ISAE
Brazilian Business School

Sustainability Report
2018
Base Year 2017

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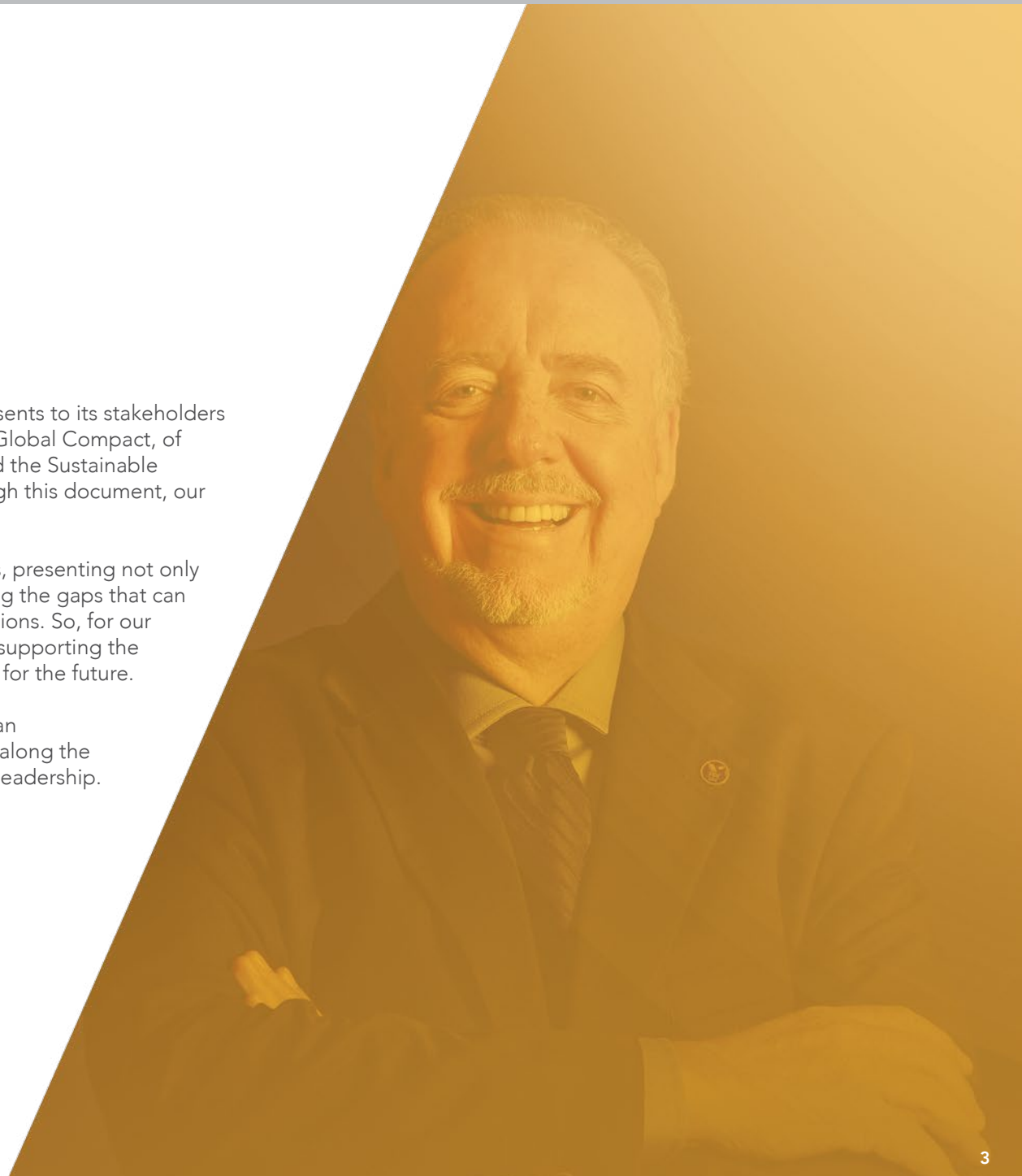Table
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President's Message

*I*nstituto Superior de Administração e Economia (ISAE) proudly presents to its stakeholders the 14th edition of the Sustainability Report. As a signatory of the Global Compact, of the Principles for Responsible Management Education (PRME), and the Sustainable Development Goals (SDG's), initiatives from the United Nations. Through this document, our Institution reaffirms its commitment to all these movements.

