

ISAE SUSTAINABILITY REPORT 2016

SUMMARY

ISAE Sustainability Report 2016

SUBTITLE SYMBOL AND COLOR



President's message



Report profile



ISAE



Corporate governance



ISAE in numbers



Sustainability



Innovation



Strategic planning 2017



Legacy



GRI Index



1. PRESIDENT'S MESSAGE

It is with great pride that we present another edition of ISAE's Sustainability Report. More than a communication tool, this publication represents our commitment to stakeholders and strengthens our engagement with internationally accepted principles to advance global sustainability and responsible management education.

Since 2004, we have adopted a model of transparent management through the publication of sustainability reports, which unifies the UN Global Compact's report Communication on Progress (COP) and the PRME's report Sharing Information on Progress (SIP, since 2008).

In 2012 we adopted the internationally methodology of the Global Reporting Initiative (GRI), and in 2016 we started to disclose actions linked to the Sustainable Development Goals (SDGs), launched by the United Nations in 2015.

Focusing on the maturity of processes and the continuous improvement of our Sustainability Reports, this edition brings new sections to help readers approach sustainability with a global view – yet considering the fundamental values of sustainable development, such as ISAE's innovation and legacy to society.

Have a good read!

Norman de Paula Arruda Filho
President of ISAE



2. REPORT PROFILE

The 13th edition of ISAE's Sustainability Report follows the GRI G4 guidelines (for the second consecutive year) in the Comprehensive option, describing activities performed by the institution from January 1st to December 31st, 2016.

In the previous edition, published in June 2016, materiality was mapped in the 4th Multi-Stakeholder Panel. This edition, for the first time, brings materiality identified through online and face-to-face surveys with all ISAE's stakeholders, with the support of all institutional areas in the process of data collection.



322 Students

35 Professors

53 Employees

23 Suppliers

08 Board of Directors
and Administration
Council

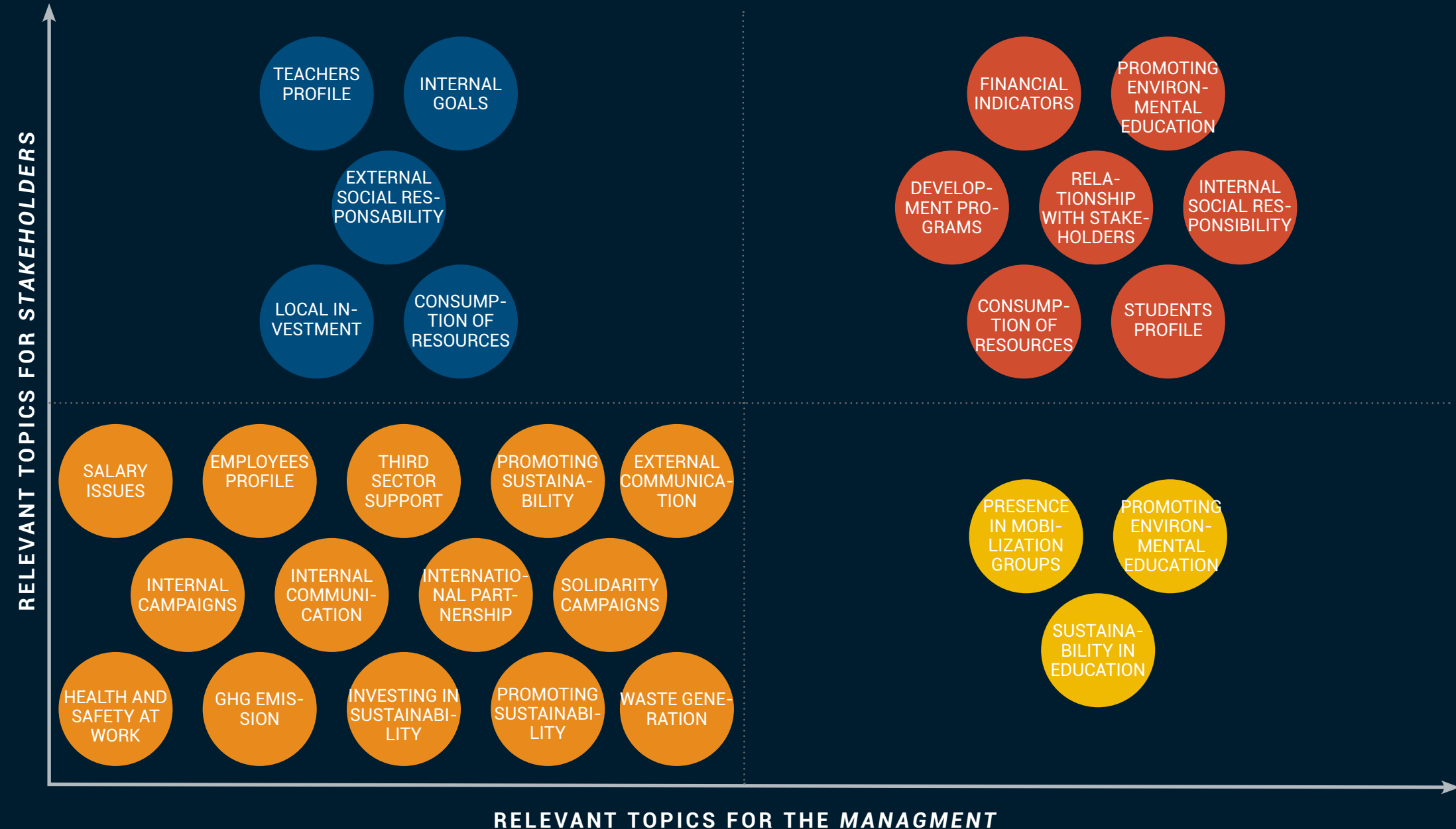
10 Others*

451
Total
number of
questionnaires

*Members and signatories of the PRME and Global Compact initiatives, competing institutions, corporate clients, NGOs from the Uaná Volunteer Program.



MATERIALITY MATRIX





MATERIALITY MATRIX

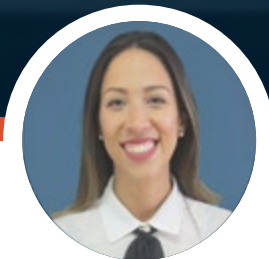
The production of the annual report is conducted by the President's Advisory Board, which is in charge of corporate sustainability. The final report is approved by the Corporate Management Board.

Report coordinators

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3. ISAE

- **Global Compact** signatory since 2003
- **PRME** signatory since 2006
- **GRI Gold Community** member since 2015

The Higher Institute of Administration and Economics (ISAE) was founded in 1996 in Curitiba, Paraná, as a non-profit institution with the mission to train globally responsible leaders, aware of issues relating to corporate sustainability and ethics in the relations with the stakeholders.

With an innovative posture, the institute promotes training for professionals involved in social, corporate and economic entrepreneurship, referring to trends and management models developed in the best organizations in the world.

With headquarters in Curitiba and a branch in Londrina – both cities in the state of Paraná, southern Brazil –, ISAE is licensed by the Getulio Vargas Foundation (FGV), one of the largest academic institutions in Brazil focusing on Social and Economic Sciences.



3. ISAE



MISSION

Be a protagonist of sustainable development, inspiring globally responsible leadership through transforming education.



VISION

Position ISAE as a model business school for transforming education, innovative solutions and sustainable results.



VALUES

Governance
Innovation
Sustainability
Entrepreneurship
Leadership
Ethics



PRINCIPLES

Since 2000, when the relationship with the United Nations was established, ISAE has incorporated the Global Compact and PRME principles in its processes.

10 GLOBAL COMPACT PRINCIPLES

6 PRME PRINCIPLES



GLOBAL GOALS



ISAE has been a signatory of the Global Compact since 2004. Due to its relationship with the United Nations programs, ISAE was invited as a strategic partner and supporter of the United Nations Development Program (UNDP) Inclusion Initiative, which recognizes the best corporate businesses focused on sustainability and social inclusion.



PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION



PURPOSE



VALUES



METHODOLOGY



RESEARCH



PARTNERSHIP



DIALOGUE

ISAE has joined the task force for the elaboration of the Principles for Responsible Management Education (PRME). The Institution is part of the PRME Champions Group, a group of the 30 most active institutions in PRME around the world. It is also at the forefront of the PRME Chapter Brazil and it is part of the Advisory Committee.



Launched by the UN in 2015, the SDGs have guided nations to develop actions that advance the development of a more socially just, environmentally friendly and economically viable world. In a response to this call, ISAE has incorporated the SDGs in its management approach and course curricula, implementing projects and activities (described in this report) to help achieve the 17 goals.



OUR PRODUCTS

ISAE Business School offers a series of programs that integrate best management and sustainability practices into business.

MBA

Master in Business Administration:

Courses designed for professionals who need to advance studies in various management areas.

GBA

Global Business Administration:

Dynamic short and medium-term courses in specific subjects for professionals from different levels of experience.

POSTGRADUATE

Specialization course for graduates through distance education.

POST-MBA

Postgraduate courses for MBA professionals who wish to deepen in a given topic.

IM

International Modules:

International programs in which the student has the opportunity to learn and do business in other countries, working with professors and students in renowned institutions.

PROFESSIONAL MASTER'S

Stricto sensu program for graduates who wish to acquire highly qualified skills to tackle the complexity of emerging problems.

OTHERS

Undergraduate, extension, online, in company courses.



4. CORPORATE GOVERNANCE

Guiding Concepts:



GOVERNANCE

INNOVATION

SUSTAINABILITY

ENTREPRENEURSHIP

LEADERSHIP

ETHICS





ISAE Guidelines:



ACCOUNTA-
BILITY



TRANSPARENCY



EQUITY



CORPORATE RES-
PONSIBILITY

Since its foundation, ISAE has performed actions linked to governance and sustainability through programs and initiatives that integrate these concepts into the management approach.

The governance structure is composed by the Administrative Council, Board of Directors, Fiscal Council, Governance and Sustainability Committee, and Ethical Guidance Council. It follows good practices disclosed by the Brazilian Institute of Corporate Governance (IBGC).

Administrative Council

Members elected in general assembly, responsible for the strategic direction in college. They protect the institution's values, principles, social object and governance.

- Ademar Cury da Silva
- Maria José Bettega
- Norman de Paula Arruda Neto
- Helio Maya
- Carlos Fernando Faria

Fiscal Council

Members elected in general assembly, responsible for supervising the social bodies' actions in the fiscal and accounting ambits, assessing the annual balance sheet and bills, and ensuring compliance with tax and labor laws.

- Gilberto Luiz Pereira
- Cezar Moreno de Carvalho
- Nilson Pohl



Board of Directors

Working at the headquarters in Curitiba, the directors are in charge of the institution's management, ensuring the fulfilment of its object and social function and the dissemination of its purposes, principles and values. In college, the directors implement the strategies and guidelines approved by the administration Council, manage assets and conduct the institution's businesses, ensuring compliance with legal devices.

- Norman de Paula Arruda Filho
- Roberto Pasinato
- Tania Mara Lopes
- Antônio Raimundo dos Santos

Governance and Sustainability Committee

The committee promotes governance and sustainability strategies through guidelines and corporate actions, integrating economic development issues with social and environmental responsibility. It reports directly to the Administration Council.

- Norman Neto - Coordinator
- Marlon Souza
- Rosane Zancan
- Gabriella Pita
- Danielle Hernandez

Ethical Guidance Council

The council disseminates and ensures compliance with the principles and commitments established in ISAE's Code of Conduct and Ethics.

- Tania Lopes - Coordinator
- Jessica Correia - Executive Secretary
- Cleyton Caetano
- Josemar Chved
- Marlon Olinger



Board meeting.



ISAE GOVERNANCE PRACTICES:

- Long term strategic planning
- Risk management
- Quarterly meetings of the Board of Directors
- Monthly bulletins of the Sustainability and Governance Committee
- Monthly meetings of the Ethical Guidance Council
- Annual financial report
- Independent accounting audits every semester
- Annual internal audits in Quality Management
- Quarterly management and financial reports
- Balance sheets
- Fortnightly meetings of the Board of Directors and Presidency
- Integrity / Compliance program

In 2016, independent audits verified that all financial and patrimonial data are in accordance with the Brazilian standards and fundamental principles of accounting.

In the same period, ISAE implemented the Integrity Program to strengthen governance based on ethical and transparent attitudes, reaffirming the commitment with key stakeholders. With the support of external consultants, the program promotes risk assessment, audits and training programs in Compliance for all employees.

Furthermore, the institution made a public commitment to transparency and fighting corruption by signing the initiative Call to Action: Anti-Corruption and the Global Development Agenda, launched by the Global Compact in 2014.

ISAE also has its own Code of Conduct and a specific code for partners, both reviewed annually by the Ethical Guidance Council, according the institution's principles and policies.



5. ISAE IN NUMBERS

12 courses in Sustainability

(1 short-term GBA + 1 medium-term GBA + 1 master's group + 9 Perspectivaction workshops)

