a flexible way. The IG portals, *Você Aprende Mais* and web-class, were together responsible for the new GI Education (<http://ig.voceaprendemais.com.br/>).

### PREPARATION FOR CIVIL SERVICE EXAMS

Another area of activity with strong potential for expansion due to the increasing demand is the segment of preparatory courses for civil service exams via distance-learning education. We intend to expand course offerings using the reputation of the *Academia de Concursos*, a strong brand in the market of Rio de Janeiro.



#2014

**376**  
COURSE  
OPTIONS

**139**  
ON-SITE  
COURSES  
offered on the  
*Você Aprende Mais*  
(VAM) platform

**237**  
ONLINE COURSES  
in the VAM  
platform portfolio





## #SOCIAL DIMENSION

# relationship ecosystem

G4-10, 11, 13, LA10

How we look after the people:  
investment in students, employees  
and society

## SPORT SUPPORT

The Institution sponsors Barbara Leônico, a South American record holder in long jump. Estácio sponsors more than 200 athletes in various sports

We are aware that our social role, inside and outside the classrooms, is associated with the commitment to the dissemination of knowledge and empowering people to strengthen the exercise of citizenship in its essence. Therefore, we believe that to contribute to the sustainable development of our country, we need to invest continuously in our people and maintain closer and transparent ties with all stakeholders of our relationships network.

We invested a total of R\$ 2,601,111 in the training of administrative and teaching staff in 2014. On March 2014, we opened our Corporate University, designed to improve the performance of both our employees and the entire organization. In this one year of Corporate University, there are more than 1 million hours of training, with 2 thousand people trained on-site and 14 thousand in distance-learning; more than 45 new themes worked and 16 lectures available.

## EDUCARE: DISSEMINATED CULTURE

We work on skills development nowadays and in the future, with the commitment to the transformation of society through education. To advance in employee training and strengthening of our way of being and acting, our "Estácio Culture", we seek models of operations excellence in Brazil and abroad. Thus, we inspire and continually improve under Educare leadership our Corporate University.

In 2014, we strengthened our option for the construction of three main action lines of Educare: the Teaching, Leadership and Functional Schools. The formation of a working group helped us to define possible paths and the support of a consulting company helped us to identify both programs that we already had, as mechanisms we needed to build for the future.

## PERFORMANCE LINE

PRIORITY	ADVANCES IN 2015
<b>TEACHING SCHOOL: ADVANCE ON IMPROVEMENTS IN CLASSROOM PRACTICE</b>	
DIGITAL INCLUSION	8.5 thousand teachers included 16 online courses established
GRADUATE COURSES	30 scholarships for masters, in the amount of R\$ 1 thousand/month (24 months) and 10 for PhD, in the amount of R\$ 1.5 thousand (36 months)
AWARDS FOR TEACHERS	30 annual awards, with the amounts between R\$3.5 thousand to R\$7 thousand
FACULTY FORUM	Held annually to discuss progress and challenges of the Brazilian university, it gathered thousands of teachers in 2014
<b>LEADERSHIPS SCHOOL: SEEKS TO IDENTIFY AND TRAIN POTENTIAL MANAGERS TO ACT IN OUR BUSINESS UNITS</b>	
TRAINING IN THE SHARED SERVICES CENTER (CSC)	Three weeks of classroom activities in CSC, with situations that involve the day-to-day operations, regulatory issues, people management and organizational communication
DEBATE FORUMS	A debate about the Enade brought together 250 coordinators. Other meetings discussed recruitment processes, roles, responsibilities and tasks according to the 2020 Vision
RECRUITMENT PROCESSES	In 2015, the recruitment of coordinators will be standardized, similar to what happened in 2014 with teachers
<b>FUNCTIONAL SCHOOL: PREPARE EMPLOYEES WITH FOCUS ON STUDENT ATTENTION</b>	
PRIORITIES IDENTIFICATION	Training focused on the employees that provide services to students
INTEREST	Great receptibility to ongoing projects
LEARNING SPACES	2 online environments for employees, addressing routine actions and academic issues

The Estácio Corporate University (EDUCARE), focused on employees and teachers, completes one year in 2015



### PIQ INTEGRATED TO EDUCATION

In 2014, the Teacher Qualification Incentive Program (PIQ), like other professional development initiatives, joined the Educare, our Corporate University. PIQ is a key pillar of our investment in training policy, which main objectives are to promote continuing education and the ongoing development of teachers. Divided into four modes, PIQ stimulates research and appraises the best teaching practices.

### PIQ MODALITIES

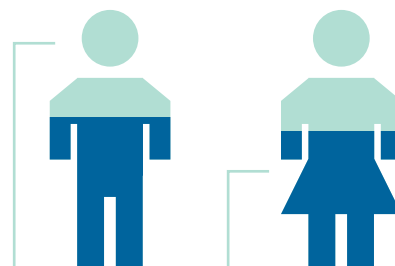
- Continuing Education: Designed to academic improvement and updating of all our teachers in teaching practice in order to
- Merit: It intends to appraise teaching production and the professorship exercise.
- PIQ Compensation: It represents the culture of meritocracy applied to our teachers. The variable remuneration comprises 25% of the group with better performance assessed.
- PIQ Forum: Seek to assemble teachers from all over Brazil in a major event: the Annual Faculty Forum.

create an identity of excellence. de excelência.



### EMPLOYEES

in 2014



**50.5%** masculine  
**49.5%** feminine

### OUR TEAM G4-10, 11

We ended 2014 with 18,949 employees, of which, 9,563 men and 9,386 women. Of the total employees, 98.2% (excluding trainees), are covered

by collective negotiation agreements, and 30.23% by collective work agreements and 69.77% by collective work conventions.