ISAE has been reporting its sustainable practices to society for 13 years, presenting not only its sustainable actions but also a set of best practices, as well as showing the gaps that can be used as a reference to management for other schools and organizations. So, for our Business School, the ISAE Sustainability Report is a management tool, supporting the institutional strategic planning and helping us to design the guidelines for the future.

According to the G4 guidelines from Global Reporting Initiative (GRI), an international methodology to create sustainability reports, you will see along the following pages our answer to UN's call: inspiring globally responsible leadership.

Enjoy your reading!

Norman de Paula Arruda Filho
President of ISAE

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Institutional

*I*SAE – Business School was founded in 1996 in the city of Curitiba, state of Paraná (Brazil). The nonprofit organization was created with a mission: to educate globally responsible leaders, careful about the issues of corporate sustainability and ethics in relationships.

By taking on an avant-garde stance, ISAE acts to promote training for professionals engaged in the development – always being aware of trends and management models from the best organizations in the world.

Agreed to Fundação Getúlio Vargas (FGV), one of the greatest academic centers focused on Social and Economic Sciences in Brazil – and in the world -, ISAE is based in Curitiba, with a branch office in Londrina, both cities in the state of Paraná, in the south of Brazil. The Institution offers postgraduate courses, MBA's and mid-term courses from FGV.

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Observant to the demands of our society in the educational area, the **Business School** offers the following **solutions**:

Master in Business Administration (MBA):
Courses developed for professionals who want to deepen in several areas of management.

Global Business Administration (GBA):
Dynamic short and mid-term courses focusing specific subjects to professionals in several hierarchy levels.

Post-graduation:
Specialization to graduated professionals, in a semi-distance model – in-class + distance education.

Post-graduation MBA:
Post-graduation courses aimed to professionals who finished their MBA courses and want to deepen in a particular topic, for updating purposes.

International Modules (IM):
International programs to allow the students to learn and make business abroad, with professors and students from acknowledged institutions, with an international certification.

Summer Courses:
Short-term educational programs mixing Brazilian and foreign students, giving them the opportunity to learn about the cultural and economic reality in our country. Usually, these programs provide a double certification (from ISAE and the partner institution).

Professional Master Degree:
A stricto sensu program in Governance and Sustainability to candidates with a certification in college education who want to have a highly trained professional education, being able to act on the complexity of the emerging problems in the contemporary world.

Graduation:
College education in the area of Technology of Management Processes, aiming students who finished high school education and who are looking for a graduation focused on the market.

In Company:
Educational products developed according to the demands of the company. The in company products are sold all over the country.

G4   28, 29, 30, 31, 32

About the Report

*I*n its 14th edition, the ISAE Sustainability Report brings a glance on the operations of the Business School in the year 2017. Using the G4 methodology from GRI, in the in-depth option, the document covers the period from January to December 2017.

The last edition of the report, published on June 2017 and referring to the year of 2016, brought some news in the process of materiality. This year, the innovation in the report concerns to the design of the document, presented as a timeline to make the reading easier and the process more pleasant.
For its dimension, the ISAE Sustainability Report is considered as an important management tool, being evaluated by the Direction Board and ensuring the continuity of successful points and the enhancement of gaps presented by the instrument.

This report has been produced by the Presidency and Sustainability Advisory and counts on the support of every area in the Institution, through information sharing.
In order to make it easier for you to follow and comprehend the whole content, there are icons to help you identify the actions related to indicators from GRI and to the international movements which ISAE is a participant. These icons will always be placed on the top of the page.

Welcome to the ISAE's world! Enjoy your reading!

Barbara Beuter – *barbara.beuter@isaebrasil.com.br*
Gabriella Pita – *gabriella.pita@isaebrasil.com.br*
Gustavo Loiola – *gustavo.loiola@isaebrasil.com.br*

| G4 | 2, 15, 16 | PRME | 1, 2, 5, 6 | PG | 1, 2, 3, 4, 5, 6, 8, 9, 10 | ODS | 8, 9, 17 |

Sustainability at ISAE

Since it's been founded, ISAE has in its DNA the search for achieving actions linked to sustainability. For this purpose, it offers a series of programs and initiatives, integrating sustainability as part of its business management and of the curriculum for its courses.