35 scientific articles

15 partnerships with international institutions

91 in-company programs for companies and cooperatives

18 NGOs in Uaná Program

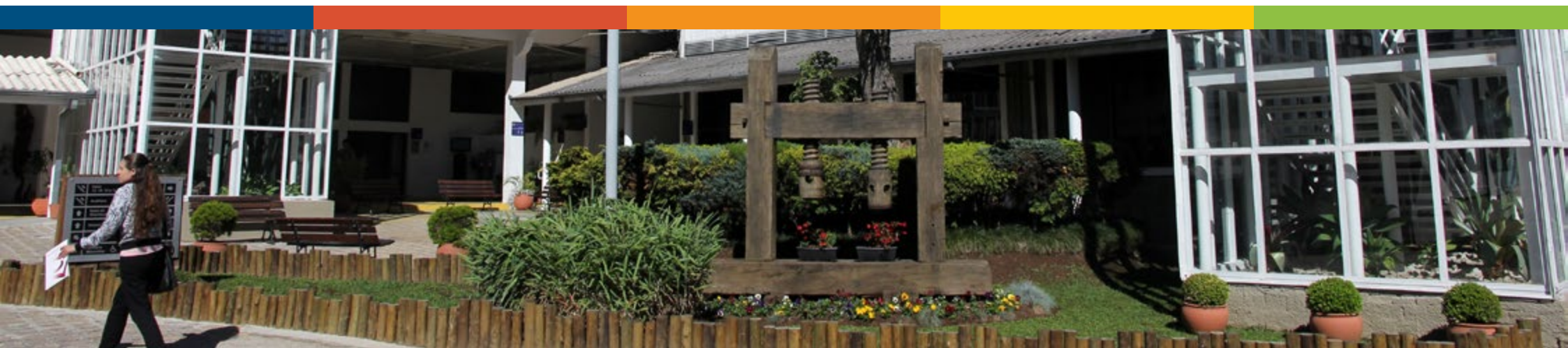
Training in Sustainability

49 events

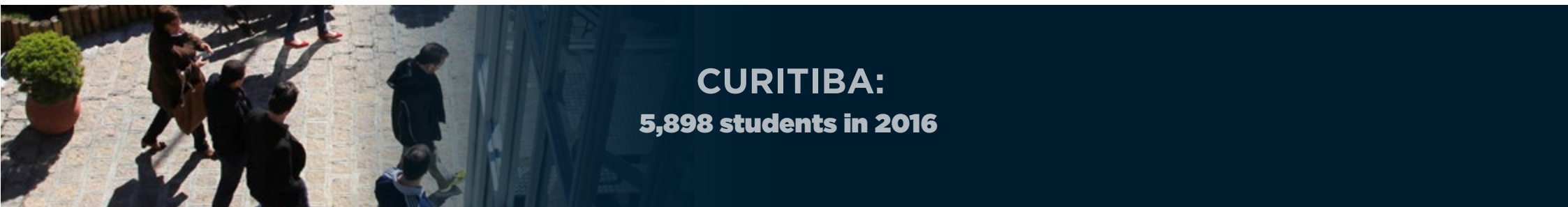
08 attendances in international events

300

professors on ISAE Internal Talents Network

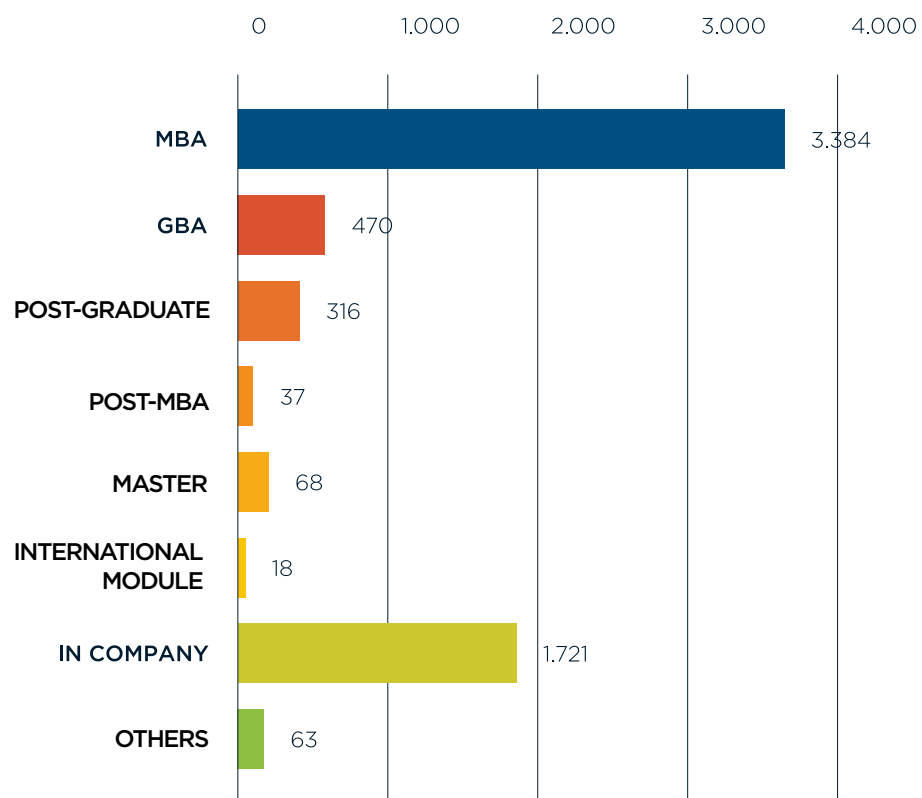


STUDENTS PROFILE

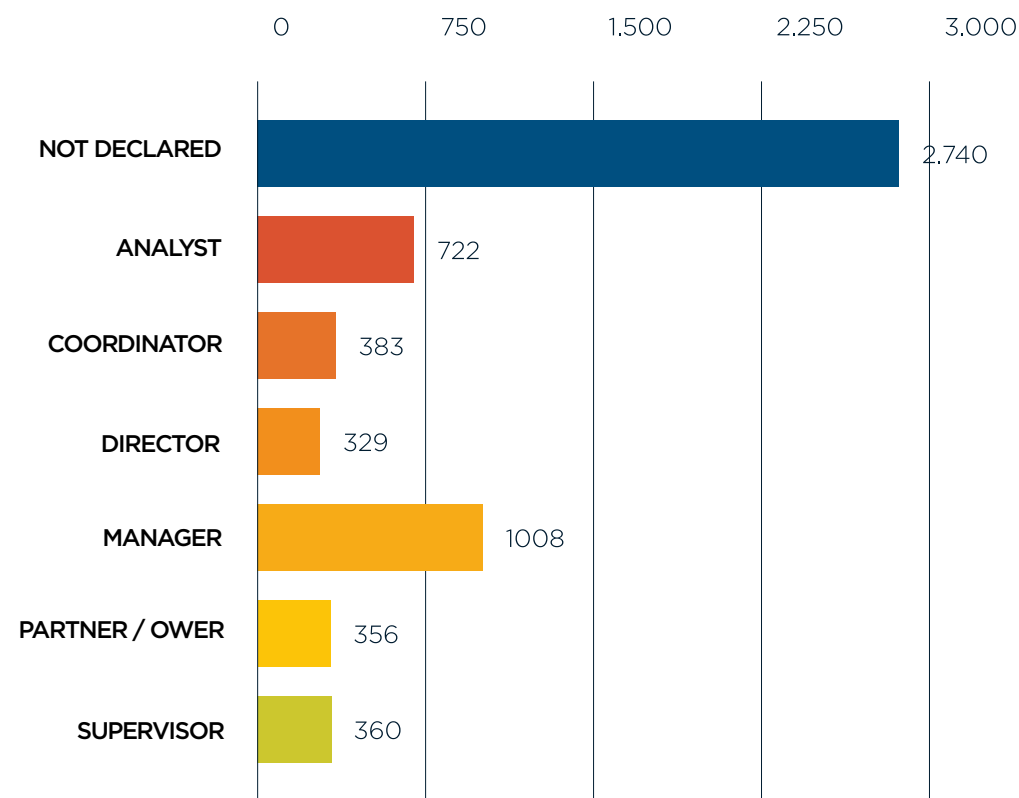


CURITIBA:
5,898 students in 2016

Students per product

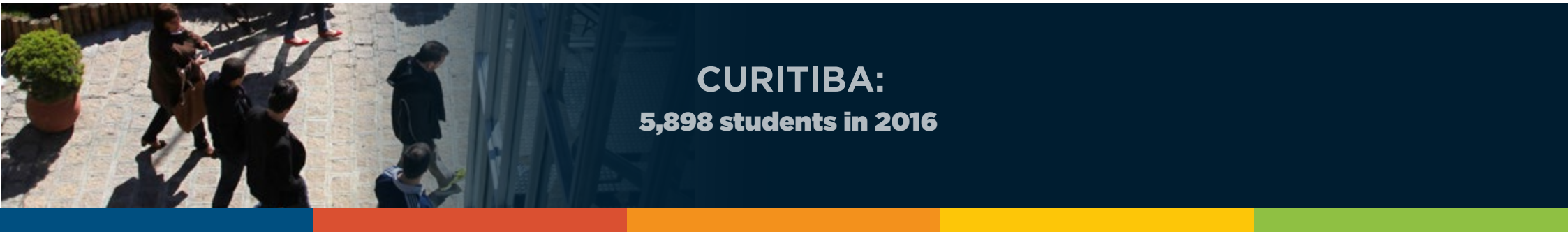


Student post



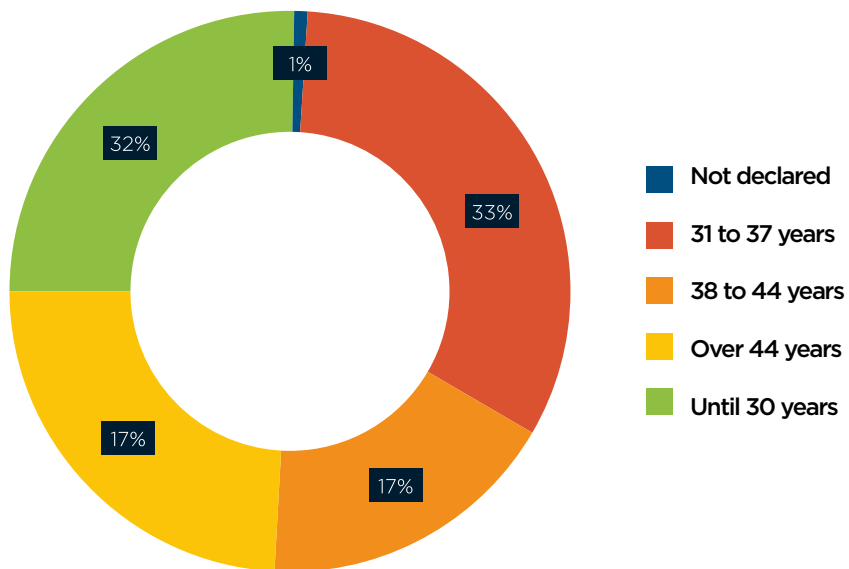


STUDENTS PROFILE

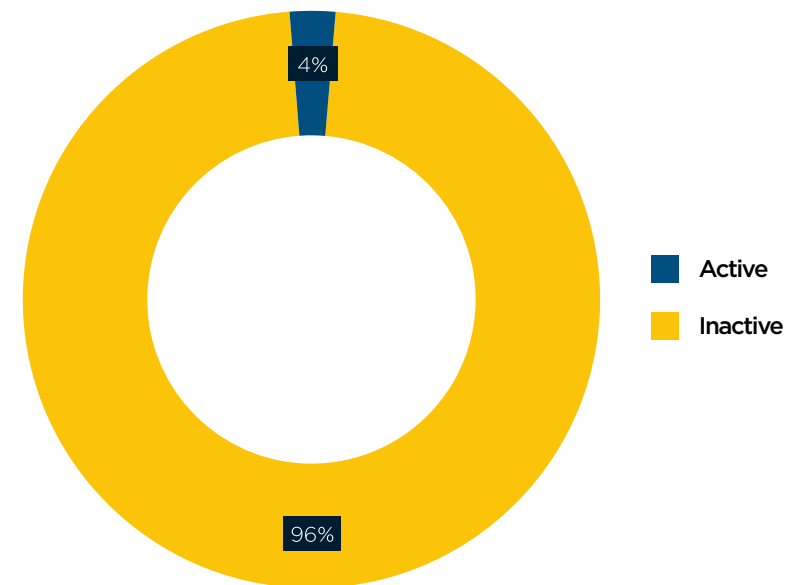


CURITIBA:
5,898 students in 2016

Age

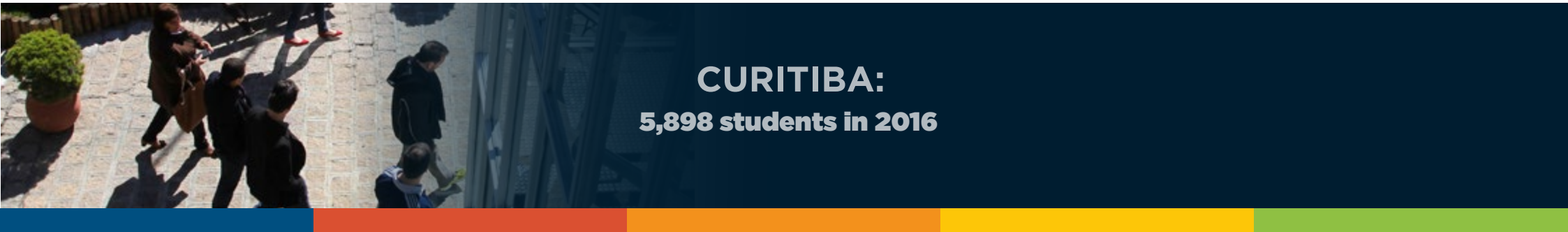


Employability



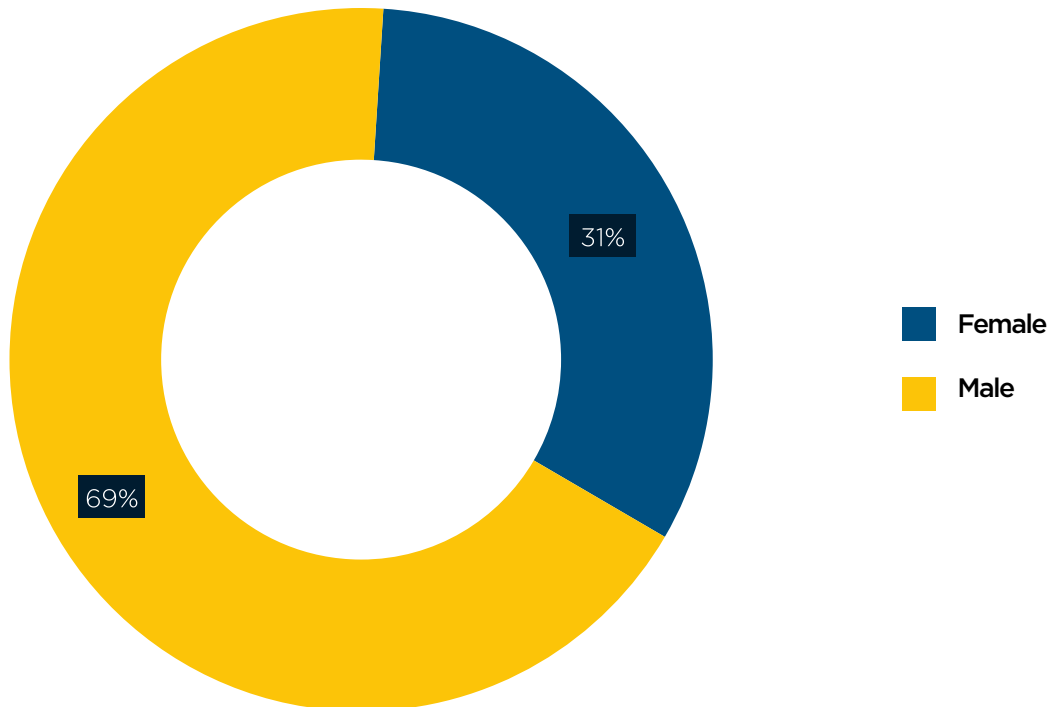


STUDENTS PROFILE



CURITIBA:
5,898 students in 2016

Gender