REGION	INTERN	APPRENTICE	CLT PROFESSOR HOURLY	CLT PROFESSOR MONTHLY	CLT EMPLOYEE	GRAND TOTAL
MIDWEST	9	4	212	0	141	366
NORTHEAST	81	40	2,291	385	921	3,718
NORTH	39	47	1,363	2	913	2,364
SOUTHEAST	191	133	7,444	34	4,037	11,839
SOUTH	21	5	491	3	142	662
<b>BRAZIL</b>	<b>341</b>	<b>229</b>	<b>11,801</b>	<b>424</b>	<b>6,154</b>	<b>18,949</b>



# 122.7 thousand

FIES students were served by CSC in 2014

# 6.26

MILLION

of invoice emitted

# 280 thousand

ESSAYS CORRECTED

# R\$ 287

MILLION

In purchasing negotiations

## #more services

The Shared Services Center (CSC) continued to have in 2014 a key role in the integration and management of acquired assets in the year. CSC's team works in the approach, study and negotiation of potential acquisitions and/or those already implemented, and makes the monitoring of its Group incorporation. Among other services, the Center does the students enrolled in the Fies database controls, issue invoices, coordinates purchasing and suppliers and makes essays corrections

### PERFORMANCE EVALUATION <sup>LA11</sup>

We know that the professional continuous evaluation process of a company is a management tool essential to the identification of individual advances and to skills enhancement. For this, we

have performance analysis processes and career development applied to a part of our employees, which the results have contributed to reflections and internal improvements.

### EVALUATED EMPLOYEES

Total

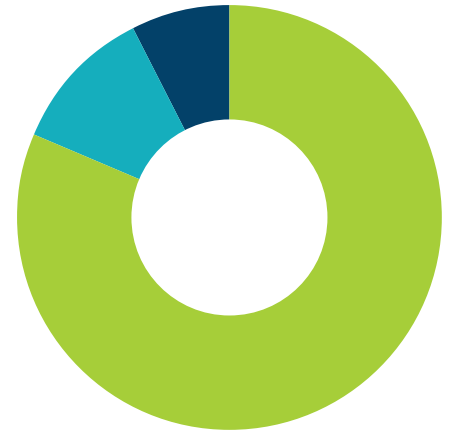
# 4,356

total

**ADMINISTRATIVE  
EMPLOYEE (AVAL 900)** 3,547

**MANAGERS  
(AVAL 180°)** 486

**EXECUTIVE MANAGERS  
(AVAL 360°)** 323



### EVALUATED EMPLOYEES

by gender

# 2,050

masculine



# 2,306

feminine



We appraise our people and recognize our talents based on merit



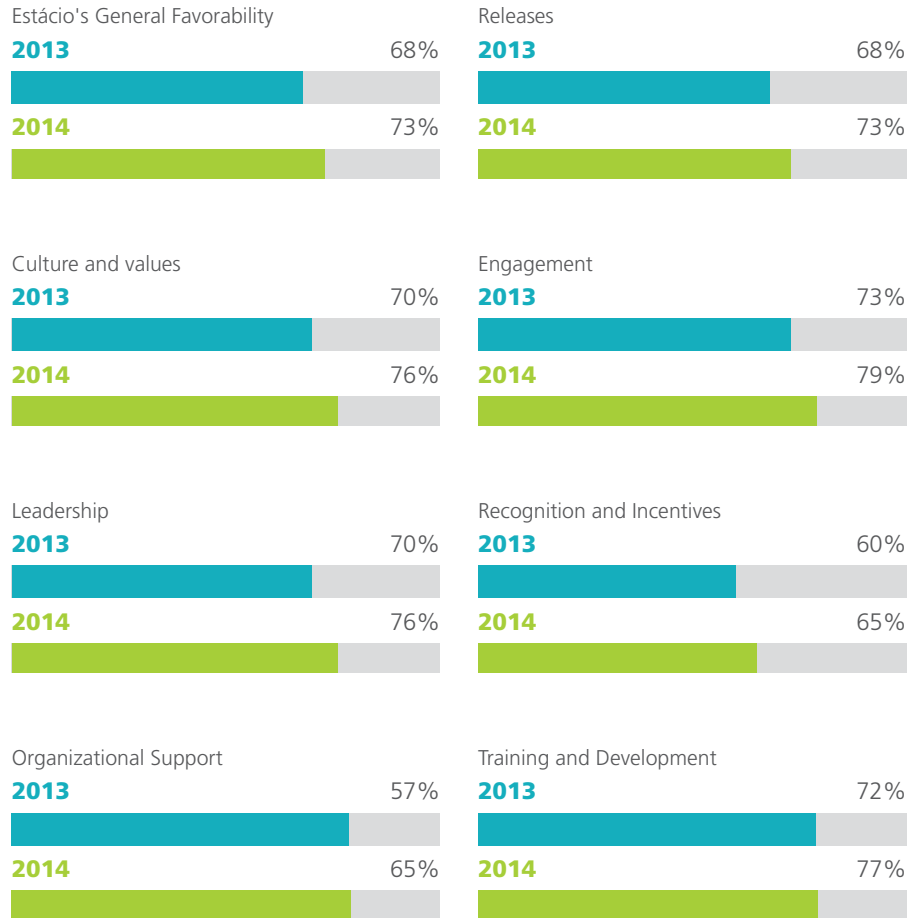
## ORGANIZATIONAL CLIMATE SURVEY

Estácio develops since 2009, together with the Hay Group, the Organizational Climate Survey and it has confirmed the improvement of People & Management models, to build an increasingly better working environment. The numbers of the last edition reflect our commitment to making our employees the protagonists of the organization, as each of them is an ambassador of Estácio brand.

As part of the advances in the Survey, we reached an unprecedented moment with the exchange of information between managers, teachers and administrative professionals developed in a high degree of engagement. Because of these developments gradually conquered, besides we grew five points in the overall average in 2014, we also recorded an increase in positive evaluation in all seven dimensions surveyed. For 2015, the overcoming of these indicators is our goal.

## ORGANIZATIONAL CLIMATE SURVEY OVERALL RESULT IN 2014

by dimension



## EVALUATED DIMENSIONS

CULTURE AND VALUES	Evaluates corporate decision-making, the security given to the employee, respect, concern and freedom of expression, and assess if the company values are implemented. The increase of 6 points shows that we are building a unique culture
ENGAGEMENT	With the highest score of the survey (79 points) and an increase of 6 points compared to 2013, it assesses the employee satisfaction with the company, the motivational level, beyond the commitment and involvement
LEADERSHIP	With an increase of 6 points, the criterion assesses the company management decision-making, as well as the preparation and the work of managers, in addition to the autonomy guaranteed to employees and cooperation between areas
COMMUNICATION	The increase for this dimension was of 5 points if compared to 2013, and it assesses the way and effectiveness on how the company communicates with its employees
ORGANIZATIONAL SUPPORT	With the largest growth of research in relation to 2013 (8 points), this dimension assesses the general working conditions and offered resources (technology, equipment, facilities, etc.)
RECOGNITION AND INCENTIVES	With an increase of 5 points if compared to 2013, it assesses employee satisfaction with salary and benefits received. It also comprises growth opportunities and recognition, training and development

//

We seek processes that form employees identified with Estácio's way of being and with our goals //

## PERSONNEL MANAGEMENT

### TRAINEE PROGRAM

Since it began to be developed in 2009, this program became strategic to reveal and retain talent - especially professionals with potential leadership profile. We strive for the processes continuity that contribute to form employees identified with our way of being and with our goals of social transformation through education.