It is about a continuous and progressive process of involvement and the accomplishment of sustainable development principles by the Institution and citizenship skills by the stakeholders.

The sustainability actions at ISAE are guided by three global movements – the Global Compact (GC), Principles for Responsible Management Education (PRME) and the Sustainable Development Goals (SDG's) – and can be divided into four main areas: Academic, Social, Environmental and Economic.

The United Nations Global Compact

ISAE is a signatory of the United Nations Global Compact since 2001. This initiative mobilizes the business community in its practices, around ten principles related to human rights, environment, labor, and anti-corruption. ISAE is also a member of the Brazilian Committee for the Global Compact (CBPG).

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Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) have been developed in 2006 to guide the management of academic institutions, corporate universities, and supporting organizations. As a member of PRME, ISAE embodies these principles and has acted in 2017 as the head of the Brazilian Chapter of PRME, as a member of the Global Forum of PRME and as a member of PRME Champions.
The Brazilian Chapter of PRIME fulfilled, in 2017, three meetings with the signatories and the schools interested in being part of this movement:
· Regional Meeting for Management Education in Mercosul, in the city of Foz do Iguaçu, with 60 attendants.

· Global Forum, in New York, with 18 attendants.
· 6th PRME LAC Regional Meeting, in the city of Curitiba, with 100 attendants.

By the end of 2017, ISAE's president left the presidency of the PRME Chapter Brazil and assumed the presidency of the PRME LAC Chapter. To make it official, the Institution hosted the 6th PRME LAC Regional Meeting, on September 11th and 12th. The meeting aimed to discuss the Latin-American schools' contributions to the achievement of SDG's. About 100 people attended the event, among university deans, researchers, professors, and students from Latin-American schools.

Sustainable Development Goals (SDG)

The SDGs are goals that may have the commitment of all the members of United Nations since 2015. They've been framed guided by the MDGs, as the sustainable agenda that may lead activities in society until 2030. There are 17 goals and 169 targets that can be divided into five great areas: People, Planet, Peace, Prosperity, and Partnerships. ISAE embodies the SDGs since they've been created and it's been working, for the last years, to internalize and promulgate them. For this purpose, ISAE has built a

methodology to teach the SDGs and a Handbook for Best Practices in the Dissemination of SDGs in Educational Institutions, in a partnership with the following organizations: Insper, PUC-SP, FDC, Universidade Metodista de São Paulo, Sesi/PR, FGV/Eaesp, FEA/USP-RP, Federal University of Uberlândia, and the Brazilian Committee for the UN Global Compact.
The methodology has been applied at the Institution with several groups of stakeholders: students, professors, and staff.

Picture 1 – 6th PRME LAC Regional Meeting, with the PRME head Jonas Haertle and the president of ISAE and Chapter LAC, Norman de Paula Arruda Filho.

Picture 2 – A class about the SDGs using the methodology created by ISAE and other educational institutions, signatories of PRME.

I. Academic Area

ISAE inserts the international principles which it is a signatory in its educational programs, in a transverse way. Besides counting on a portfolio of products in this segment, all the programs at ISAE are taught by professors who are part of the ISAE Talents Network (RIT).

II. Social Area

ISAE counts on a set of commitments, assumed towards all the stakeholders, aiming to promote the corporate social responsibility. The projects and initiatives in this segment promote a dialog with the external and internal public of the Institution, with the aim of working aspects such as life quality, anti-corruption, support to third sector organizations, human rights, labor issues, and health and safety at work.

III. Environmental Area

Environmental management at ISAE covers a series of processes and actions that include all the stakeholders and looks after the organizational impacts and the respective actions to enhance the sustainability at the Institution, besides the environmental issues.