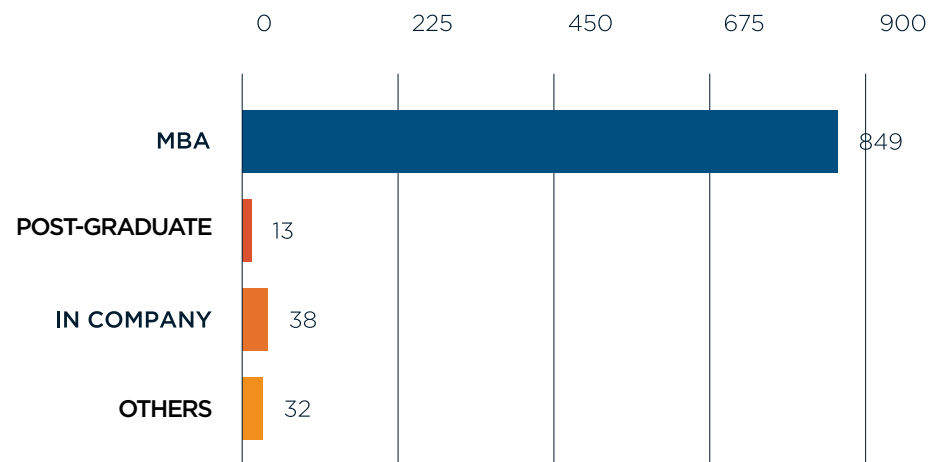




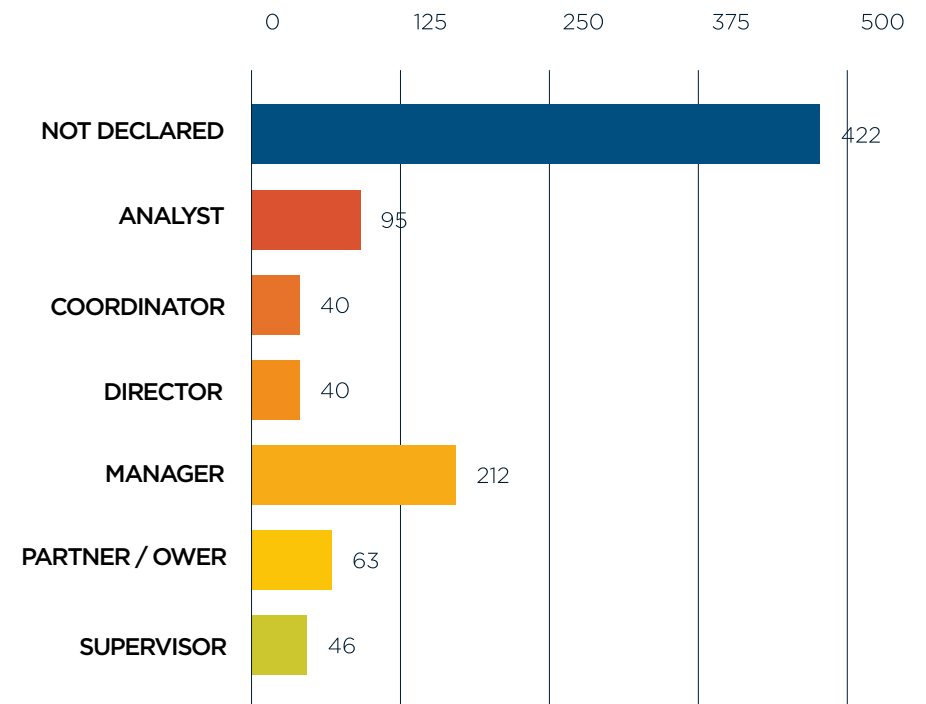
STUDENTS PROFILE

LONDRINA:
918 students in 2016

Students per product



Student post



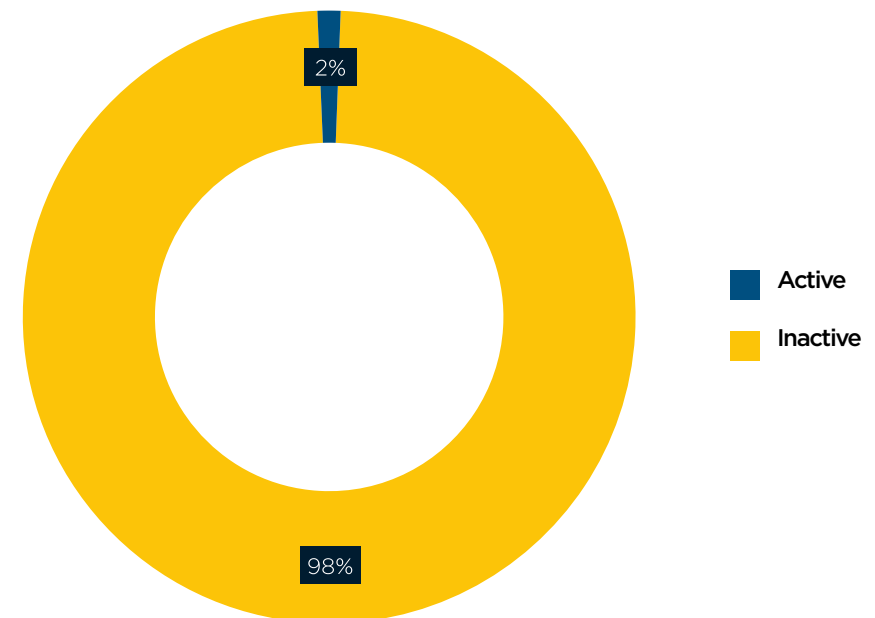
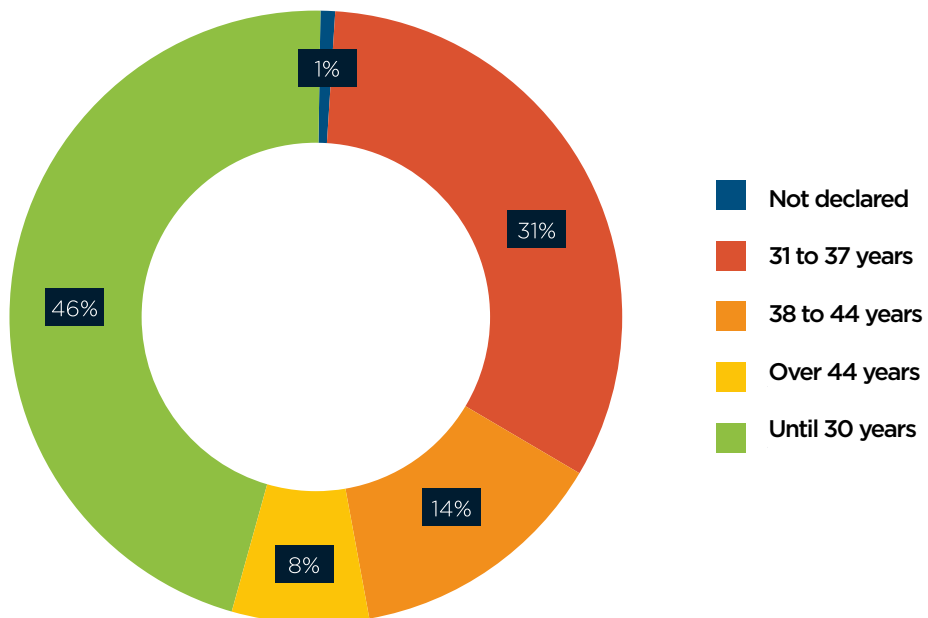


STUDENTS PROFILE

LONDRINA:
918 students in 2016

Age

Employability

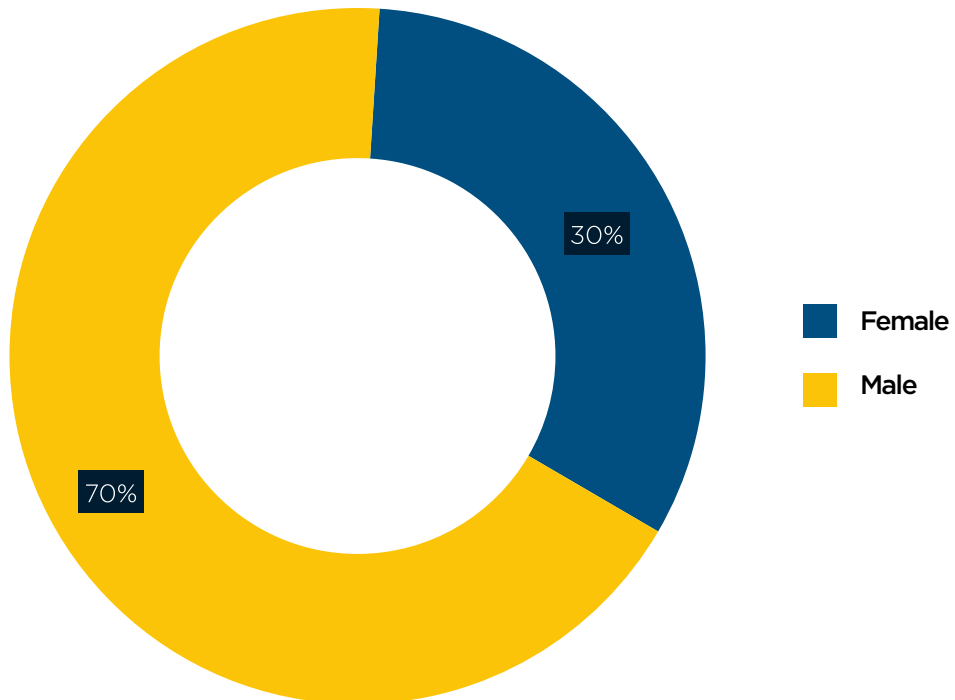




STUDENTS PROFILE

LONDRINA:
918 students in 2016

Gender





OVERVIEW OF EMPLOYEES

EMPLOYEES 46 MEN

96% in Curitiba

4% in Londrina

Training workload: 1,730 hours,
45 minutes

Variation between the lowest salary
and the local minimum wage: Curitiba:
175% | Londrina: 199%

EMPLOYEES 65 WOMEN

87% in Curitiba

13% in Londrina

Training workload: 2,896 hours, 55
minutes

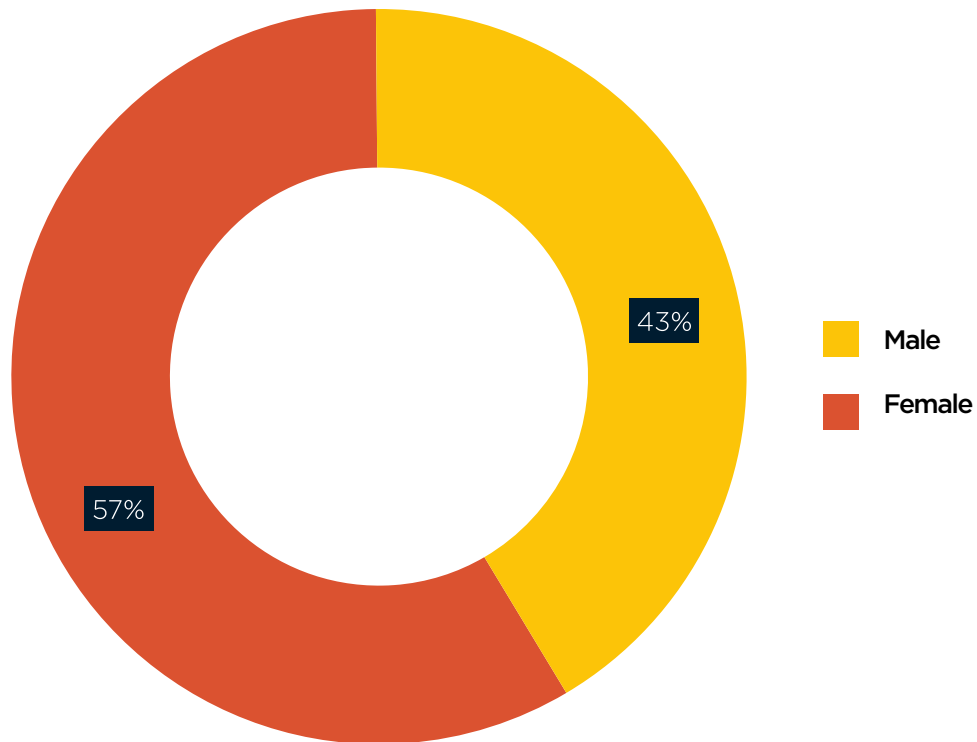
Variation between the lowest salary
and the local minimum wage: Curitiba:
155% | Londrina: 159%