The selected participants undergo an 18-month preparation process. During this period, they do an immersion in the culture of Estácio and get in contact with the development of business competences, as well as revision by managers.

The graduation ceremony happens at the end of the projects development. On December 2014, we graduated the fourth class. Depending on the success, in 2015 we intend to take the program to our regional units.

### TRIBUTE FOR MASTERS

Estácio has a valuable tradition in higher education and our teachers are the protagonists of this story. The 22 teachers who have completed 20, 25, 30, 35 or 40 years of service in 2014, were honored at an event held in Educare, for the mission accomplished and for the positive example for the entire academic community.

We know we have succeeded in receiving prominence in the segment of higher education because for more than 40 years we have had masters and doctors in our classrooms. In recognition of these professionals important contribution, during the event in tribute to the teachers, our president Rogério Melzi and the executive directors Miguel de Paula, Gilberto Castro and Marcos Lemos stressed that Estácio would not exist without the work of the teachers.

Tribute for Masters:  
honor to professors with  
more seniority





#ESPECIAL

# hospitality excellence

In 2014, we became the first educational institution in Brazil to integrate the Program for Excellence in Corporate Hospitality of the Brazilian Institute of Corporate Hospitality (IBHE). The agreement was signed during the First International Symposium on Corporate Hospitality in Higher Education Institution, held at the headquarters of Educare. This event had the participation of the President of Estácio, Rogério Melzi; as well as our marketing executive director, Alexandre Ferraz; besides the director of the IBHE, Beatriz Cullen; and representatives of the Copenhagen Institute for Futures Studies (CIFS), from Denmark.

During the symposium, it was also signed a partnership with CIFS, which will assist Estácio to understand the global megatrends that will affect the Brazilian higher education scenario in the future.

Another important practical result of the event was the launch of "Corporate Hospitality" that will guide the production of essays and scientific articles. The expectation of both sides is that this initiative will contribute to the identification of teachers and lines of research that will base the creation of the Hospitality Observatory between 2015 and 2016.

In November, it was launched at the Innovation Portal Estácio the challenge "How to apply the concepts of Corporate Hospitality in Higher Education Institutions?", divided into three themes: Hospitality in Teaching, Student Relations and Personnel Management. The idea is to foster innovative ideas to transform positively the Estácio routine with regard to hospitality. Each

category will have a winner group, which will receive prizes according to the number of participants.

## HOSPITALITY DESIGN

It intends to implement the hospitality mindset in the organizational culture and promote improvements in students and employees' experience with Estácio brand. To measure the loyalty of our student body and expand the Estácio Student Satisfaction Survey (PESA), it was created a KPI (key performance and indicator). The implementation work was divided into three stages (Diagnosis and Planning, Dissemination of Mindset and Consolidation of Culture on Organizational Structure), each of it with one year duration.

## PLANNED INITIATIVES

### 1<sup>ST</sup> PHASE:

- Visit the 20 campuses, analysis of all internal indicators, interviews with corporate managers.
- Survey with more than 2 thousand students, benchmark with leading companies and conducting workshop for alignment with executives.

### 2<sup>ND</sup> PHASE:

- Expand the concept of hospitality dissemination, worked based on the tripod of efficiency, respect and cordiality.
- Training teams to student attendance via Educare and the Shared Services Center.
- (CSC) and standardization of service in the channels of Estácio Quality System (SQE).
- As part of the process, in 2014 all departments adopted positions classifications and descriptions

proposed for the area of Hospitality and Relationship, in 2013.

- It was planned the publication of a comic book to deal with the theme of hospitality in a playful and relaxed way.
- My Campus Game: Through this virtual game, ready to be launched in the first half of 2015, employees will be tested from cases inspired by real situations in order to assess how Estácio values are put into practice.

### 3<sup>RD</sup> PHASE:

- Consolidation of the Culture in organizational structure.
- Preparation of areas to continue the ongoing actions and enable them to propose new initiatives.
- Set an indicator to monitor the hospitality.
- Promote Estácio Hospitality externally, adding value to the brand.
- Building a legacy able to inspire future actions.

## ACCIDENTS AT WORK AND OCCUPATIONAL DISEASES <sup>LA6</sup>

In 2014, there were 1,128 lost days due to workplace accidents (250 per typical accidents, 878 for accidents on the way

to work). There were no reports and work-related deaths, or days lost due to occupational diseases. It is important to note that Estácio does not include activities with high rates of disease.

## ACCIDENTS NUMBERS

by region

REGION	NUMBERS OF ACCIDENTS	LOST DAYS
NORTH	2	9
NORTHEAST	6	256
SOUTH	2	36
SOUTHEAST	29	704
MIDWEST	0	0

## #BUILDING SECURITY <sup>EN12</sup>



**101**  
PROPERTIES VISITED

**35**  
PROPERTIES

will have emergency brigade plans implemented

**25**  
CERTIFIED BUILDINGS

## INTEGRAL SECURITY

We promote a diagnosis of all properties where we held work of our units in Brazil, since 2013. The facilities were categorized based on documentary survey and evaluation of the physical structure. These actions set the investment priorities in improvement projects in 2014. We hired executive projects focusing on fire and panic protection, ranging from the stage of architectural proposals to final certification.

We intend to move forward strongly in safety training actions in 2015. Thus, it was organized the Security Strategic Plan Committee of which Crisis Management Plan will consist of a number of other plans, aligned and in stages, such as: the Emergency Plan, Business Continuity Plan (or Contingency Plan), Disaster Recovery

Plan and other documents which vary according to the type of business. All these plans have the proposal to formalize synchronized actions that will be taken at different times in the case of an unwanted event.

In 2014, we achieved another very positive result in our security management, once we gather for the first time all SIPATs (Internal Week of Occupational Accident Prevention) of the Rio de Janeiro units. We deal with various topics, with a focus on awareness of the importance of accidents prevention in workplace and diseases.