IV. Área Econômica

ISAE manages the aspects that impact the financial sustainability, through the budget management of areas and projects in a transparent and balanced way. As it is a nonprofit organization, its annual income, which comes from services provision, may be enough to cover the operational costs. For this reason, the challenge in management is to ensure the economic-financial balance based on a sustainable and innovative way.

Besides the movements headed by the United Nations, ISAE is also a member of other groups aiming the sustainable development, complementing the activities for sustainability at the Institution. These groups are the following:
· Organism accredited by EQUAA.
· "We can" Paraná Movement (Movimento Nós Podemos Paraná).
· World of Labor Institute (Instituto Mundo do Trabalho).
· Council at the Association of Managers in Sales and Marketing in Brazil (Conselho da Associação dos Dirigentes de Vendas e Marketing do Brasil (ADVB)).
· Vice-presidency of Commerce Chamber of Paraná (Associação Comercial do Paraná (ACP)) and coordination of the Committee for the Action in Business Sustainability (Comitê para Ação da Sustentabilidade

Empresarial) at the same organization.
· Paraná Council for Business Citizenship (Conselho Paranaense de Cidadania Empresarial (CPCE)).
· World Trade Center (WTC).
· American Chamber in Brazil (AmCham Brasil).
· Latin-American Council of Business Schools (Conselho Latino-Americano de Escolas de Administração (Cladea)).
· Global Report Initiative (GRI).
· Ceeman.

As it follows, you can check the report on how all of these movements have been developed into actions along the year of 2017 at ISAE.

Picture 3 – A class about Sustainability in Organizations, part of the Professional Master Degree in Governance and Sustainability, with the international guest professor Umesh Mukhi from Audencia Business School (France).

Picture 4 – An action to collect toys for Christmas, in favor of children from a Daycare Center in Curitiba.

Picture 5 – Organic garden at ISAE, benefiting the company employees and the partner institutions.

Picture 6 – ISAE Strategic Planning Meeting with part of the staff from Curitiba and Londrina

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January Governance at ISAE

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For years, ISAE has been working to consolidate its governance. Nowadays, the structure of governance is made by the Board of Directors, the Audit Committee, Executive Board, Committee for Governance and Sustainability and an Ethics Committee, following the best practices in corporate governance from the Brazilian Institute for Corporate Governance (Instituto Brasileiro de Governança Corporativa (IBGC)). We now have the following positions:

Board of Directors*	
Carlos Fernando Faria *(President)* **Ademar Cury da Silva** **Maria José Bettega** **Norman de Paula Arruda Neto** **Helio Maya**	Members elected by a general assembly, responsible for the strategic directions in a collegiate. They act as guardians of values, principles, social object and governance for the Institution.

Executive Board*	
Norman de Paula Arruda Filho *(President)* **Roberto Pasinato** **Tania Mara Lopes** **Antônio Raimundo dos Santos**	Working at the Institution, in Curitiba, the members of this Board are responsible by the management, ensuring its object and social function will be fulfilled and its principles, purposes, and values disseminated. The Executive Board, as a collegiate, may execute the strategies and guidelines approved by the Board of Directors, as well as managing the assets and conducting the Institution businesses, ensuring they are in accordance with legal devices.

*All members of the local community.

Audit Committee*

Nilson Pohl *(President)* Eduardo Schermak	Members elected by a general assembly, responsible by superintending the acts of social organs in the financial and accounting areas, inspecting the annual balance and accountancy and ensuring the fulfillment of labor and tax legislation.

*All the council members at ISAE are independent, except by Norman de Paula Arruda Neto, who is also a Presidency Advisor. This action follows the best practices from IBCG.

Committee for Governance and Sustainability

Norman de Paula Arruda Neto *(Coordinator)* Rosane Zancan Gabriella Pita Claudio Skora Danielle Hernandes Isabela Ferrarese Rafael Paola Santiago* Reinaldo Cardoso**	This committee aims to promote strategies for governance and sustainability, establishing guidelines and corporate actions that may conciliate economic development and social and environmental responsibility issues. It reports straight to the Board of Directors.

*External member. Company: RCA – Consultancy in Governance and Management
**External member. Company: Renova Green – Signature Solar Energy.