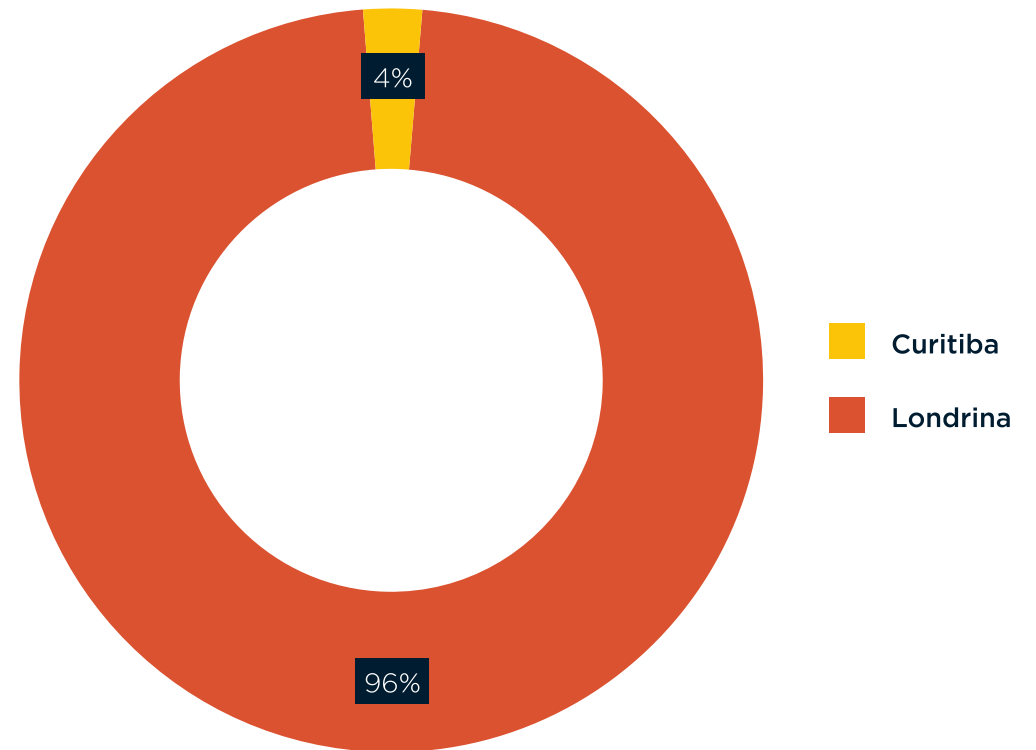
OVERVIEW OF EMPLOYEES

28 NEW EMPLOYEES

Gender



City

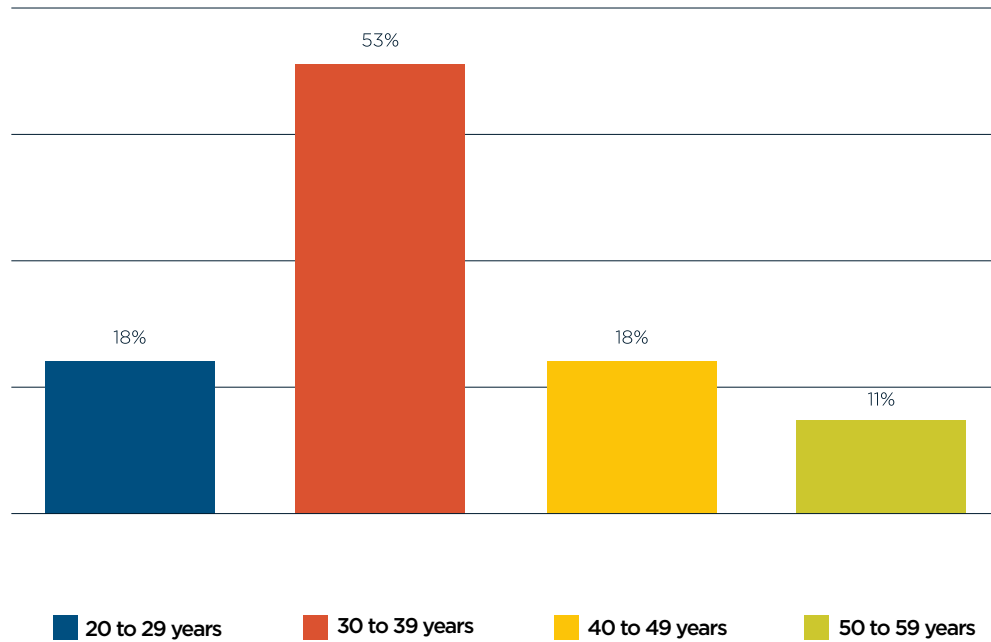




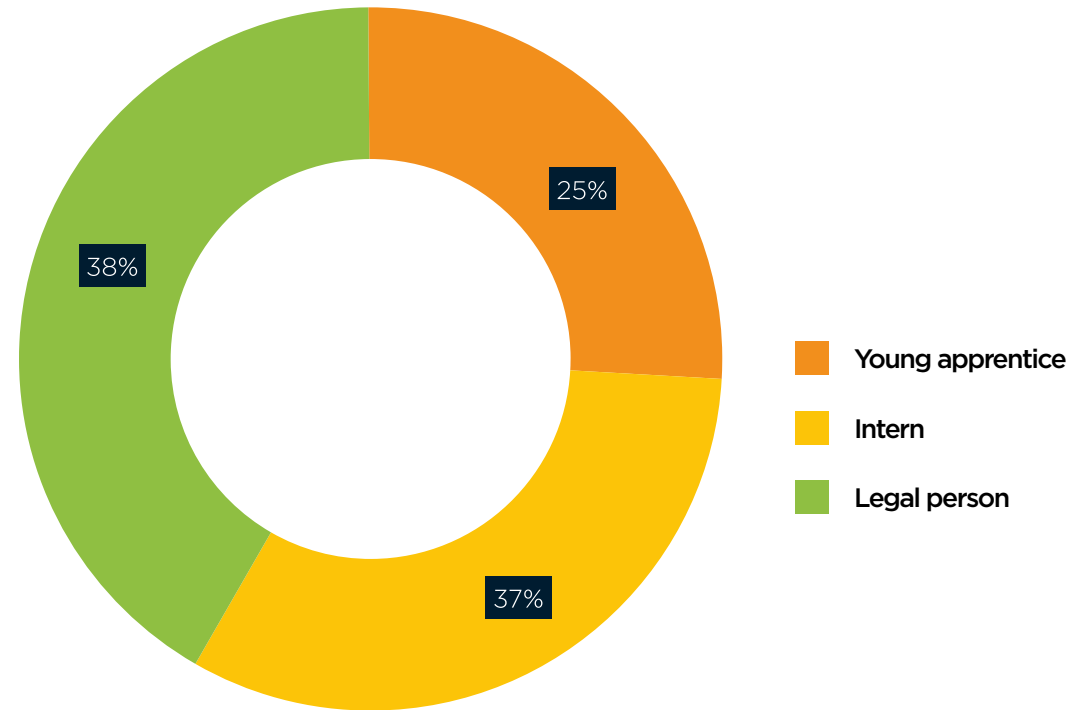
OVERVIEW OF EMPLOYEES

28 NEW EMPLOYEES

Age



Other

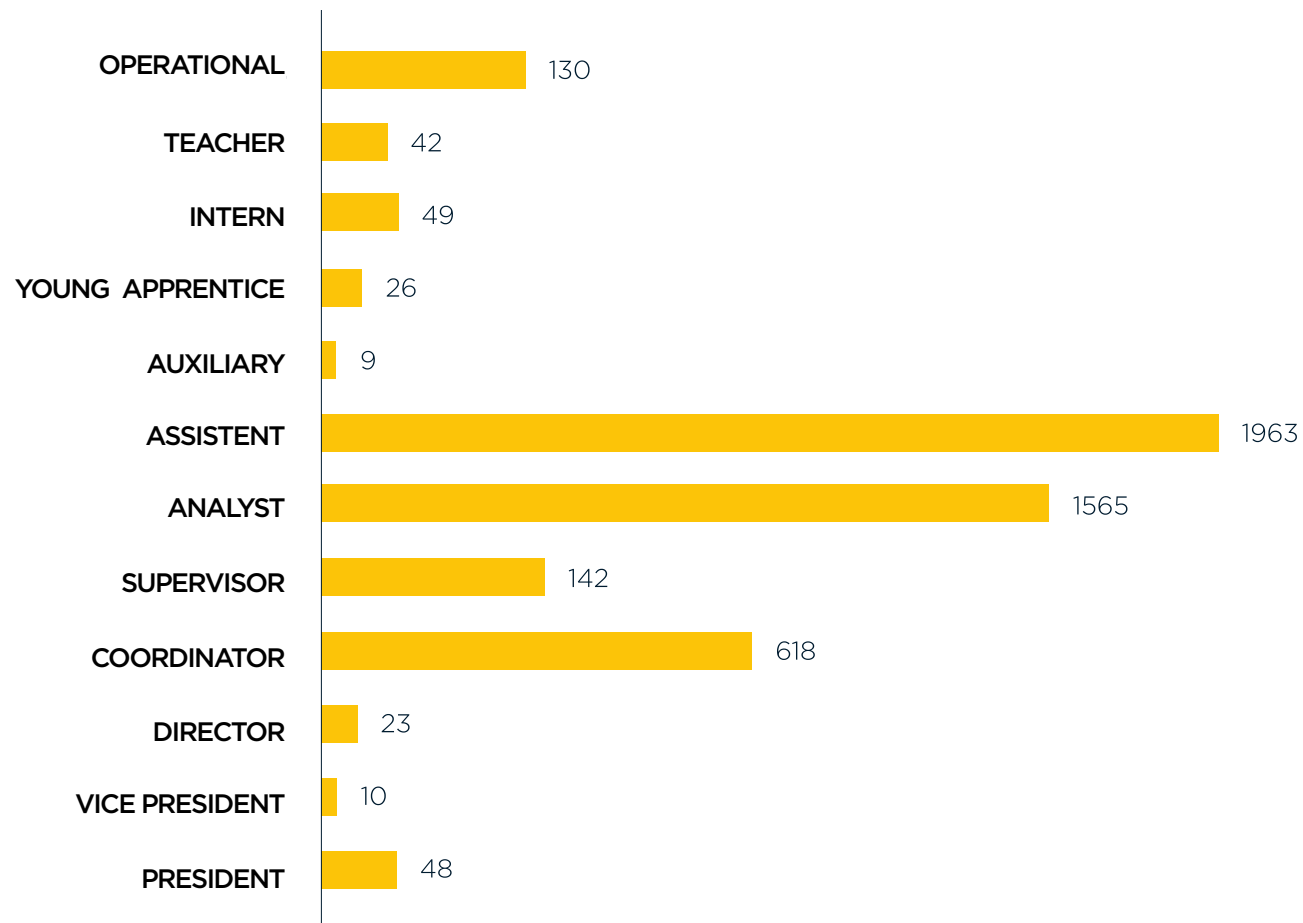




OVERVIEW OF EMPLOYEES

TRAINING WORKLOAD: 4,627 HOURS

Training by post

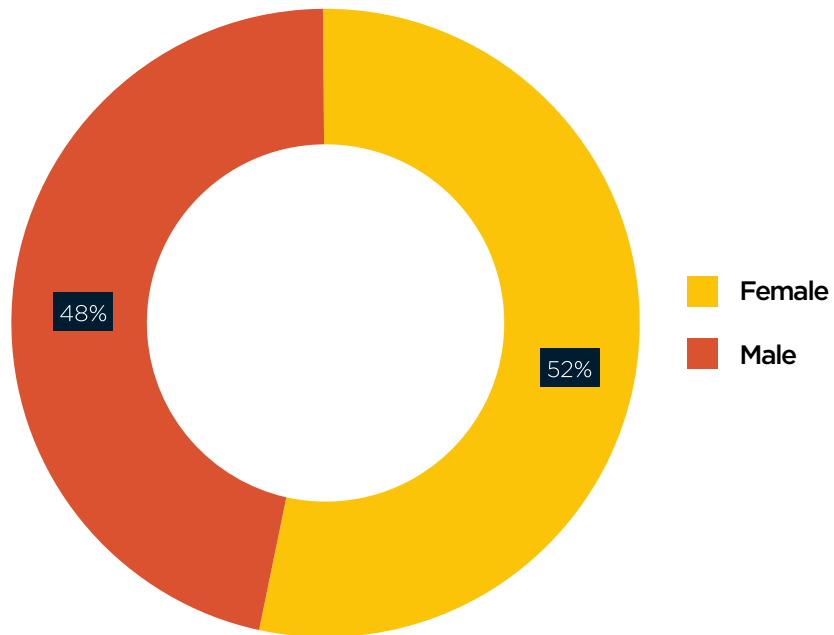




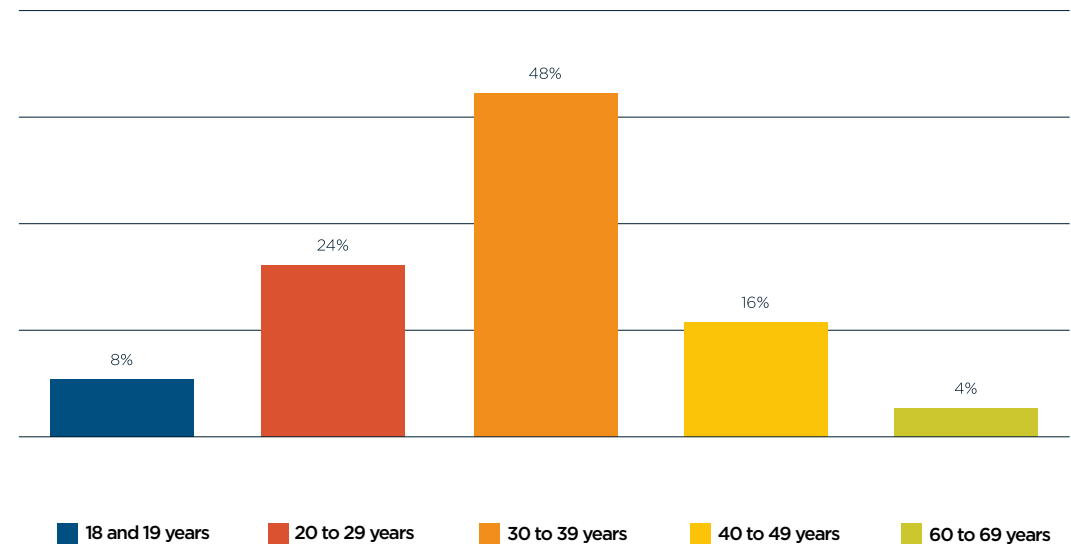
OVERVIEW OF EMPLOYEES

TURNOVER RATE: 23%
CURITIBA

Gender



Age

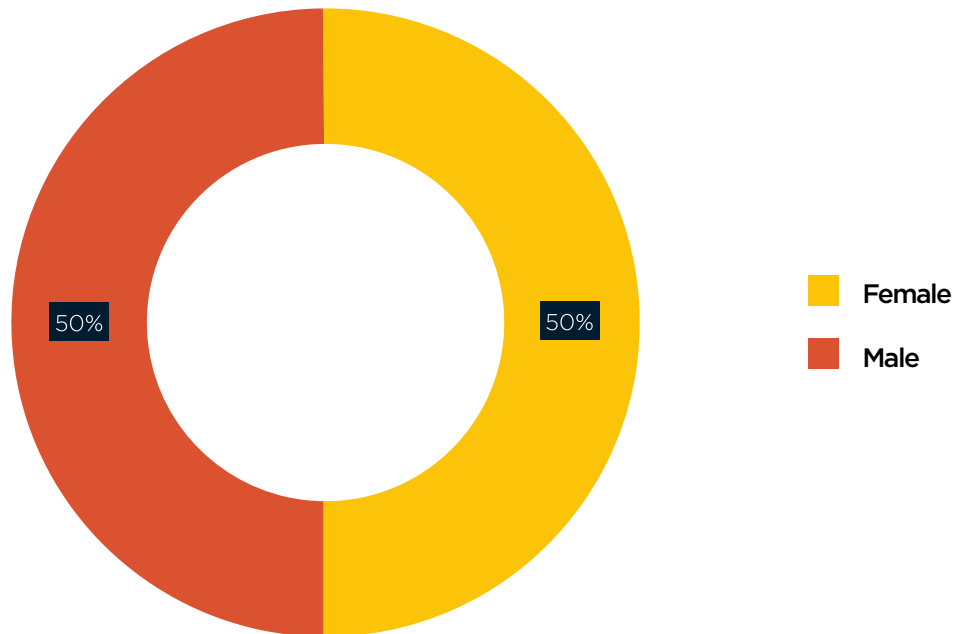




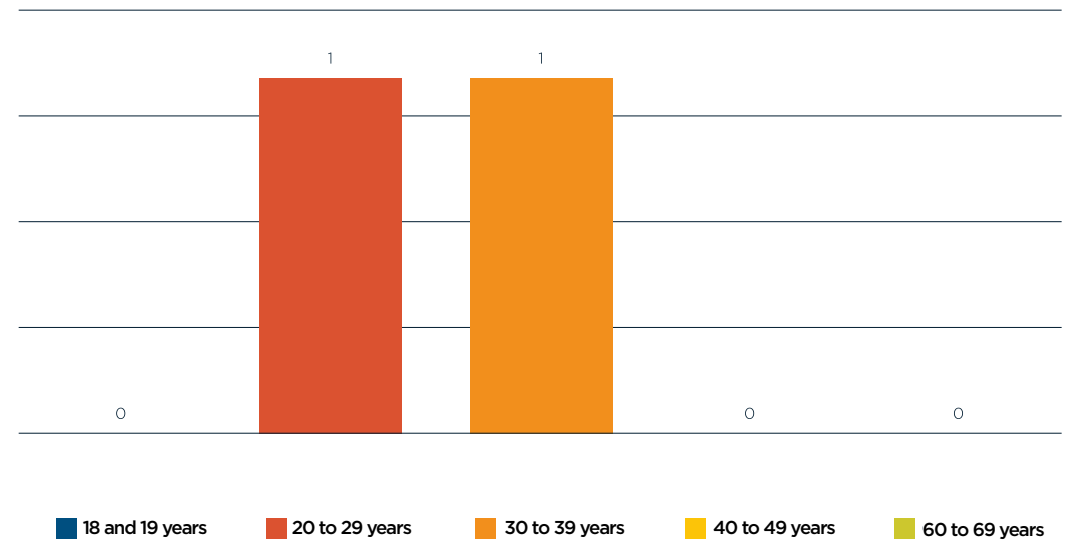
OVERVIEW OF EMPLOYEES

TURNOVER RATE: 23%
LONDRINA

Gender



Age





OVERVIEW OF EMPLOYEES

SALARY INDICATORS*

ISAE's salary policy is established by the Competence-Based Management Annual Program as described in item 6.2 in this report – *Relationship with Stakeholders*. Salaries vary according to time working for the company, goals achieved and results.

POST CATEGORY	BASE SALARY 2016			VARIATION (%) COMPARING TO MEN'S SALARIES	PROPORTION (%) COMPARING TO MEN'S SALARIES
	MEN	WOMEN	100%		
ASSISTANT CURITIBA	2.587,35	2.523,04	103%	3%	98%
ASSISTANT LONDRINA	1.748,14	2.071,53	84%	-16%	118%
ANALYST CURITIBA	3.285,45	3.126,90	105%	5%	95%
ANALYST LONDRINA					
SUPERVISOR CURITIBA	4.483,74	4.965,89	90%	-10%	111%
COORDINATOR CURITIBA	6.941,77	7.584,07	92%	-8%	109%
AUXILIARY CURITIBA	1.757,58	1.550,85			
YOUNG APPRENTICES		689,67			
TRAINEES		860,00			
PROFESSORS	7.108,67	4.295,02			

**For confidentiality reasons, posts with one employee are not disclosed.*

Proportion between the highest salary and the employee's average salary: **495%**



OVERVIEW OF EMPLOYEES

SAFETY AND OCCUPATIONAL HEALTH

- Parental leave return rate: 75%
- Absence rate: Curitiba: 2,12% | Londrina: 1,03%
- Registered injuries or occupational diseases: 3%
- Fire Brigade formed by 12 employees

FINANCIAL INFORMATION



NET INCOME			
IN THOUSAND R\$	2015	2016	VARIATION
NET INCOME	28.088	27.467	-2%
OPERATING EXPENSES			
IN THOUSAND R\$	2015	2016	VARIATION
COSTS	14.408	14.016	-3%
EXPENSES	13.620	13.145	-3%
TOTAL EXPENDITURE	28.028	27.161	-3%
EMPLOYEES' CHARGES, BENEFITS AND SALARIES			
IN THOUSAND R\$	2015	2016	VARIATION
SURPLUS/DEFICIT OF THE PERIOD	9.464	9.764	3%
SUPERÁVIT/DÉFICIT DO PERÍODO (LUCRO/PREJUÍZO)			
IN THOUSAND R\$	2015	2016	VARIATION
SURPLUS/DEFICIT OF THE PERIOD	60	306	409
INVESTMENT IN INFRASTRUCTURE 2016			
LONDRINA BUILDING MAINTENANCE INVESTMENT	100.955,97		
CURITIBA BUILDING MAINTENANCE INVESTMENT	123.237,51		
EQUIPMENT'S/FURNITURE	143.421,88		
SYSTEM/SOFTWARE	318.166,33		
LIBRARY COLLECTION	7.308,40		
TOTAL	693.090,09		



6. SUSTAINABILITY

Corporate sustainability at ISAE is carried out transversally to encourage the involvement of all areas in projects. To President's Advisory Board monitors the progress of goals and develops activities to promote sustainability at all operational levels in the institute.

7 Sustainability
goals

100%
achieved





6.SUSTAINABILITY

IT	Encourage and guide employees on the proper disposal of electronic waste 100% achieved!
PEOPLE MANAGEMENT	Implement ISAE's Diversity Program
PERSPECTIVACTION	Promote contextualization modules* with focus on sustainability 100% achieved!
ACADEMIC	Expand the library's sustainability books collection 100% achieved!
COMMERCIAL	Offer courses focused on Governance and Sustainability. Team training in sustainability
RESEARCH CENTER	Encourage the production and publication of articles on sustainability among students and professors
MASTER'S TEAM	Support interactive platforms for sustainability. 100% achieved!
IN COMPANY	Team training in sustainability 100% achieved!
MARKETING	Launch ISAE's Sustainability Portal
SOLUTION DEVELOPMENT	Develop new programs on Governance and Sustainability observing market trends
QUALITY	Review the process of hiring suppliers 100% achieved!
LONDRINA SCHOOL	Promote a workshop on sustainability with local stakeholders. Promote a Perspectivaction workshop on sustainability 100% achieved!

**The Contextualization Module is taught in the beginning of all ISAE courses.*



INTERNAL SOCIAL RESPONSIBILITY



IDENTITY OF THE DIVERSITY PROGRAM.

CODE OF CONDUCT AND ETHICS

Every new employee receives ISAE's Code of Conduct and Ethics as a guide for an ethical and responsible posture. It includes the Global Compact and PRME principles, anticorruption law, ISAE's ethical principles, work relationships, relationship with society, and commitment to ethics.