Estácio supported initiatives of the Rio Eu Amo Eu Cuido (I love I care) Project



### PROJECTS, PARTNERSHIPS AND SPONSORSHIPS <sup>501</sup>

We work intensely on raising support for communities, as detailed in the following pages. Thereby, we increasingly consolidated our mission to transform society through education. We know that we are contributing to the social development of our country due to Estácio incentives to sports through sponsorship of cultural activities, as well as through other social actions in which we seek to engage our employees.

The Educating for Change program encompasses the four major groups of Estácio corporate social responsibility (CSR) and it will give rise to a corporate model of social action to be replicated

throughout Brazil. Within the Education to Transform framework, the year of 2014 saw the release of Estácio Corporate Social Responsibility Portal (<http://portaladm.estacio.br/educar-para-transformar.aspx>). Accessible to all institution stakeholders, the virtual space serves to promote the social actions in progress and present the accountability for our social investments.

## #educate to transform

- Estácio in School
- Estácio in Sports
- Estácio Citizenship
- Cultural Estácio

In 2014, we expanded the training of employees in order to discuss concepts of Corporate Social Responsibility (CSR) and strengthened our operating model, continuing the work started in 2013. Through four workshops, we heard from teachers and administrative employees about successful social experiences, in meetings held in Porto Alegre (RS), Curitiba (PR), Florianópolis (SC) and Ribeirão Preto (SP).



### ESTÁCIO IN SPORTS

We work with sport as a fundamental complement to the educational process and actions in favor of citizenship. Therefore, through the “Estácio in Sport”, the institution supports more than 200 athletes, granting scholarships and/or sponsorship.

However, most of the group supported by the institution consists of early-athletes, many coming from poor communities, and others have recognized as Brazilian promises to Rio 2016 Olympic Games.

Estácio also supports institutions linked to sport, such as the *Confederação Brasileira de Desportos Aquáticos*, *Instituto Olímpico Brasileiro*, *Fundação Crianças, Morada, NTC – Tênis*, *Instituto Kinder*, *Instituto Fernanda Keller*, *Instituto Reação*, *Instituto Tennis Route* and the *Instituto Guga Kuerten*.

## ESTÁCIO: 2016 GAMES OFFICIAL UNIVERSITY

Estácio became a major partner in the training area of the Rio 2016 Olympic Games and it is the official university of this great world-sporting event.

After signing the contract of Rio 2016 Olympic Games official supporter, we will promote the training of 120 thousand volunteers who will be selected nationwide to participate in the Games organization. Estácio Enterprise Solutions area and the Organizing Committee will develop jointly the training content and its implementation. In total, 1,600 courses programs will be created.

The selection of volunteers will start on March 2015 and it will last until the end of the first half of 2016. On February 2016, we will begin the training process, which will have courses with 4 to 12 hours modules, based on themes determined by the 2016 Rio Committee. There are some examples of trainings, such as excellence in service and leadership themes, and most part will be dedicated to technical training with emphasis in exercising the functions of the Games' 70 facilities.



Learn more about this topic on <http://www.estacio.br/solucoescorporativas/link360/ed1214/atualidades-2.html>

High School students,  
Estácio social action  
participants in the  
school in Bahia



### ESTÁCIO IN SCHOOL

Introduced in 2013, Estácio in School project has strengthen in 2014 and it was spread to all our Regional units. We work in this initiative in alignment with public policies for primary and secondary education, and with projects already existing with regional Education Secretariats, as well as with those Secretariats of great municipalities where we are present, stimulating interest in studies.

This project was prepared to meet the demands and specific local opportunities and originally was thought to stimulate the training of teachers for secondary education - a national challenge for the coming years. Our goal to deploy the institutional form model was implemented under the Corporate Communications and Sustainability Management coordination.



**+ THAN 2,600**  
IMPACTED STUDENTS  
in 2014

### MAIN ACTIVITIES CARRIED OUT BY ESTÁCIO IN SCHOOL MODEL

- Reading groups and discussions on literature with high school students, having as reference works of João Ubaldo Ribeiro, Rubem Alves and Ariano Suassuna, Brazilian writers deceased in 2014. Estácio reproduced this action in the cities of Juiz de Fora (MG), Porto Alegre (RS), Aracaju (SE) and Salvador (BA).
- Lectures about the labor market in Salvador (BA)
- Pedagogic activities and guidelines for individual micro-entrepreneurs (MEI), and health care, in Vitoria and Vila Velha (ES)
- Bachelor's event together with the SEEDUC RJ in the city of Nova Friburgo (RJ)
- Science in the Classroom - model adaptation conducted by Estácio in Juazeiro do Norte (CE) with the participation of Pharmacy course students and teachers

## #carioca culture partner company

In 2014, Estácio received the Carioca Culture Partner Company certificate. The title was awarded in recognition of the institution growing support to music projects, literature, cinema and arts, due to the ISS Incentive Law of the Rio de Janeiro municipality

### SOLAR MENINOS DE LUZ

The support of this philanthropic institution that operates in the *Pavão-Pavãozinho* and *Cantagalo* communities, in Rio de Janeiro, which helps young people in social vulnerability to complete their studies. It is one of the CSR practices that we are all very proud.

We adopted this institution by doing monthly financial support that benefits Solar 400 students (from nursery to high school); we promote workshops with our Solar managers and adminis-

trative staff to enlarge good management practices; we take our architecture office model students to work with a proposed industrial kitchen to the institution; and offered scholarships to former students and the staff. Additionally, we selected alumni for job positions available in Estácio.

### CULTURAL ESTÁCIO

The process of human and social development is strongly influenced by culture - the expression of a people through artistic expressions transmitted from generation to generation. Believing in the importance of this movement that strengthens the individual's identity and social bonds, we developed the Cultural Estácio project

to support several initiatives outlined in this report. The way to support culture is part of the Estácio social responsibility and since its foundation in 2014, a strong agenda was developed in order to promote theatrical events, musical shows, exhibitions, besides films and the publication of books on editorials topics. The Sponsorship Committee carried out the selection of projects.