Ethics Committee

Tania Lopes (Coordinator) Jessica Correia (Executive Secretariat) Cleyton Caetano Josemar Chved Carlos Petersen Eduardo Sousa Amaral* Felipe Bezerra da Silva*	It aims to promote, guide and ensure the fulfillment of principles and commitments of demeanor established by ISAE's Ethics Conduct Code.

*External consultants from the company Eticca Compliance

Following the best practices in governance, ISAE does independent accounting audits semiannually, based on the balances and financial statements. In 2017 the audits were made by Martinelli Auditors.
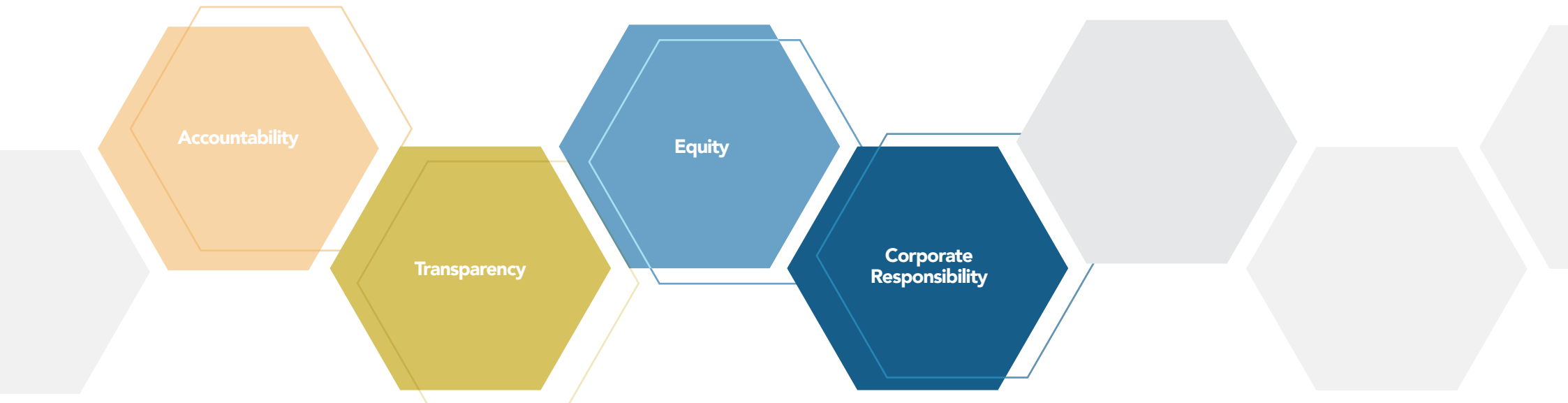
Guiding concepts

| Governance | Innovation | Sustainability | Entrepreneurship | Leadership | Ethics |

ISAE Guidelines

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Equity

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Governance Practices at ISAE:

· Long-term Strategic Planning.

· Risks management.

· Quarterly meetings of the Board of Directors.

· Monthly informative reports of the Committee for Governance and Sustainability.

· Monthly meetings of the Ethics Committee.

· Annual Financial Report.

· Semiannual independent accounting audits.

· Annual internal audits for quality management.

· Quarterly managerial and financial reports.

· Balance sheets for terms of office.

· Weekly meetings of the Board of Directors and Presidency.

· Integrity/Compliance program.

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ISAE has started the year of 2017 investing in the structure of its governance. The Institution invested to enhance and qualify its board of leadership, besides implementing management focusing on the business core:
· Educational Management - Claudio Skora.
· Marketing Management – Franciny Alberti.

Furthermore, ISAE reviewed its risks map, being supported by several areas of the Institution and by the Committee for Governance and Sustainability.

Aiming to qualify its councils, adopting the best practices in corporate governance, ISAE offered to all the members of Boards and Committees and to the governance secretary the course "Corporate Governance: Development of Counselors".
The program was divided into two modules, working with the following themes:
· ISAE structure for Governance.
· Governance and organizational strategy.
· Important stakeholders.
· Agency Theory and conflict of interests.
· Attributions and responsibilities of the counselors.

Picture 7 – ISAE counselors during a training with professor Cristiano Venâncio.