DIVERSITY PROGRAM

To ensure a fair and healthy work environment, ISAE's Diversity Program was launched in June 2016 to promote diversity and non-discrimination with respect to origin, race, religion, gender, age, sexual orientation or disability. The institute sees plurality as an advantage, and promotes fair selective processes, equal treatment, kindness, empathy and respect in all relationships.



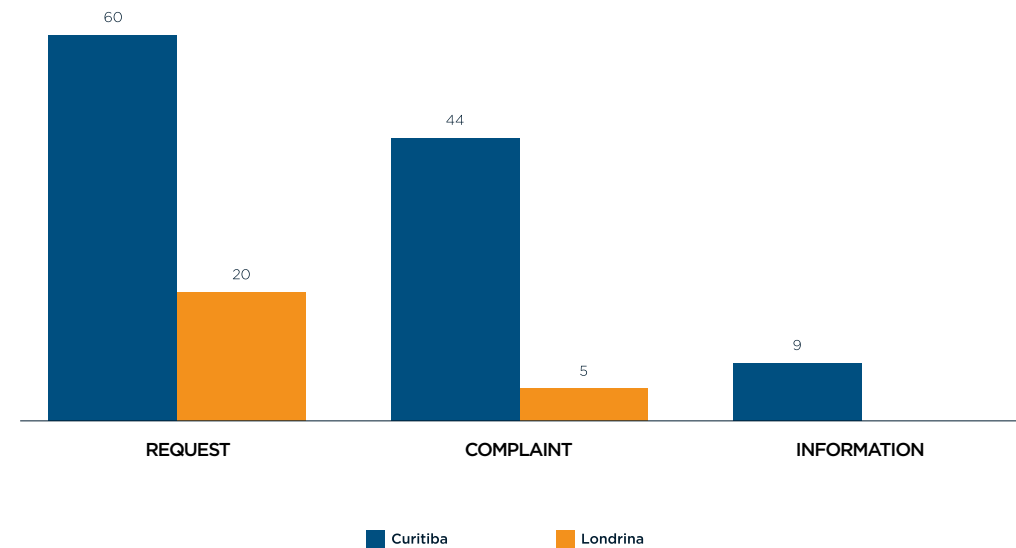
INTERNAL SOCIAL RESPONSIBILITY

OMBUDSMAN

To strengthen relationship with all stakeholders, ISAE has an ombudsman, governed by the Quality department, which deals with complaints and cases that might be in conflict with the assumptions in the Code of Conduct and Ethics.

The ombudsman also monitors social media and specialized websites. In 2016, there was 1 negative evaluation on a social media website and 7 complaints on the website Reclame Aqui ("Complain Here").

	ISAE PRODUCTS	FGV PRODUCTS
CURITIBA	42	73
LONDRINA	0	25





LABOR PRACTICES

As a socially responsible company, ISAE deals with all labor issues governed by the Brazilian law. In 2016, the institute started to restructure internal processes according to the eSocial project, launched by the Federal Government to unify the employees' labor data documentation.

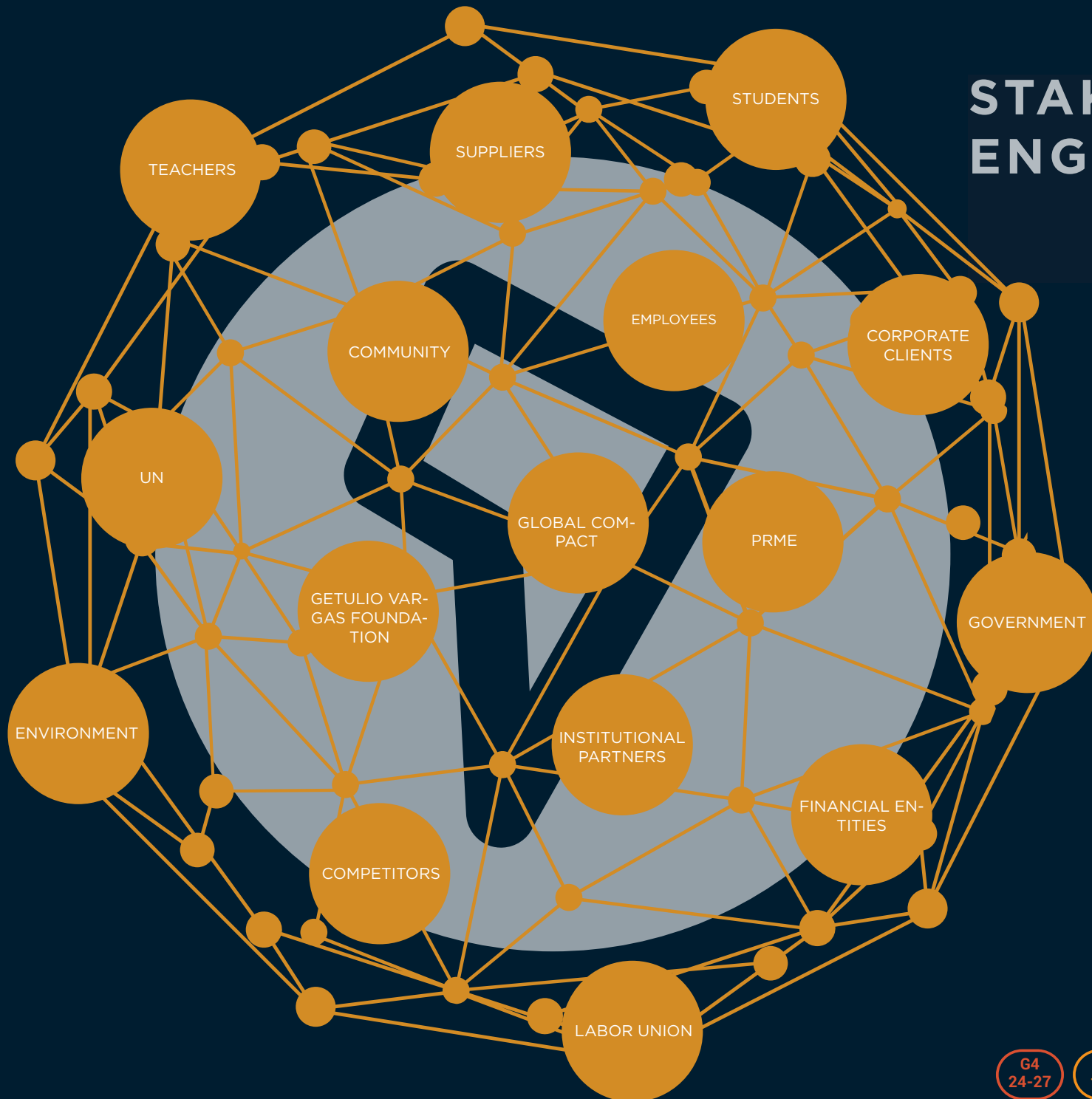
With regard to labor grievances and complaints, there are 2 processes in progress, 2 being executed and 1 concluded – all processed through formal mechanisms.

The People Management department ensures compliance with labor issues and the right of employees to collective bargaining, besides working to prevent labor problems.





STAKEHOLDER ENGAGEMENT



G4
24-27

PG
1-10

PRME
1

PRME
2

PRME
5

PRME
6

ODS
1-5

ODS
10

ODS
17



STUDENTS

Enrolled in short, medium and long term courses

ISAE was founded with the commitment to train globally responsible leaders. Thus, the institute has been focused on disseminating the principles of sustainability, governance, ethics and innovation among students. To promote these values, the following actions were carried out in 2016:

- Point and Counterpoint – event on entrepreneurship and sustainability
- Perspectivaction workshops: Sustainability, Compliance, Sustainable Finance, Leadership, Gender Influence, Corporate Governance, Innovation and Entrepreneurship in Sustainability, Sustainable Development Goals
- Organic gardening class for undergraduate students
- Environment Day exhibition with sustainable entrepreneurs
- Innovation Cycle 4.0 on the subjects: Enabling Technologies, Leadership and People, Management Models, Ecosystems, Startups
- Technical visit to companies Tetra Pak and O Boticário with focus on their sustainable performance
- Courses in the area of sustainability – Sustainable Finance, Corporate Governance and Corporate Sustainability, Professional Master's in Governance and Sustainability



Organic garden class with undergraduate students.



Annually, the Satisfaction Survey is conducted with MBA and post-graduate students to monitor strengths and improvement points, which always seeks to improve processes and meet demands.

THE 2016 SATISFACTION SURVEY RESULT

We received 540 interviews from the students at the ISAE unit in Curitiba and Londrina, 400 in Curitiba and 140 in Londrina. Considering a total of approximately 1,723 students, 540 interviews corresponds to a total error of 3.5% with a 95% confidence interval. The aspects analyzed in research were: Profile of Interviewees, Competitive Environment, Perspectives, In Company, EaD, International Modules and Overall Satisfaction.

ATTRIBUTES OF SATISFACTION - RESULT CURITIBA

ATTRIBUTES OF SATISFACTION	2016
Applicability of the course	81%
Relationship	80%
Contribution to personal and professional growth	78%
Qualification of teachers	77%
Course structure	74%
Overall Satisfaction with ISAE / FGV	72%
Satisfaction with the contracted program	72%
ISAE / FGV classification compared to others in the city	67%
Sustainability Actions and Social Responsibility	51%
Perspectivation	50%

ATTRIBUTES OF SATISFACTION - LONDRINA RESULT

ATTRIBUTES OF SATISFACTION	2016
Applicability of the course	81%
Relationship	85%
Contribution to personal and professional growth	68%
Qualification of teachers	77%
Course structure	71%
Overall Satisfaction with ISAE / FGV	58%
Satisfaction with the contracted program	63%
ISAE / FGV classification compared to others in the city	71%
Sustainability Actions and Social Responsibility	28%
Perspectivation	17%



FACULTY

EDUCATORS AND OTHER PROFESSIONALS WHO TEACH AT ISAE

Inspired by the fifth pillar of education established by UNESCO – Learning to transform oneself and society – and the PRME, ISAE has trained its faculty to disseminate these values and principles. In 2016, the institute created the project Faculty Gathering to Raise Awareness, an innovative meeting focused on new teaching approaches and means to transform education and society.

Themes discussed in the meetings include: Transforming education strategies; Sustainable Development Goals; The importance of creating empathy in the academic environment; Working the systemic vision; How to use humor in presentations; Strategies for creating discipline summaries and preparing classes; Reflections on the contemporary world; Creative solutions for managing people.



Teachers meeting.



SUPPLIERS

AGENTS WHO PROVIDE SERVICES AND PRODUCTS TO ISAE



LAUNCHING EVENT OF THE NEW PROCESS OF REGISTERING AND HIRING SUPPLIERS, WITH THE PARTICIPATION OF 24 SUPPLIERS FROM VARIOUS SEGMENT

The ISAE Partner Network Program was created to disseminate the institute's principles and values among suppliers. In the first phase, the suppliers were invited to lectures and training programs on sustainability. In 2016, a new Process for Registering and Hiring Suppliers was implemented, which includes the application of a socioenvironmental questionnaire to map the companies' performances on issues such as human rights, labor practices and environmental impacts.

In 2017, the institute launches the Supplier Manual, which brings ISAE's values and expectations with respect to the practices of its supply chain. This objective is to strengthen the relationship with stakeholders and encourage them to adopt an ethical and responsible posture based on the principles of sustainability.



EMPLOYEES

PEOPLE WHO WORK AT ISAE AS HIRED STAFF OR SERVICE PROVIDERS.

Seeing employees as key stakeholders, ISAE stimulates a relation of mutual assistance and exchange, promoting satisfaction in the work environment – which produces good results for both parties. Thus, both the selection process and performance assessment follow an ethical conduct of equal pay for genders, based on deliveries and results set in the Competence-Based Management Annual Program.



ISAE Employees.





Benefits:

BONUS POLICY	Performance-based bonus, commissions for the Financial department, Enterprise Solutions office and commercial areas
EDUCATION SPONSORSHIP	100% funding for people indicated by the Development Committee, 50% for internal demands (MBA, postgraduate, post-MBA, international module, master's courses); 50% funding for undergraduate courses
MEDICAL ASSISTANCE	Amil health plan with state coverage, 80% funded by ISAE
DENTAL PLAN	MetLife dental assistance plan, with national coverage for 230 dental procedures
FOOD OR MEAL VOUCHER	Employees choose between a food or meal ticket
LIFE INSURANCE	MetLife life insurance with international coverage, including family funeral assistance
LOANS	Granted by Itaú Bank and Caixa Econômica Federal with reduced rates
ENGLISH COURSE	ISAE offers R\$ 150 per month for employees interested in learning English
BIRTHDAY DAY-OFF	Employees have the day off on their birthday
END-OF-YEAR CELEBRATION	Open to all employees and their families, the celebration distributes gifts for participants
WEDDING GIFT	Employees who get married are given a R\$ 300 gift
BABY SHOWER	The expecting couple participates in a baby shower and are given a R\$ 300 gift

HIGH PERFORMANCE PROGRAM

In 2016, as part of the Quality of Life program*, ISAE set a challenge to the employees: change eating habits, start a routine of physical exercises and have a healthier life.

For four months, the High Performance program hired a nutritionist and a doctor – in partnership with the health plan company Amil – to assist employees in the process, stipulating individual and group goals.

This action had very positive outcomes, with many people engaged and excellent results: employees have attended gym, Pilates and dance classes, increased the consumption of fruit and salad, and encouraged each other to adopt healthy habits.

*Since 2009, the Quality of Life program has promoted various actions focused on well-being, stimulating the habit of physical exercise, avoiding bad posture, and monitoring the employee's health to prevent sedentary lifestyle, hypertension, obesity, diabetes and smoking.



CORPORATE CLIENTS:

ORGANIZATIONS THAT DEMAND SPECIFIC SERVICES FROM ISAR

ISAE has specialized teams to assist corporate customers, developing specific programs with focus on demands from companies and students.

RESULTS OF THE 2016 SATISFACTION RESEARCH

In 2016, were developed programs to 22 companies and 45 cooperatives in the states of Paraná, Santa Catarina, Mato Grosso do Sul and Espírito Santo.



OPENING EVENT OF THE CERTIFICATION PROGRAM OF COOPERATIVE COUNCILORS - INTERCOOPERATION, FRISIA COOPERATIVE, CARAMBEÍ, PARANÁ



COMMUNITY

People and entities at local and national level

ISAE's relationship with the local community involves: engaging in sustainable development initiatives, participation in other areas to disseminate sustainable leadership principles, the Uaná Volunteer Program, and specific social actions.





ACTIONS TOWARDS SUSTAINABILITY

In 2016, through the presidency and staff, ISAE engaged in the following actions:

- Participation in events at Paraná State Industry Federation (FIEP)
- Partnership with the Curitiba Industrial City Companies Association (AECIC)
- Participation in events at Paraná State Industry Service (SESI)
- Reaffirmed participation in the We Can Paraná Movement
- Partnership with the Instituto Mundo do Trabalho (World of Work Institute)
- Council member for the Sales and Marketing Managers Association in Brazil (ADVB)
- Higher Council member for the Paraná Trade Association (ACP) and Paraná Corporate Citizenship Council (CPCE)
- Participation in the World Trade Center (WTC) and American Chamber of Commerce for Brazil (AMCHAM) – a multi-sector corporate association
- Presentation of the case on ISAE's sustainability-based educational model at international events
- Annual Conference of the International Association of Schools and Institutes of Administration (IASIA) in Chengdu, China
- 51st Annual Meeting of the Latin American Council of Administration Schools (CLADEA), in Medellín, Colombia



UANÁ PROGRAM

Third sector organizations that participate in the Uaná Volunteering Program

The Uaná program encourages ISAE students to apply their management knowledge by offering consultancy for social organizations, micro and small enterprises in Paraná.