Schurmann Family: adventure and entrepreneurship sponsored by Estácio



## FEATURED PROJECTS

- **Orient Expedition - Schurmann Family:** We are the sponsors of another Schurmann Family entrepreneurship and innovation journey, which is sailing around the world. The expedition aboard the sailboat Kat, began on September 21<sup>st</sup> 2014; they left the Itajaí Port, in Santa Catarina, and should be on open seas by the end of 2016. The vessel used in this new mission incorporates features for efficient use of water and energy, and other sustainability requirements.
- **Brasil de Tuhu:** Estácio joined the *Baluarto Cultura* and the *Quarteto Radamés Gnattali* to expand *Brasil de Tuhu* program - Music Education, an initiative that reached the sixth edition in 2014. The project is designed to promote classical music to elementary schools students and it deepens the content production for students in the area and graduate educators.
- **Bernardes:** We promote the *Bernardes* film Estácio Circuit, a series of debates followed by the *Bernardes* documentary screening - we sponsor through incentive law. The Circuit, which marked the celebration of the Estácio Architecture and Urbanism course 18<sup>th</sup> birthday, aimed to publicize the work of the architect Sergio Bernardes for future professionals and to transmit to the next generation an important part of the architecture history in Brazil.
- **Fortaleza Historic Heritage:** Through the Architecture and Urbanism course in Estácio University Center of Ceará, the institution has been dedicated to the development of cultural heritage building preservation and conservation proposals of the city of Fortaleza. Among the projects

already carried out, there is the *Casa do Estudante do Ceará*. We still participate in the Humanities Center external areas reform of the State University of Ceará (UECE). Also in 2014, we started to restore the Ceará College old facilities, founded in 1917. The building, a historical heritage, will be completely restored in the original design.

- **Fita:** The International Party of Angra dos Reis Theater (FITA), sponsored by Estácio, presented 35 theater productions for all tastes and ages. It was 17 days of big concerts.
- **Roda Gigante (Ferris Wheel):** This project sponsored by Estácio, through the incentive law, brought joy to children in five public hospitals in Rio de Janeiro. Formed by nine professional actors - specialized in circus - the project brought together doctors and educators.
- **Rolé Carioca:** The project seeks to rescue the history, culture, and curiosity facts about the various neighborhoods of the Rio de Janeiro city, located far from traditional sights. History Teachers of Estácio lead this initiative.

## #HIGHLIGHTS

In the last four years, it was already allocated more than

# R\$ 6

million,  
for 40 sponsored  
projects

## #sponsored literary works

We want to graduate good professionals for the labor market and better citizens for our society. Thereby, we support actions in favor of citizenship, such as encouraging reading.

Estácio has always supported the publication of books and literary works throughout its history. In 2014, it was no different. This year, we highlighted the book *The Universal Declaration of Human Rights - 30 Articles Illustrated by 30 Artists*, published by *Editora Instituto Vladimir Herzog*, in partnership with the Ministry of Culture. We also supported the updated edition of the books *Brasileira IHGB* and *São Sebastião do Rio de Janeiro*, among other works.



Debate during the election campaign: further information regarding proposals



### ESTÁCIO CITIZENSHIP

The full exercise of citizenship goes through the recognition of rights that must be secured and duties that need to be met. We understand that our contribution to this process involves not only the construction of knowledge, but also the commitment of our many stakeholders to discuss the capital mobilization. This is the essence of the Estácio Citizenship pillar.

### ELECTION DEBATES

Estácio promoted a series of discussions and meetings with candidates for public functions in 2014. With guests from different political parties, we encouraged the exercise of the vote and conscious reflection on ethics as an important pillar of sustainable development.

We managed to convey to our students throughout Brazil talks with the former president Fernando Henrique Cardoso, and the candidate Eduardo Campos, who died during his election campaign. We also held discussions in three units, with candidates for the Legislative Assembly of Rio de Janeiro and the Chamber of Deputies in Brasília. The cycle was completed with the joint

initiative of Estácio, *Revista Veja* (Veja Magazine) and the Lawyer Order of Brazil (OAB), promoting two meetings with candidates for the State Government of Rio de Janeiro.

### 22<sup>ND</sup> LAWYERS NATIONAL CONFERENCE

This event addresses very important national issues such as the new anti-corruption law, transparency in public accounts, campaign finance, oil and royalties, as well as questions about press and opinion freedom, violence against women, welfare and work development, sexual diversity, among other topics.

The OAB Federal Council, with the official sponsorship of Estácio that enabled the conference. We brought together more than 15 thousand students and lawyers, and more than 250 speakers from all over Brazil, under the theme "democratic constitution and enforcing rights". The director of Legal Sciences Center of Estácio de Sá Group, Solange Moura, participated in one of the panels, discussing about "Education as a fundamental right."

### VOLUNTEER ENGAGEMENT

Volunteering is a world-valued practice that expresses the engagement capacity of an organization human capital in support of various community service demands. We have acted to strengthen the volunteer actions that we have developed in Brazil with the support of our students and employees, besides expanding these good examples that reflects our purpose to encourage the exercise of citizenship.

### SOLIDARITY JOKE

The Solidarity Joke has a dual function: to integrate veteran students and newcomers and approach the institution of local communities through social responsibility. Each Estácio unit is free to create their own actions, involving volunteer activities, education, culture, environment, health and others – donations, collecting food and clothing, clean-ups, blood donation campaigns, recycling of materials, workshops and reforestation initiatives.

### E DAY

The E Day has itself established as an important date in our calendar to spread the culture of volunteerism in our organization. In 2014, there was no difference. On May 21st 2014, we mobilized the efforts of employees, including managers, teachers and administrative staff in this initiative to encourage the exercise of citizenship. The actions of the E Day involved 6 thousand employees and benefited about 40 thousand people.

The main objective of this project is to take managers to know the operation, in addition to integrating the teams in providing free services to our units surrounding communities. This is another important branch of our practices of corporate social responsibility.

### SOCIAL ACTIONS

Acting on four central themes (citizenship, health, environment and quality of life improvement, besides culture), we work in initiatives with a focus on civic education involving actions to promote social inclusion, community care, educational activities and strengthening manufacturing of

artistic and cultural activities, among others that are pointed out in this report. With the stronger support of more students and employees, we promoted about 1,400 actions and extension projects.

### ESTÁCIO AND PENITENTIARY MANAGEMENT

The first Estácio Management and Human Rights Seminar was held in Rio de Janeiro. Around 200 directors and prisons' deputy directors of the State of Rio de Janeiro participated, in addition to the general manager of the Penitentiary Management School of the State Secretariat of Penitentiary Management (Seap-RJ), Tatiana Tavares de Melo, and the SEAP-RJ undersecretary of strategic management, Rodolpho Lyrio. Estácio teachers, Luiz Antonio Gaulia, Fernando Barbosa, Solange Moura (Law), Katia de Mello Santos (Public Safety) and Adrian Joseph Garcia (Administration) also attended the event.