· Risk management and compliance.
· Sustainability.
· Feedback from the Audit Committee.

By the end of 2017, the Institution built its Strategic Planning involving the whole staff. The document has been submitted to the Audit Committee approval and it will guide the management of the Business School in 2018.

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February Sustainability Goals

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Corporate sustainability at ISAE happens in a transversal way, aiming to encourage all the stakeholders to be involved with the topic.

Internally, to promote the engagement of the employees with this cause, goals of sustainability have been developed for all departments. These goals have been incorporated to the management goals in 2014 and since then they act as guidelines to expand positive actions and to repair the Institution gaps concerning the sustainable development and the engagement, from the top management positions to the operational ones.

The Presidency Advisory is responsible for supporting and following the progress of the goals, besides other activities to promote sustainability for all the levels at ISAE.

News

Every year, the goals are being refined, aiming to create a model that can achieve the commitment of every employee at the Institution. For this reason, in 2017 the goals of sustainability were released in the first semester and were refined in the second semester, reaching an amount of 16 targeted goals and 12 achieved goals.

Achieved Goal	Area
Creating a Communication Plan for sustainability actions	Marketing
Implementing the Integrity Programa ISAE	Controller and Ethics Committee
Increasing the collection of titles about sustainability	Library
Launching the Cycle 2017 of ISAE Business (a startup accelerator) focusing on projects for sustainability	Perspectivation
Launching the Cycle 2017 of the program for refugees	Perspectivation
Encouraging the production of papers about sustainability, governance, and innovation	Research Center
Establishing the participation of an independent member with experience in themes of sustainability in the Committee for Governance and Sustainability	Committee for Governance and Sustainability
Fulfilling two actions per year that can promote sustainability among customers and the community	Presidency Advisory
Creating a sustainability policy	Presidency Advisory
Reviewing the Ethics and Conduct Code	Ethics Committee
Publicizing in a more transparent way the goals and results of the Institution	Board of Directors
Updating the governance website	Board of Directors

Picture 8 – Event Cycle SDG, a partnership with Sesi to promote sustainability
Picture 9 – Sustainable Project Nutrinova, accelerated by ISAE Business, final presentation
Picture 10 – Graduates of the training program for refugees
Picture 11 – Launching of the ISAE Integrity Program

For this year of 2018, aiming once again to enhance the process, three goals have been established, all focusing on the whole Institution and aiming the consumption reduction.

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March Propagating Sustainability

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ISAE believes Management Education has an important role to spread knowledge with values focused on sustainability, ethics, and innovation, promoting the shaping of leaders who can be responsible and aware about their role in building a better future.

Besides guiding its programs through principles that are a part of the Institution's philosophy – such as ethics, sustainability, leadership, innovation, entrepreneurship, and corporate governance -, ISAE has also been engaged into promoting a series of actions that aim to sow these concepts to the society. In this way, the Institution believes to be working in synergy with the 5th UNESCO pillar of learning: learn to change and transform society.

Please find below the actions we developed to promote sustainability in 2017:

Jan 31 to Feb 02

Participation in PRME Champions Meeting, at IEDC Bled School of Management, Slovenia: Norman de Paula Arruda Filho (ISAE's president).

Feb 22

Participation in the meeting of the Brazilian Committee for the United Nations Global Compact, at the UN office in São Paulo: Norman de Paula Arruda Neto (Presidency Advisor at ISAE).

Mar 08 to 14

Participation in Cladea Now – Transformation Digital, at Universidad del Pacífico, Peru: Antonio Raimundo dos Santos (Educational Director at ISAE).

Apr 18

Lecture in the SDG Cycle at SESI, in Curitiba, about how the climate change is related to the sustainable development: Norman de Paula Arruda Filho (ISAE's president).

Picture 12 – Norman de Paula Arruda Neto (last one on the right), Presidency Advisor at ISAE, in a meeting of the Brazilian Committee for the UN Global Compact

Apr 19

Promotion of the lecture "Green Building and Environmental Certification to Suppliers" from Casem/ACP, at ISAE, in Curitiba: Guido Petinelli (CEO of Petinelli – Solutions in Green Building).