VOLUNTEERS IN 2016 (students, ex-students, professors)
65 registered volunteers
32 active volunteers*
20 certified volunteers**

*Active Volunteers are the ones who frequently answer the questionnaires to monitor activities

**Certified volunteers are the ones who deliver the final volunteering report

Consultancy was offered in the following subjects:

- Strategic Planning of Organizations
- Project Management
- Management / Financial Consultancy
- People Management
- Strategic Management of Services
- Commercial Management (Sales)
- Process Management
- Marketing and Communication
- Sustainability





UANÁ REFUGEES

In 2016 ISAE created the Uaná Refugees – a new training project for immigrants and refugees that offers an opportunity to restart the professional career, aiming to form leaders who share their knowledge and help strengthen the local economy. The program is divided into 5 modules that address issues relevant to the participant's social and economic inclusion, such as: Personal and Professional Development, Entrepreneurship, Leadership and the Labor Market. After completing the modules, participants can attend counseling and individual coaching sessions. The program has already trained immigrants and refugees from Angola, Haiti, Guinea-Bissau and Syria.

ISAE also participates in the Refugee Women Empowerment Program (a partnership between the UN Refugee Agency and Global Compact in Brazil) that offers training programs for refugees to facilitate their inclusion in the labor market.

During the program, ISAE offers voluntary sessions of professional coaching, which are carried out by our students through video calls and text messages. There are nearly 10 coaching sessions that guide women on their goals and help develop their professional skills.





SOCIAL ACTIONS



Donation of organic food to the Nazareno Cenaza nursery.



Winter Clothes Campaign: 341 jackets / blankets collected (83% in perfect conditions) and donated to the Curitiba City Hall's winter campaign Doe Calor.

Donations: Over 1 ton of food collected – 750 kg for the Cenaza nursery and 337 kg for Casa de Recuperação Nova Vida (CRENVI). Nearly 140 hygiene products were also donated to Cenaza.



Children's Day and Christmas campaign, with the donation of toys for the Ceneza nursery and Centro Educacional Infância Colorida.





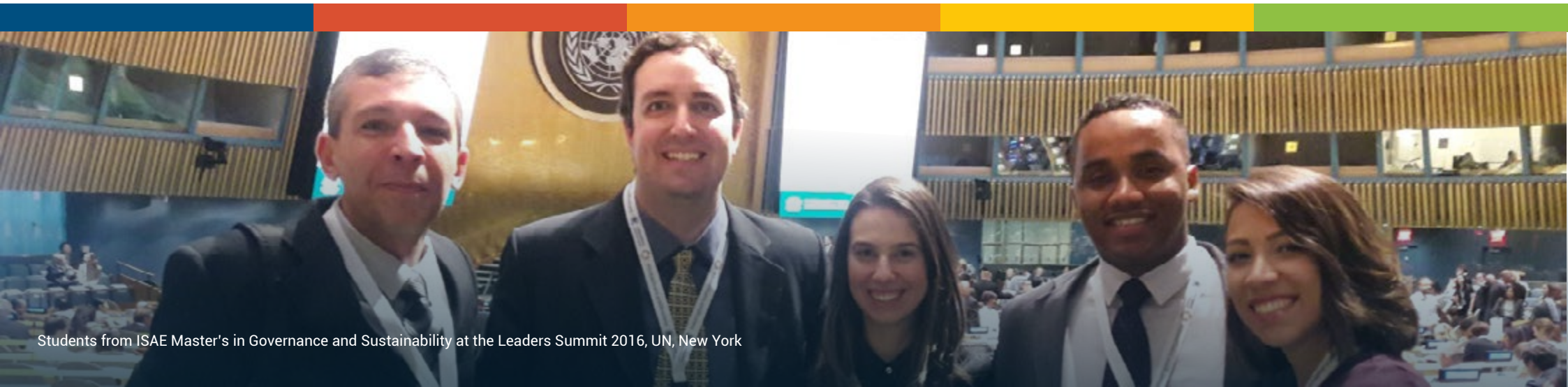
UNITED NATIONS

Intergovernmental Organization created to promote international cooperation

ISAE's relationship with the UN was consolidated in the early 2000s, when the institution became one of the first signatories to the Global Compact. In 2006, president Norman de Paula Arruda Filho participated in the task force to create the Principles for Responsible Management Education. In 2014, he headed the PRME Chapter Brazil, and in 2015 he became member of the PRME Advisory Committee. In the same year, ISAE was included in the PRME Champions – group of the 30 most experienced and engaged PRME signatories in the world.

In 2016, the relationship was strengthened with the following actions:

- Norman Arruda was reelected head of the PRME Chapter Brazil
- Students from the ISAE Master's in Governance and Sustainability attended the Leaders Summit 2016 at the UN headquarters, New York
- ISAE attended the PRME Champions meeting in New York
- ISAE coordinated the panel Buenas Prácticas de Colaboración Entre el Mundo Académico y el Sector Privado in the 5th PRME Latin America and Caribbean Regional Meeting, in Buenos Aires, Argentina
- Norman Arruda participated in the LEAD Symposium: Driving Breakthrough Innovation for the SDGs – promoted by the Global Compact in Cambridge, England
- ISAE received a letter from the UN Secretary-General designate, António Guterres, advancing collaboration between the institutions



Students from ISAE Master's in Governance and Sustainability at the Leaders Summit 2016, UN, New York



GLOBAL COMPACT

UN initiative to help companies adopt policies focused on corporate social responsibility and sustainability

Besides being a Global Compact signatory, ISAE is also part of the Global Compact Brazilian Committee (CBPG), which includes 36 civil society organizations and educational institutions that work with the themes of Human Rights, Labor Rights, Environment, and Anti-Corruption, and promote the 10 Global Compact principles, the 17 Sustainable Development Goals (SDGs), and the Corporate Social Responsibility movement in Brazil. The following actions were held in 2016:



- Participation in meetings of the Global Compact Brazilian Committee (CBGP)
- Presentation of the Global Compact in the event Woman Lawyer Commission, at OAB Paraná (Order of Attorneys of Brazil), to spread the initiative among the members of other OAB commissions (August)
- Participation in the meeting at the Global Compact Brazilian Committee with members of the UN Refugee Agency, UN Women, Women's Consulate and large enterprises (Danone, Carrefour, IBM, Renner) to discuss actions of support and training programs for refugees and immigrants (October)
- Participation in the Global Compact Forum – Private Sector towards the Sustainable Development Goals, São Paulo. The event promoted discussions on the challenges and innovations of companies with respect to the SDGs. Among the speakers were Bernardo Paiva, CEO of Ambev, and Paul Starck, president of Siemens Brazil, (November).



Participation in the meeting of the Brazilian Committee of the Global Compact with members of UNHCR, UN Women, Women's Consulate and large companies (Danone, Carrefour, IBM, Renner)



PRME – PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

UN Platform for voluntary engagement of business schools and other institutions of higher education



Due to a strong engagement with the PRME initiative, ISAE heads the Chapter Brazil (besides participating in the Chapter Latin America and the Caribbean. The voluntary group includes educational institutions, corporate universities and support organizations that share the same vision on training responsible leaders to act in the new paradigm of sustainability.

ISAE actions with PRME Chapter Brazil in 2016:

- The institution hosted the first meeting of the year.
- Presentation of the initiative for educational institutions in Campinas at the Center of Industries of São Paulo State
- Participation in the meeting to develop the methodology for disseminating the SDGs. The PRME Champions project gathers Global Compact members and the PRME Chapter Brazil, promoting workshops to help business schools disseminate the SDGs among students and professors.
- ISAE was acknowledged in the newsletter of the UN website PRIMEtime as the school that sent more articles to the CR3+ Conference – biennial congress on governance and sustainability, organized by business schools ISAE (Brazil), Hanken (Finland), Audencia (France) and La Trobe (Australia).
- Articles published in the media about the PRME role in the current global context



Venue of the first 2016 meeting of PRME Chapter Brazil.



GETULIO VARGAS FOUNDATION

Higher education institution founded in 1944 – a model in training for public administration and private sector management in Brazil

ISAE is licensed by the Getulio Vargas Foundation (FGV) in Paraná and offers lato sensu courses certified by FGV. The institute participates in events and regular meetings at the FGV headquarters in Rio de Janeiro.

GOVERNMENT

Municipal and state public authorities

Before the 2016 election, ISAE in partnership with Movimento Nossa Curitiba (Our Curitiba Movement) invited the candidates for mayor to sign a letter of commitment to a global agenda for sustainable development. The letter covers a broad range of issues, such as culture, politics, health, economy, mobility, social equity and justice. The proposal aims to stimulate the elected candidate to engage with the UN 2030 Agenda and promote the Sustainable Development Goals.

ENVIRONMENT

Public and private agents whose main objective is to restore and protect the environment

As usual, ISAE hired a consulting firm to prepare the Solid Waste Management Plan (PGRS) and the CO2 Inventory, besides investing in environmental education. The results are published in this report.

The institute participates in the Curitiba Climate Change Forum (established by Municipal Decree no. 1186 / 2009), which aims to propose measures to mitigate and adapt to inevitable climate changes. The forum sends technical recommendations to the municipal administration.

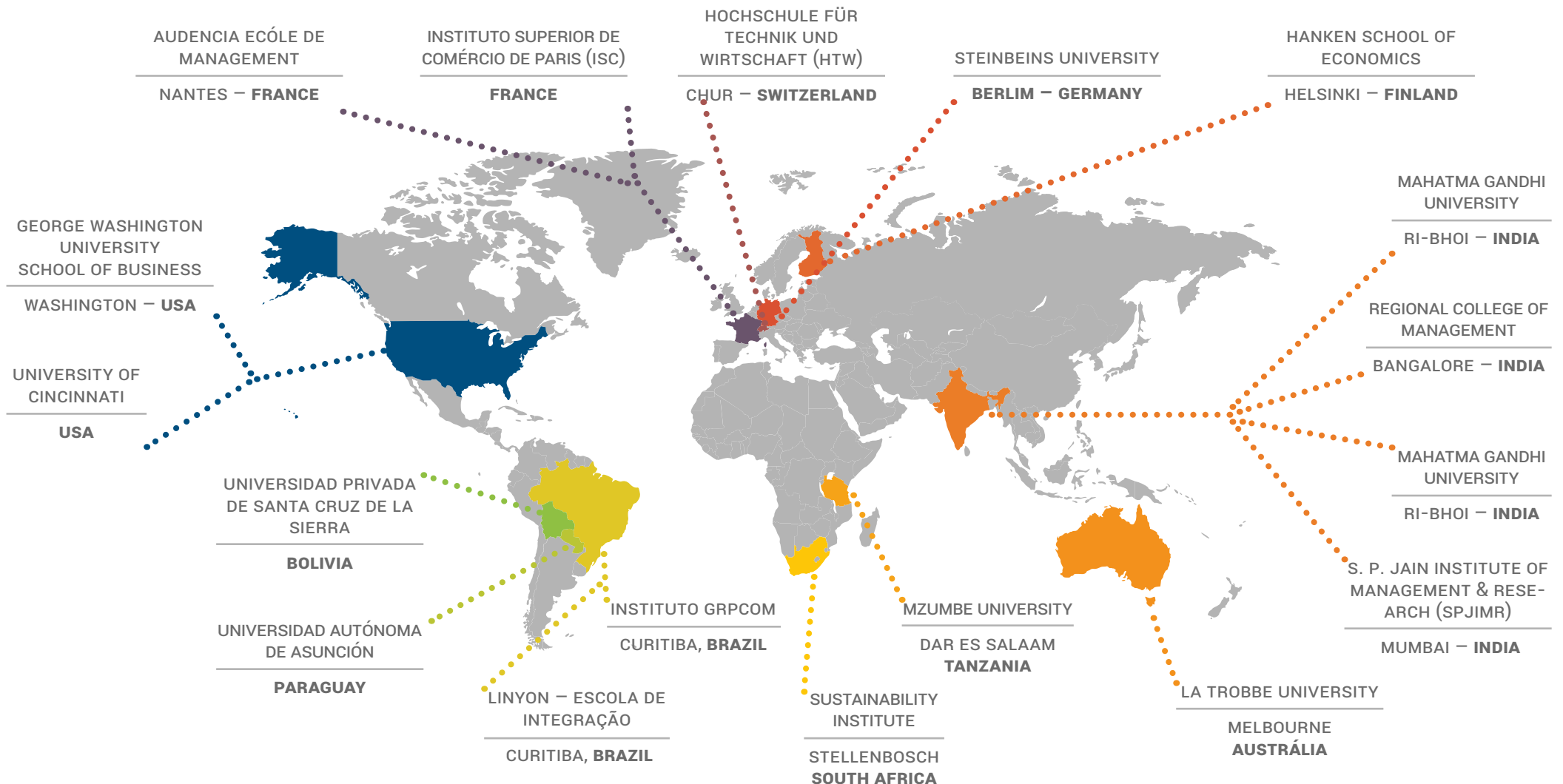




INSTITUTIONAL PARTNERS

Organizations that support or participate in initiatives established through collaboration agreements

Seeking to act globally and create opportunities for students to acquire knowledge and develop their careers, ISAE has partnerships with the following institutions:





COMPETITORS

Institutions that operate in the same market niche and have a similar profile

ISAE values fair and just competition, respecting legal requirements and promoting mutual assistance.

TRADE UNION

Institution that protects ISAE employees' labor rights by means of collective agreements

ISAE keeps a relationship with the Union as defined in legal agreements and whenever necessary. Every year, all employees are informed about the terms determined in the collective agreement.

FINANCIAL ENTITIES

Financial credit agencies

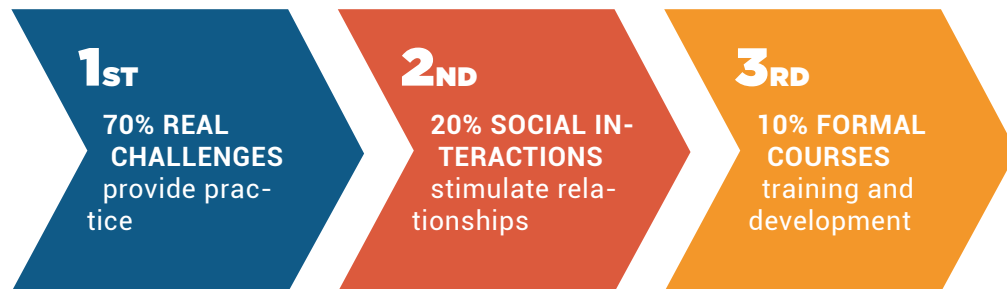




INTERNAL DEVELOPMENT PROGRAMS



The Personal Development Plan (PDP) is a tool to assess the employee's performance and help them define career axes and necessary skills for the post. The PDP proposes learning in three dimensions:



Based on these data, the People Management department and the manager complete the Identification of Training Needs (LNT), which is managed by ISAE Academy and helps employees improve their skills. The LNT also maps the effectiveness of the training program, in order to evaluate learning, results and the development action.

ISAE Academy aims to attract, develop and retain employees, ensuring sustainable results, aligned to the institution's strategic objectives and the employee's personal and professional development.

This table presents the number of employees who went through the process of performance assessment and career development, specified per post.

POST CATEGORY	MEN		WOMEN	
	Nº	%	Nº	%
Assistant Curitiba	16	46%	19	54%
Assistant Londrina	01	11%	08	89%
Analyst Curitiba	07	28%	18	72%
Analyst Londrina	-	-	-	-
Supervisor Curitiba	02	67%	01	33%
Supervisor Londrina	-	-	-	-
Coordinator Curitiba	04	36%	07	64%
Coordinator Londrina	01	100%	-	-
Professors	07	58%	05	42%



RESOURCE CONSUMPTION

To monitor resource consumption and greenhouse gas emissions, ISAE hires external consultants to develop the Solid Waste Management Plan (PGRS) and the CO2 Inventory.

SOLID WASTE MANAGEMENT PLAN*

Following the legislation, at ISAE all waste is stored in plastic bags in the corresponding colors, in a covered and waterproof area properly identified. The following table shows the amounts of waste generated in 2016.

NON-RECYCLABLE WASTE		RECYCLABLE WASTE	
Waste type	Quantity	Waste type	Quantity
Fluorescent lamp	1 un. / month	Plastic	470 kg/ month
Contaminated solids	1 kg / month	Metal	25 kg/ month
Organic waste	4.000 l / month	Paper	131 kg/ month
Rejects	1.600 l / month	Electronics	1 kg/ month
Gardening waste	200 l / month	Glass	1 kg/ month
		Cardboard	131 kg/ month

Companies hired to provide waste collection, transportation and final disposal: Bulbox Fabricação Ltda., Transportec Coleta e Remoção de Resíduo Ltda., Essencis Soluções Ambientais S.A, AT Transportes de Resíduos Ltda., Usipar – Usina de Recicláveis Sólidos do Paraná Ltda., Reciclagem de Papel BR Ltda., and M1info.