### PARTNERSHIPS

Estácio believes that education is also built with the union of forces for social development, so it sets partnerships with various institutions, facilitating the access of young people served by that Higher Education. This is the case of the *Instituto Criar de TV, Cinema e Novas Mídias* (Create TV, Cinema and New Media Institute), and the *Instituto Reação* and Fernanda Keller, for which we offer full scholarships. The covenant model established with the *Instituto da Criança* and *Instituto Kinder do Brasil* includes the partial study grants offer.

### #HIGHLIGHTS

The projects of community service involve

MORE THAN

**156 thousand**

Employees, teachers and students, in about

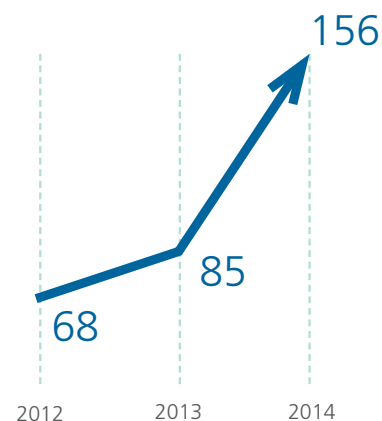
**1,400**  
ACTIVITIES,

THAT BENEFIT

**368.7 thousand**  
people

### STUDENTS AND EMPLOYEES DIRECT INVOLVED IN SOCIAL PROJECTS

Year by year (in thousand)







## #ENVIRONMENTAL DIMENSION

# permanent concern

EN26

## Rational use of water and energy was the priority in 2014

### IN THE RIGHT PLACE

Members of the Green Factory team, based in the Rocinha community (RJ), which performed in the pilot project of electronic materials collection in Estácio.

As important pillar of Estácio Sustainability Project, the Environmental Dimension aims at the dissemination of best corporate practices with a focus on protection and responsible use of natural resources. Although we are an institution of higher education profile, which our activities do not cause significant environmental impacts, we play an important role as educators and should therefore set a good example in theoretical discussions in the classroom and in our management models.

As a service organization, with heavy daily movement of students and employees, we are major consumers of water and energy. Therefore, in 2014 we focused on these two issues more deeply and attentively, with the inclusion of rational use of these resources in our goals of Excellence in Management Program (PEG), whose edition was reviewed by a multidisciplinary committee (with the People Executive Boards, Management and Services and Treasury Operations).

Nevertheless, it was not just in this front that we moved forward. As we use a lot of electronic equipment and computers, we pay special attention to these items and in their obsolescence. Thus, not only in face of the new National Solid Waste Policy (PNRS), we also seek solutions for the reuse, recycling and proper disposal of electronic materials. The Corporate Communication and Sustainability Management, once again, acted as a consultant and inducing corporate actions together with the IT Board.

## 8% OF WATER SAVINGS

per capita corresponds to a volume sufficient to maintain, for a year, a campus of Nova Friburgo, Rio de Janeiro, with about

## 3,800

ON-SITE  
STUDENTS



### ECO-EFFICIENCY GUIDELINES

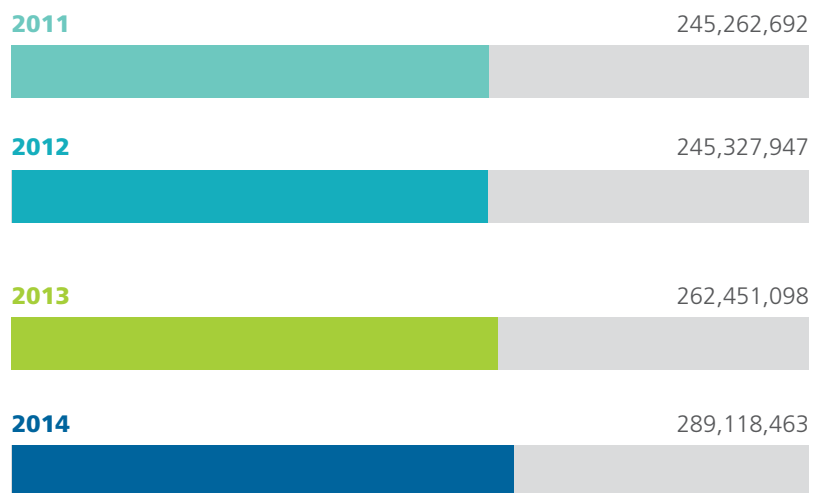
We adopted several initiatives to promote the increasingly efficient use of natural resources. In this manner, we monitored relevant environmental indicators, such as water and energy. We also have developed educational activities aiming at raising awareness of our students and employees. In 2014, the results achieved indicate that we are on track and that we must remain vigilant in relation to the desired goals.

### WATER <sup>EN8</sup>

In 2014, water consumption per Estácio student was reduced by 8% compared to 2013, from 99.06 liters to 91.37 liters per capita in the period. Thus, we overcame the established target of 5% for the year, although consumption in general was higher at 10% due to the process of expansion of our student body, as shown in the following charts.

### WATER CONSUMPTION

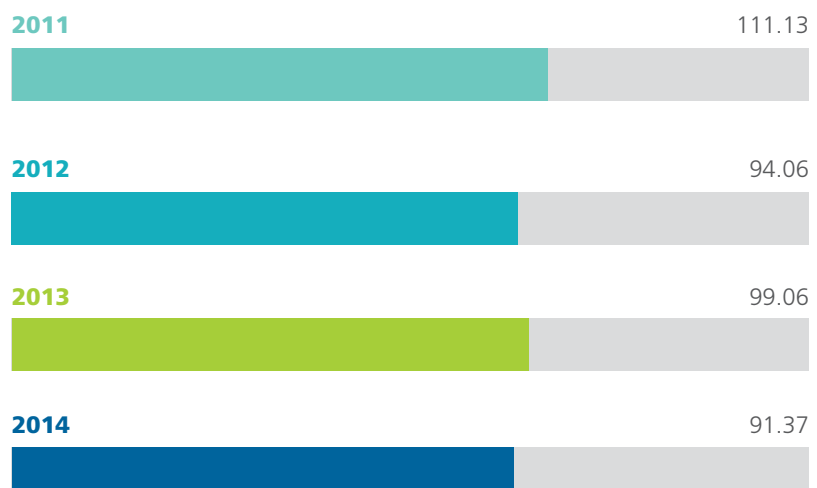
in liters



*\*Our main sources of water consumption are flush toilets, laboratories, swimming pools, cleaning and irrigation of green areas*