Suggestions presented in consultancy reports:

- Improve the storage of lamps and the disposal of contaminated solids and construction waste
- Separate gardening waste for public collection
- Keep the receipts of solid waste disposal
- Monitor waste volumes

* This report presents only residues with significant quantities. For more information, consult the Solid Waste Management Plan on our website.





RESOURCE CONSUMPTION

GREENHOUSE GAS INVENTORY

ISAE also hires external consultants to develop the Greenhouse Gas Inventory, in order to monitor environmental impacts. For more details, consult the inventory on our website.

SCOPE	EMISSION CATEGORY
Scope 2	Electricity supply
Scope 3	Business trips (airplane) Business trips (bus) Employee transportation (home <-> work) Solid waste generated in the operation

Summary of emissions:

- The total emissions of GHG from the ISAE in the year 2016 was 453.67 tCO₂e, and 97% of these emissions accounted for in scope 3 and 3% in scope 2.
- The greenhouse gases emitted by the ISAE were 3: CO₂ (448.72 ton.), CH₄ (0.02 ton.) and N₂O (0.01 ton.).
- Emissions of CH₄ and N₂O represent 1.09% of CO₂e emissions.
- The emissions resulting from the acquisition of electric energy totaled 14.10 tCO₂e which represents 3% of the total emissions.
- emissions from scope 3 represent 97% of total emissions. The displacement of employees is responsible for 77% (336.60 ton.) of total emissions of scope 3. Thereafter, we have the second category of greater representation, business trips (carrier) with 22%. These two categories are responsible for 96% of total emissions.



RESOURCE CONSUMPTION

GREENHOUSE GAS INVENTORY

CATEGORY	EMISSIONS (tCO ₂ e)	EMISSIONS BIOGENIC CO ₂ (t)	REMOVALS BIOGENIC CO ₂ (t)
Waste generated in operations (solid)	0	2,55	0
Business trips (airplane)	97,94	0	0
Business trips (bus)	5,03	0,35	0
Employee transportation (home <-> work)	336,6	38,6	0
Total	439,57	41,5	0

PERFORMANCE INDICATORS		
INDICATOR	UNIT	2016
Total emissions per student	kg CO ₂ e / student	75,4
Transport emissions per employee	ton CO ₂ e / employee	3,3
Emissions per flight	kg CO ₂ e / flight	65,51

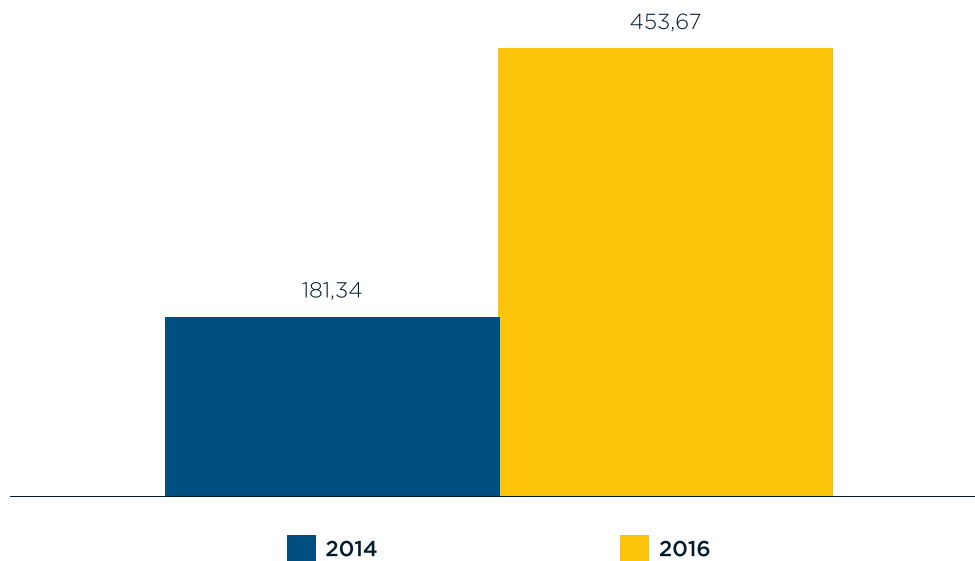


RESOURCE CONSUMPTION

GREENHOUSE GAS INVENTORY

Total CO2 emissions in tons: Comparison 2014–2016.

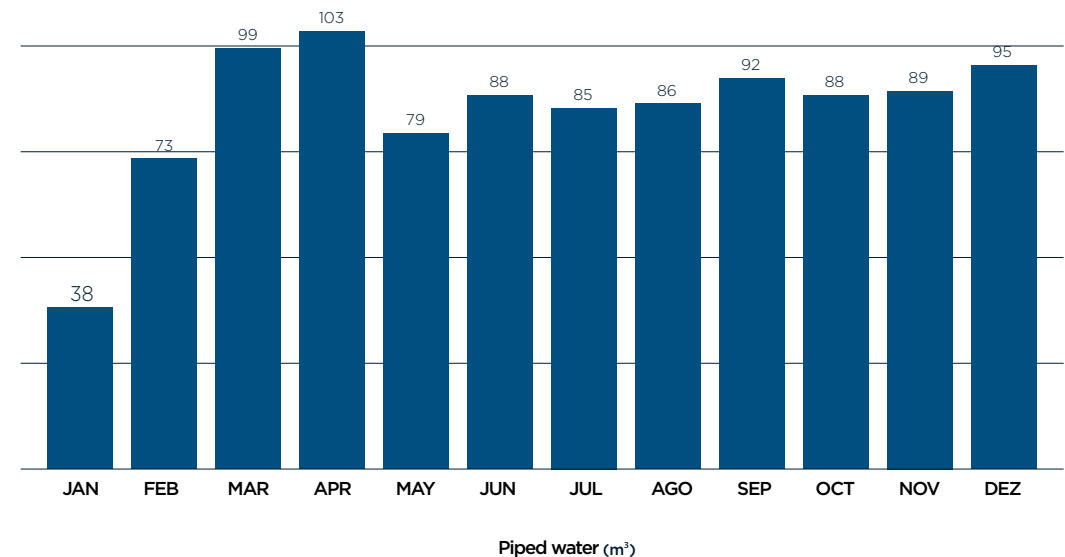
Comparison of emissions



Seeking to advance the process of measuring emissions, this year's report includes emissions from employee transportation – what explains the significant difference when comparing to previous reports.

RESOURCE CONSUMPTION PER MONTH

Water consumption*



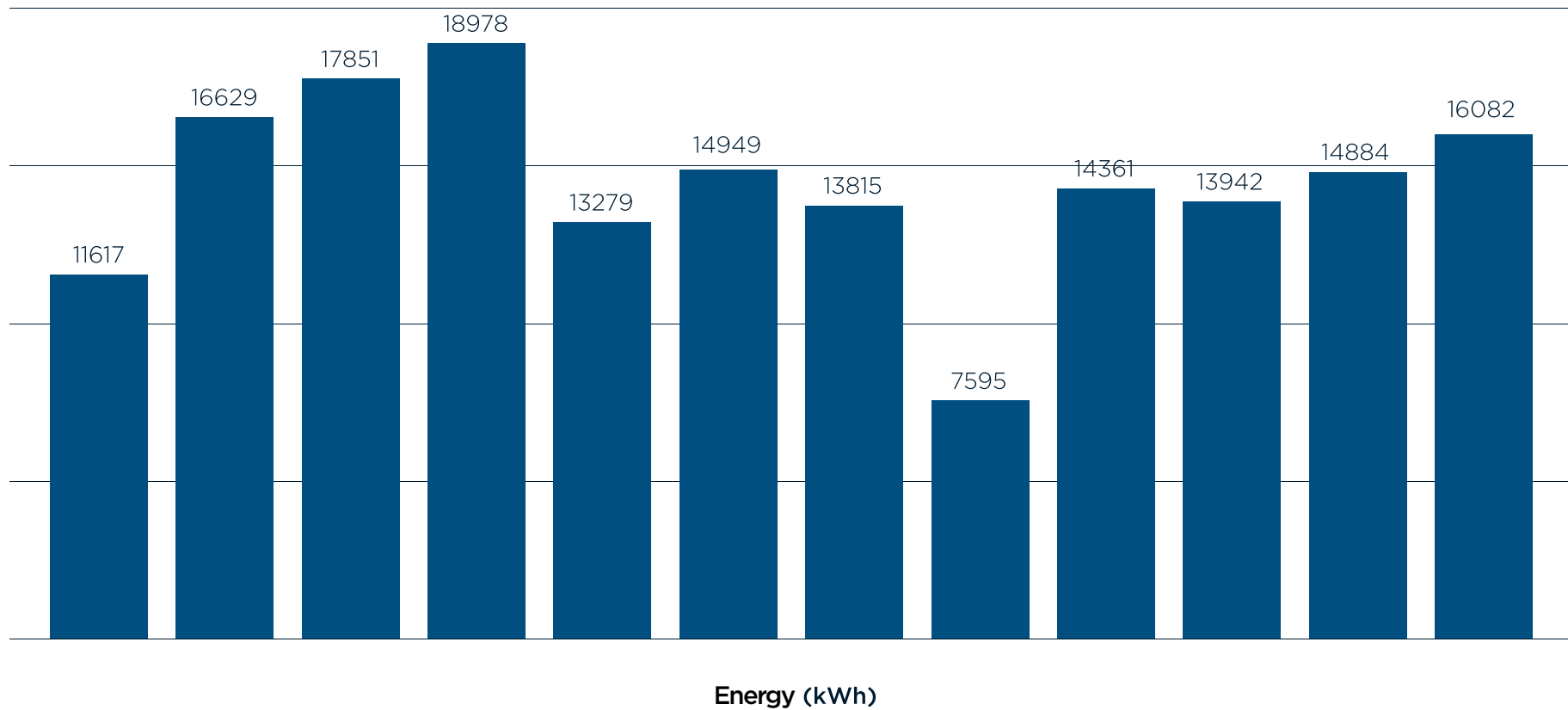
*Data from the Curitiba headquarters



RESOURCE CONSUMPTION

RESOURCE CONSUMPTION PER MONTH

Energy consumption*



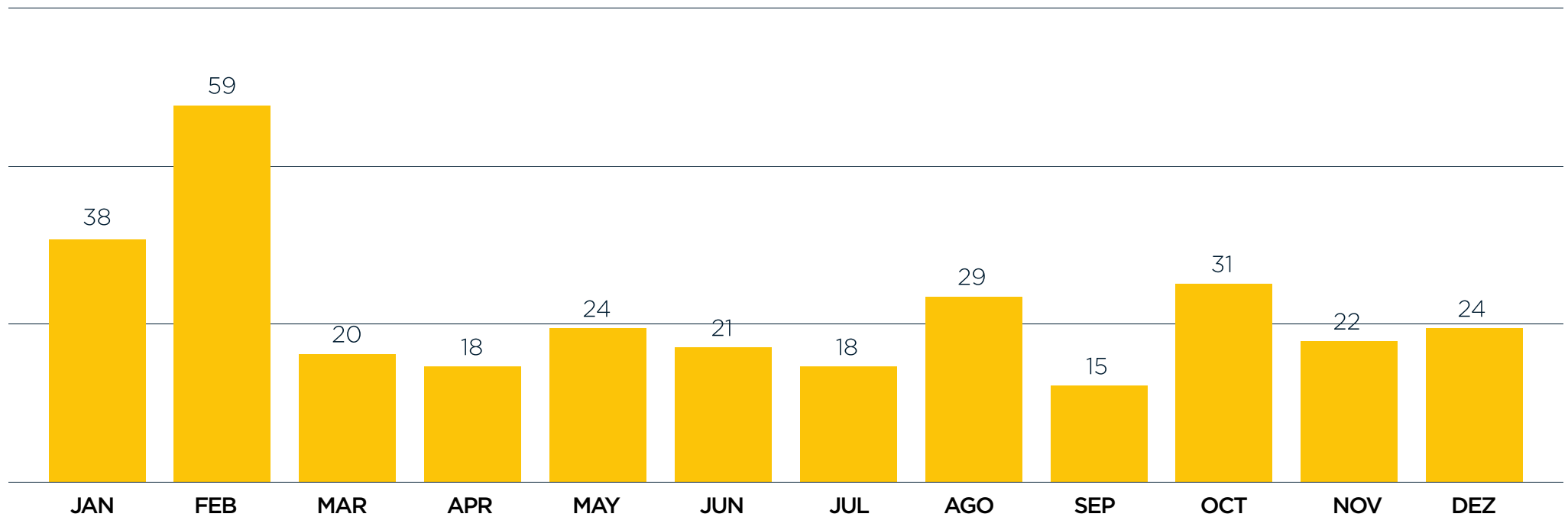
*Data from the Curitiba headquarters and the Londrina branch



RESOURCE CONSUMPTION

RESOURCE CONSUMPTION PER MONTH

Collected rainwater



Rainwater collected

Cistern rainwater is used to supply toilets. The following graphic estimates the amount of rainwater collected in 2016, based on data from the Instituto Agronômico do Paraná (IAPAR – Agronomic Institute of Paraná).

ENVIRONMENTAL EDUCATION

To encourage students and employees to adhere to environmental preservation practices, ISAE develops actions to raise awareness, highlighting the importance of rethinking attitudes and adopt new behaviors.

- Campaign on the use of disposable cups
- Communication campaign on the disposal of electronic waste in partnership with IT department
- Event with students and employees on renewable energy
- Training program on waste disposal for employees
- Inauguration of ISAE's Organic Garden, with donations for employees, students and community school in the Parolin district
- Waste bins labeled with instruction stickers on waste disposal
- World Car Free Day
- World Environment Day: Exhibition of companies and projects on environmental preservation.



Exhibition of companies and projects related to environmental preservation.



ENVIRONMENTAL EDUCATION

COMPANY	MATERIAL	COMPANY	MATERIAL
Renova Green	Solar Energy	Revalore	Bioenergy
Solidida	Bioenergy	Grupy.co	Organic waste management
Paletas	Wood reuse	Horlle	Cardboard production
ONG IDAS	Wood reuse	Deco Arte	Handicraft
BOX33	Wood boxes	Full Time	Energy generation

Exhibition of companies and projects related to environmental preservation.





7. INNOVATION

ISAE was created to be innovative, integrating best practices of corporate governance to market trends and promoting sustainable development. The institute always seeks to develop innovative processes that transform society through education.

ISAE DNA

Inspired by the concepts of Paulo Freire and Jacques Delors, ISAE DNA is a transforming education methodology applied to the Era of Knowledge and Innovation. Its conceptual basis and the generation of transversal knowledge are described as follows:

VALUES	TRANSFORMING EDUCATION PRINCIPLES	APPLIED METHODOLOGY	RESULTS
To value learning	1 To teach is to inspire competencies	Analysis and previous discussion	An off School process
To change references/postures	2 The student learns also off the school and the professor		
To Encourage intellectual autonomy	3 The student is the protagonist of its learning process.	Habilities Development	Student as protagonist
To Promote a community of learners	4 The professor is the articulator and potentiate the learners' synergy.	Knowledge Measurement	Professor as articulator
	5 The learning model must be hybrid		Hybrid learning
	6 The learning model must be applicable		
	7 The learning model must be measurable and offer clear indicatives: I know + I apply + I assume + I defend + I deliver.		
CONCEPTUAL BASIS		TRANSVERSAL KNOWLEDGE	



PERSPECTIVATION

Perspectivaction is ISAE's unique educational model to develop globally responsible leaders. It explores the inter-relationship of competences, combining theory and practice to offer a comprehensive overview of corporate processes.