### CONSUMED LITERS REFERENCE

by students (l)



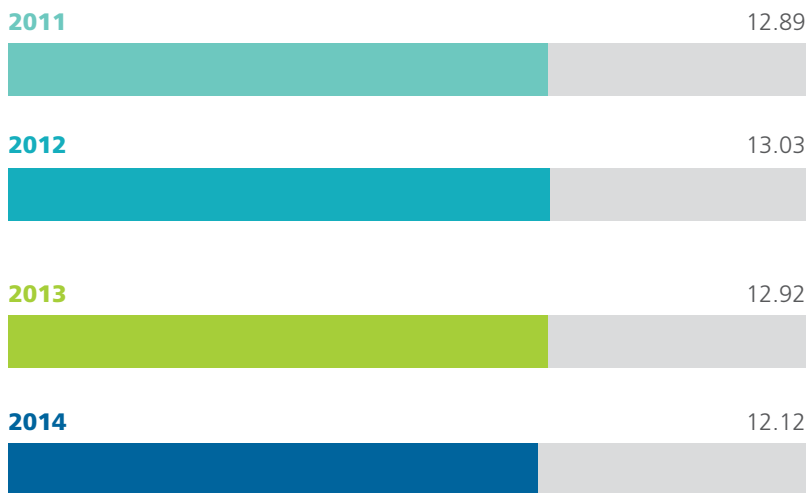


**ENERGY** EN3, EN5, EN7

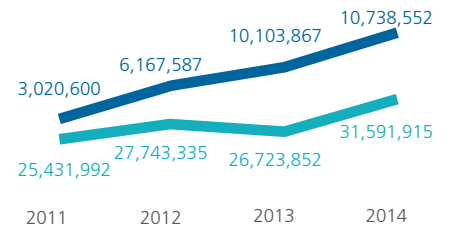
The consumption of electricity per Estácio student in 2014 was reduced by 6% compared to 2013, from 12.92 kW/h to 12.12 kW/h in the period. With this result, we also overcame our target of 5% savings, published in the previous report. However, due to the expansion of our activities, the overall consumption grew by 15% in the same period, 26,723,852 kW/h to 31,591,915 kW/h, as shown in the following charts.

**ENERGY CONSUMPTION REFERENCE**

by students (KW/H)



Another positive aspect recorded in 2014 was the increase in purchasing energy in the Free Market generated by low environmental impact subsidized sources such as wind, solar and geothermal. This process was started in 2011. We have 12 units associated with the Electric Power Trade Chamber (CCEE).

**ENERGY CONSUMPTION****FREE MARKET** (KW/H)**CAPTIVE MARKET** (KW/H)**6%**

of electricity per capita savings would be sufficient to maintain, for a year, a campus as the *Via Brasil* (RJ), with

**1,200**  
ON-SITE  
STUDENTS

Cârama Cascudo  
School, Estácio unit  
in Natal, Rio Grande  
do Norte



**#HIGHLIGHTS**

Material collected in Tom Jobim campus

**659.5 kg**

Total weight

**355 kg**

Total reused

**304.5 kg**

Total rejected

**29**  
TONS

of electronic waste addressed to the Green Factory workshops in 2014. The project promoted the training of

**695**  
STUDENTS**LESS ELECTRONIC WASTE, MORE DIGITAL INCLUSION** EN27

In 2014, we launched a pilot project for electronic waste collection and recycling, which benefits go beyond the reduction of potential environmental impacts. On December, we collected eight tons of obsolete or unusable equipment in 17 units of Estácio: Five of São Paulo (capital and countryside) and 12 of Rio de Janeiro, where four was from the metropolitan region and eight from Rio state and countryside.

*Recicladora Urbana* collected the materials, an organization specialized in the proper disposal of electronic waste that keeps a citizen partnership with the Committee for the Democratization of Information Technology (CDI), an institution recognized by its digital inclusion projects developed 18 years ago. Thereby, in addition to the environmental benefits provided by this initiative, part of the revenue generated by the waste collected is invested in information technology to access projects that contribute to social change in disadvantaged communities.

With the acquired expertise, the project will continue in 2015 under the national coordination of our IT Board.

**GREEN FACTORY: ENHANCED CITIZENSHIP**

In the city of Rio de Janeiro, the social-environmental bias also consider the Green Factory project actions, linked to the Superintendence of Territory and Citizenship (STC) of the Secretariat of State for Environment (SEA). Through the pilot installation experience of an

electronic waste collection point in the Tom Jobim unit, Rio's west zone, we integrated the initiative, which promotes the social inclusion of young people and adults of pacified communities, generating employment and income from the reuse of computers.

Young people and adults undergo training courses in mounting and maintaining of reused computers. Of every three machines coming to workshops, an average of one is transformed and used by non-profit organizations and residents associations, receiving equipment through donations.

To enlarge the perspectives of Green Factory project success, we engage our stakeholders in this sustainability practice; promote communication campaigns that emphasized the importance of proper disposal of electronic waste. In addition to employees and teachers of Tom Jobim campus in Rio de Janeiro, we seek to mobilize BarraShopping Business Center customers, as we address actions to student audience and professionals from other Estácio units.

We use several dissemination tools as printed banners, flyers and posters. In addition, we also have several virtual communication channels, including email marketing, press releases and postings in areas such as the intranet and the Estácio fan page on Facebook and Twitter, plus a video released on YouTube.

Learn more about engagement actions with our stakeholders in Chapter I.



Investment in innovation is critical to a team that uses intensively technology

#### INTEGRATED ACTIONS EN27

The Corporate Communications and Sustainability Management conducted other major actions that moved Estácio in 2014, highlighted below, integrated with other different areas.

- II Estácio Sustainability Week: It was carried out activities covering the social, environmental and economic dimensions, as well as issues on ethics and Higher Education, in 2014. As part of the program, services was provided to the community, as well as lectures, film screenings, recycling workshops, actions in the public schools, among other activities, involving students, teachers and employees. In 2014, the II Sustainability Week took place in parallel to the Social Responsibility Week of the Association of Higher Education Maintainers (ABMES), aiming to both strengthen the activities as to gain more focus and participants attention. The units that completed all stages received the Socially Responsible Institution seal.

- Sustainability Booklets: To encourage further sustainable practices in our operations everyday life and encourage collective learning in the units, the Corporate Communication and Sustainability Management developed booklets in 2014. The first two publications addressed the issues of eco-efficiency and residues management. The publications are available on the internal network (*Conecta*) in PDF format. A communication campaign - with segmented parts for students and employees - has been developed to support the dissemination of good practice in the units, with an emphasis on reducing energy consumption, water and materials, such as paper and plastic cups.

In 2015, we intended to mobilize our workforce with some strategic actions such as making an Olympic games for reduction of consumption of natural resources, with CAPEX prize for the most efficient units, in addition to increased competition of eco-efficiency ideas and combat waste. Other initiatives are being planned, including smart buildings pilot projects with energy micro generation and use of LED lamps for lighting.

## + MORE THAN 400 ACTIVITIES

were realized during the Sustainability Week, in 70 campus. The participation of units grew

**50%**  
if compared to 2013







## #MATERIALITY AND GRI INDEX

# material topics

G4-32

We map the most important items to monitor the performance of corporate management

## DEDICATION AND SUPPORT

On the left, Erica Miranda dos Santos, coordinator of the Physiotherapy Clinical School of Nova Iguaçu campus (RJ), and the graduation students Caroline de Oliveira Ribeiro and Diego Silveira Martins. Our students are our reason of being and their professional success is our success.

We defined our materiality process based on the results from 2013, which comprises the definition of the Sustainability Diagnostic, in addition to the listening of our workforce and the perceptions presented by the guests from the Stakeholders Panel. This means that we have already mapped the most important items to monitor the performance of corporate management from our five dimensions of sustainability. We understand that, in this manner, we expanded transparency and gave back the contribution received from our stakeholders.

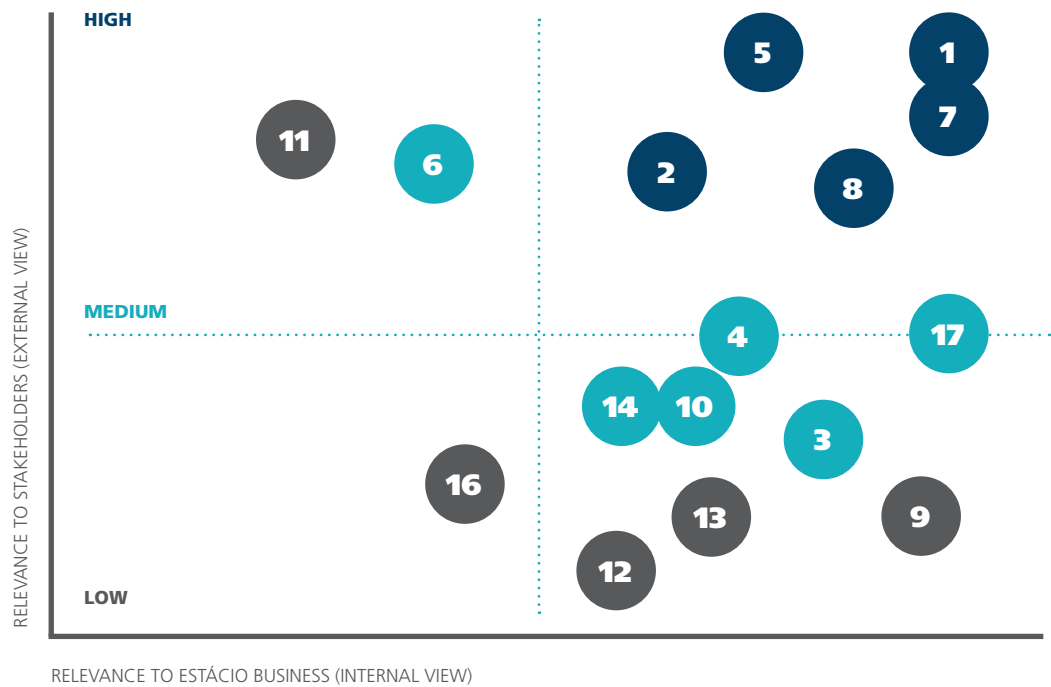
We seek to expand opportunities for dialogue and improve the communication channels with our stakeholders. The first Stakeholders Panel was held on January 2014, and it was a unique opportunity to aggregate different views of outside observers with perceptions of the workforce to build our Materiality Matrix. It has participated members of Estácio senior management and professionals well recognized in the work of strengthening the concept of sustainability.

We had as guests: Marina Grossi, Executive President of the Brazilian Business Council for Sustainable Development (WBCSD); Patricia Almeida Ashley, professor at the *Universidade Federal de São João del Rei* (MG) and *Universidade Federal Fluminense* (UFF); Ricardo Guimarães, Advisory Board member of *Instituto Akatu* and founder of Thymus Branding; Paulo

Nassar, president of the *Associação Brasileira de Comunicação Corporativa* (Brazilian Association of Corporate Communication - Aberje) and professor at the *Universidade de São Paulo* (USP); Sergio Besserman, president of *Câmara Técnica de Desenvolvimento Sustentável* (Sustainable Development Technical Board) of the City of Rio de Janeiro and professor at PUC-Rio; Jorge Soto, Sustainable Development Director at Braskem and representative of the Global Compact in Brazil; and Sergio Campos, a founding partner of Pollux Capital.

The process begins with an analysis of trends and an internal diagnosis, followed by interviews with directors and key managers to identify the most relevant issues. The Stakeholders Panel followed this first stage. After the consolidation of the main points discussed in both steps, we have identified and prioritized 17 relevant issues to our institution, which it was highlighted the following six, already prioritized in the Strategic Planning: Access to Education, Technology and Innovation, Citizen Student Training, Employability, Sectorial Articulation and Regulatory Environment.

## MATERIALITY MATRIX



### LEGEND

1. Access to education
2. Technology and innovation
3. Integration (culture, quality and management)
4. Training, engagement and retention of teachers
5. Formation of citizen student
6. Research and scientific production
7. Employability
8. Sectorial Articulation
9. Hospitality
10. Social impact on the surroundings
11. Estácio narrative construction
12. Health and safety
13. Efficient use of resources
14. Continuity relationship with graduates
15. Regulatory Environment
16. Waste management
17. Financial management





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