2016 DATA:

1623

participations

40

participants in the Experiencial Challenges

24

Principles and Concepts Workshops

124

coaching sessions

77

Learning Workshops and 29 new themes

02

Experiencial Challenges: rafting and ballooning

07

technical visits in the module Experiencing the Company

19

NGOs certified by the Uaná Volunteering Program



2016 DATA:

03

Corporate Knowledge
Management workshops
– Research and Publications

01

Business Poker group

08

Personal Development
Plan workshops

OTHER EVENTS:

Launching of Uaná Refugees
Career in Focus Week
Innovation Cycle 4.0

INTERNATIONAL PROGRAMS

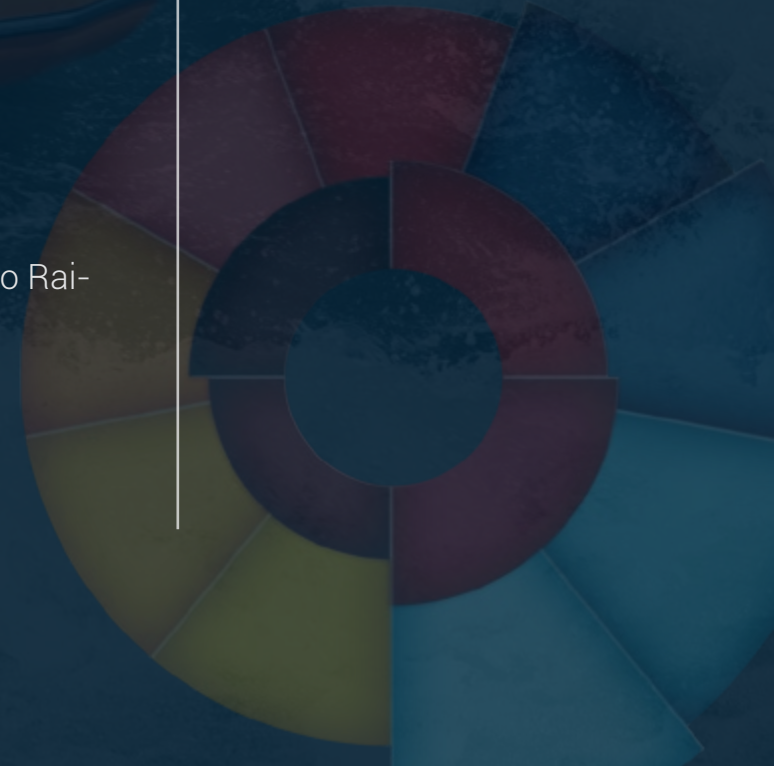
at George Washington
University and University
of California (UCLA)

UCLA

Los Angeles

10

Faculty Meetings to Raise
Awareness





ISAE BUSINESS

ISAE Business helps startups to obtain investments and maximize their growth through a successful model. The program has three main pillars: networking, training and mentoring.

In 2016, the third cycle of ISAE Business was in partnership with the Start It Up program from SEBRAE, with 9 projects selected.





PROJECT	SUMMARY
MyGover	Social media website for integrating people in the political sphere. MyGover encourages politicians to develop projects focused on society needs. Voters can follow them through performance indicators and compare politicians, candidates, public managers and projects.
BLZA	Offering fast solutions, this startup creates websites that provide new experiences for users in a beautiful interface.
Educador Financeiro	Application that helps people make financial decisions, being aware of their short, medium and long-term impacts.
A Liga – Foodtruck	Application that connects food truckers with people interested in receiving them at schools, homes, festivals, condos, bars and outdoor areas.
MovingPass	Application that allows you to use a smartphone to pay toll road charges.
Mundo Melhor	Infant school that develops environmental awareness, disseminating scientific knowledge through the interaction with the environment and the other.
Renova Green	Created in July 2015, the company aims to disseminate the subject of sustainability and make renewable energy accessible to the population. In August 2016, they launched the first solar energy monthly service in Brazil.
Supplier Net	Website that connects companies and generates business. It helps users to create biddings, send proposals, seek new bids, find new suppliers and customers. The buying process is simplified, thus reducing operational costs and compliance risks.
Venatus	The company works in the civil construction sector, tracking and assessing data of construction sites.



OZIRES SILVA AWARD IN SUSTAINABLE ENTREPRENEURSHIP

Since 2007, ISAE and GRPCOM promote the Ozires Silva Award in Sustainable Entrepreneurship, which recognizes projects that advance the development of society.

Projects are registered in the following categories: Social Entrepreneurship, Environmental Entrepreneurship, Entrepreneurship in Education, Economic Entrepreneurship. And they are classified as Enterprise (micro or small, medium, large), Academic (undergraduate and postgraduate) and Natural Person (business plan).

in order to relate the initiative to the Sustainable Development Goals, the candidates developed their projects focusing on the SDGs.

Check the winners of all editions and learn more about the Ozires Silva Award at

<http://www.isaebrasil.com.br/premio/>





OZIRES SILVA CHAIR IN SUSTAINABLE ENTREPRENEURSHIP AND INNOVATION

The Ozires Silva Chair was launched in Curitiba in February 2011, during the IV Ozires Silva Award in Sustainable Entrepreneurship.

The general objective of the chair is to be a model in sustainable entrepreneurship and innovation and spread this culture. It aims to develop an entrepreneur profile in people, for them to create and implement new plans for life, work, study and business.

Find out more about the Ozires Silva Chair at

<http://catedraozires.blogspot.com.br/>





ABOUT OZIRES SILVA

ISAE's Sustainable Entrepreneurship Award and Chair are named after Ozires Silva – a renowned personality in Brazil and around the world. His work is a great example of entrepreneurship and innovation. As an aeronautical engineer (Technological Institute of Aeronautics – ITA, 1969), he led the group that created Embraer – Brazilian Aeronautics Company, one of the largest in the world – and started the aircraft industry in Brazil. He was president of Petrobras, Minister of Infrastructure, and president of Varig. He heads the Advisory Council of the World Trade Center (São Paulo) and several administrative councils in companies. He is also the Rector of the Universidade Monte Serrat (UNIMONTE), in Santos, São Paulo.





8. 2017 STRATEGIC PLANNING



“BUSINESS SCHOOL REFERENCE IN TRANSFORMATIVE EDUCATION, GOVERNANCE, SUSTAINABILITY AND ESPECIALLY INNOVATION.”

ISAE plans to keep on disseminating the business school as a model in transforming education, governance, sustainability, and specially innovation, which develops globally responsible leaders.

To achieve the goals established in the strategic plan, the institution will keep on working according to the Global Compact and PRME principles, engaging stakeholders to implement and disseminate the Sustainable Development Goals (SDGs).



9. LEGACY

Since it was established, ISAE assumed the mission of training globally responsible leaders. This work has been strengthened along the years through the engagement with partners in the most varied areas and the adhesion to programs with the same purpose – such as the UN initiatives Global Compact, PRME and Sustainable Development Goals.

As an evidence of our work, we have published this sustainability report since 2008 – an action that strengthens our commitment to society, fostering a relationship of cooperation and transparency.

For twenty years, we have consistently promoted the values of a sustainable world among our students, staff, faculty and other partners mentioned in this report. We seek to transcend the physical boundaries of the school and broaden our horizons.

The actions presented in this report reveal that ISAE is much more than a business school for responsible leaders and innovative entrepreneurs – we are aware of the demands from society, seeking to create a sustainable and fair world for all.

Learn more about sustainability at ISAE and other actions at

isaebrazil.com.br





10. GRI INDEX

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
Strategy and Analysis					
G4-1	Provide a statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.		1, 2		01
G4-2	Provide a description of key impacts, risks, and opportunities.	8, 9, 10	1, 2	8, 9, 17	03
Organizational Profile					
G4-3	Report the name of the organization.				03
G4-4	Report the primary brands, products, and services.				03
G4-5	Report the location of the organization's headquarters.				03
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.				03

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
Organizational Profile					
G4-7	Report the nature of ownership and legal form.				03
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).				03
G4-9	Report the scale of the organization, including: <ul style="list-style-type: none"> • Total number of employees • Total number of operations • Net sales (for private sector organizations) or net revenues (for public sector organizations) • Total capitalization broken down in terms of debt and equity (for private sector organizations) • Quantity of products or services provided. 			8, 9, 10	03 5.2
G4-10	a. Report the total number of employees by employment contract and gender.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
	b. Report the total number of permanent employees by employment type and gender.				
G4-10	c. Report the total workforce by employees and supervised workers and by gender.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
	d. Report the total workforce by region and gender.				
G4-10	e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
	f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).				
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5,2
G4-12	Describe the organization's supply chain.	1, 2, 3, 4, 5, 6, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.				4 , 6.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
Organizational Profile					
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	1, 2, 3, 4, 5, 6, 8, 9, 10	1, 2	8, 9, 17	4
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	1, 2, 3, 4, 5, 6, 10	1, 2, 5, 6	17	3, 6.2
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic.	1, 2, 3, 4, 5, 6, 10	1, 2, 5, 6	17	6.2
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	10		8	
G4-18	Explain the process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content.				2
G4-19	List all the material Aspects identified in the process for defining report content.				2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-20	<p>For each material Aspect, report the Aspect Boundary within the organization, as follows:</p> <ul style="list-style-type: none"> • Report whether the Aspect is material within the organization • If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: the list of entities or groups of entities included in G4-17 for which the Aspect is not material, or the list of entities or groups of entities included in G4-17 for which the Aspects is material • Report any specific limitation regarding the Aspect Boundary within the organization 				2
G4-21	List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.				2
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.				2
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.				2
G4-24	Provide a list of stakeholder groups engaged by the organization.		1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.		1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-28	Reporting period for information provided.				2
G4-29	Date of most recent previous report.				2
G4-30	Reporting cycle.				2
G4-31	Provide the contact point for questions regarding the report or its contents.				2
G4-32	<p>a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured.</p> <p>GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.</p>				2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-33	<p>a. Report the organization's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.</p>				
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	2, 4

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-38	<p>Report the composition of the highest governance body and its committees by:</p> <ul style="list-style-type: none"> • Executive or non-executive • Independence • Tenure on the governance body • Number of each individual's other significant positions and commitments, and the nature of the commitments • Gender • Membership of under-represented social groups • Competences relating to economic, environmental and social impacts • Stakeholder representation 	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-39	<p>Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).</p>	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-40	<p>Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including:</p> <ul style="list-style-type: none"> • Whether and how diversity is considered • Whether and how independence is considered • Whether and how expertise and experience relating to economic, environmental and social topics are considered • Whether and how stakeholders (including shareholders) are involved 	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-41	<p>Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum:</p> <ul style="list-style-type: none"> • Cross-board membership • Cross-shareholding with suppliers and other stakeholders • Existence of controlling shareholder • Related party disclosures 	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	3, 6
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	6
G4-44	<p>a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.</p> <p>b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.</p>	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-45	<p>a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	2
G4-49	Report the process for communicating critical concerns to the highest governance body.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	6
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	6
G4-51	Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	5
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	5
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	10	1, 2	8, 9, 17	
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	5.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	3, 6,1
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	6.1
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	4
G4-DMA	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach, including: The mechanisms for evaluating the effectiveness of the management approach The results of the evaluation of the management approach Any related adjustments to the management approach	10		17	
G4-EC1	Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations as listed below. If data is presented on a cash basis, report the justification for this decision and report the basic components				5.3
G4-EC2	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure,				5.3
G4-EC3	Coverage of the organization's defined benefit plan obligations.				5.3

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-EC4	Financial assistance received from government				5.3
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.				5.3
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	1, 2, 3, 4, 5, 6, 10			
G4-EC7	Development and impact of infrastructure investments and services supported.			8	5.2
G4-EC8	Significant indirect economic impacts, including the extent of impacts.			8	5.2
G4-EC9	Proportion of spending on local suppliers at significant locations of operation.			8	5.2
G4-EN1	Materials used by weight or volume	7, 8, 9		12, 13	6.4
G4-EN2	Percentage of materials used that are recycled input materials	7, 8, 9		12, 13	6.4
G4-EN3	Energy consumption within the organization.	7, 8		7, 13	6.4

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-EN4	Energy consumption outside of the organization	7, 8		12, 13	6.4
G4-EN5	Energy intensity	7, 8		12, 13	6.4
G4-EN6	Reduction of energy consumption	7, 8		12, 13	6.4
G4-EN7	Reductions in energy requirements of products and services	7, 8		12, 13	6.4
G4-EN8	Total water withdrawal by source	7, 8		12, 13	6.4
G4-EN9	Water sources significantly affected by withdrawal of water	7, 8		12, 13	6.4
G4-EN10	Percentage and total volume of water recycled and reused	7, 8		12, 13	6.4
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas				n/a
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas				n/a
G4-EN13	Habitats protected or restored				n/a

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-EN14	Total number of iucn red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk				n/a
G4-EN15	Direct greenhouse gas (ghg) emissions	7, 8, 9		13, 15	6.4
G4-EN16	Energy indirect greenhouse gas (ghg) emissions	7, 8, 9		13, 15	6.4
G4-EN17	Other indirect greenhouse gas (ghg) emissions	7, 8, 9		13, 15	6.4
G4-EN18	Greenhouse gas (GHG) emissions intensity	7, 8, 9		13, 15	6.4
G4-EN19	Reduction of greenhouse gas (GHG) emissions	7, 8, 9		13, 15	6.4
G4-EN20	Emissions of ozone-depleting substances (ODS)				n/a
G4-EN21	NOx, SOx, and other significant air emissions				n/a
G4-EN22	total water discharge by quality and destination	7, 8, 9		12, 13	6.4
G4-EN23	total water discharge by quality and destination	7, 8, 9		12, 13	6.4
G4-EN24	total number and volume of significant spills				n/a

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-EN25	weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel convention (annex I, II, III, and VIII) and percentage of transported waste shipped internationally	7, 8, 9		12, 13, 1,5	
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff				n/a
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	7, 8, 9		13, 15	6.5
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category				n/a
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations				6.5
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the work-force	7, 8, 9		13, 15	6.4
G4-EN31	Total environmental protection expenditures and investments by type	7, 8, 9		8, 9, 17	5.3
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms				6.5
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	1, 2, 3, 4, 5, 6, , 10	1, 2	5, 8, 9, 10	5.2
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	1, 2, 3, 4, 5, 6, , 10	1, 2	5, 8, 9, 10	6.2
G4-LA3	Return to work and retention rates after parental leave, by gender	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	1, 2, 3, 4, 5, 6, , 10	1, 2	5, 8, 9, 10	6.1
G4-LA5	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs				6.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	6.3
G4-LA9	Average hours of training per year per employee by gender, and by employee category	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	5.2
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	6.3
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	6.3
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	1, 2, 3, 4, 5, 6, , 10	1, 2	58, 8, 9, 17	4, 5.2
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	1, 2, 3, 4, 5, 6, , 10	1, 2	5, 8, 9, 10	5.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	1, 2, 3, 4, 5 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	1, 2, 3, 4, 5 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	1, 2, 3, 4, 5 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6	3, 5, 8, 9, 10, 17	6.2
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	1, 2, 3, 4, 5, 6, 10	1, 2, 4, 5,6	8, 17	
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	1, 2, 3, 4, 5, 6, 10	1, 2, 4, 5,6	8, 17	
G4-HR3	Total number of incidents of discrimination and corrective actions taken				6.1
G4-HR4	Operações e fornecedores identificados em Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights				6.1

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor				5.3
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor				6.1
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken				n/a
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments				n/a
G4-HR10	Percentage of new suppliers that were screened using human rights criteria				6.2

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken				6.2
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms				6.2
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	1, 2, 3, 4, 5, 6, 10	3, 5, 6	10, 16, 17	6.2
G4-S02	Operations with significant actual and potential negative impacts on local communities				n/a
G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	10	1, 2, 4, 5, 6	8, 9, 16, 17	4
G4-S04	Communication and training on anti-corruption policies and procedures	10	1, 2, 4, 5, 6	8, 9, 16, 17	4
G4-S05	Confirmed incidents of corruption and actions taken	10	1, 2, 4, 5, 6	8, 9, 16, 17	4
G4-S06	Total value of political contributions by country and recipient / beneficiary				n/a

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes			16	5.3
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations			16	4
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	6.2
G4-S011	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms				n/a
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	

REFERENCE GRI	INDICATOR	GLOBAL COMPACT	PRME	SDGs	PAGE
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements				n/a
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes				n/a
G4-PR5	Results of surveys measuring customer satisfaction				6.2
G4-PR6	Sale of banned or disputed products				n/a
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes				n/a
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data				6.2
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	1, 2, 3, 4, 5, 6, 10	1, 2	5, 7, 9, 10	6.2