Apr 25 to 29

Participation in CR3+2017, at Hanken School of Economics, Finland, presented the article "Implementation of SDGs at ISAE" and the lecture "SDGs in the National Scenario": Norman de Paula Arruda Filho (ISAE's President).

May 22

Workshop about SDGs – Staff training at ISAE, in Curitiba: Gabriella Pita (Sustainability Coordinator at ISAE) and Gustavo Loiola (International Relations at ISAE).

May 24

Promotion of the lecture "Sustainability – How to apply it to your business" from Casem/ACP, at ACP, in Curitiba: Norman de Paula Arruda Filho (ISAE's President) and Ricardo Voltolini (CEO at Ideia Sustentável).

May 25 and 26

Lecture about PRME in the 1st Mercosul Meeting for Responsible Management Education, in Foz do Iguaçu: Norman de Paula Arruda Filho (ISAE's President) and Gustavo Loiola (International Relations at ISAE).

Picture 13 – Nikodemus Solitander, professor at Hanken School of Economics; Suzanne Young, professor at La Trobe University; and Céline Louche, professor at Audencia Business School, in a lecture at CR3+2017

Picture 14 – Gustavo Loiola, International Relations at ISAE, in a lecture at the 1st Meeting for Responsible Management Education in Mercosul

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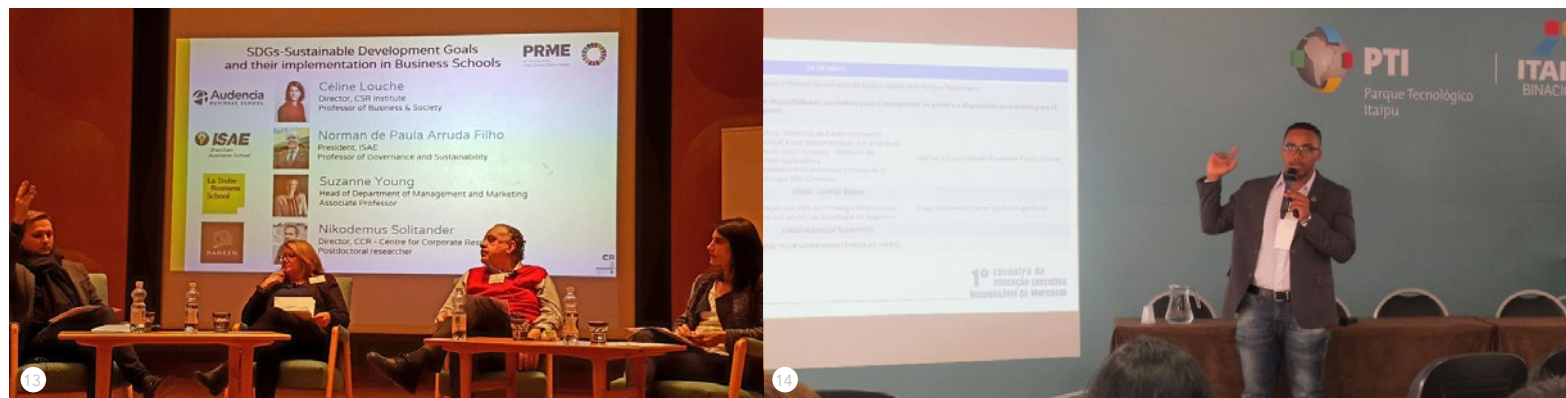
Jun 05

Lecture about Sustainability in Education, at the XII Brazilian Congress for Management, Projects and Leadership, in Curitiba: Norman de Paula Arruda Filho (ISAE's president).

Jul 17 to 20

Participation and lecture in the 2017 Global Forum for Responsible Management Education – 10 Years of PRME and participation in PRME Champion Working Meeting, at Fordham Law School, USA: Norman de Paula Arruda Filho (ISAE's President), Gustavo Loiola (International Relations at ISAE) and Norman de Paula Arruda Neto (Presidency Advisory at ISAE).

Picture 15 – Norman de Paula Arruda Filho, ISAE's President, in a lecture at the XII Brazilian Congress of Management, Projects, and Leadership

Picture 16 – Norman de Paula Arruda Filho, ISAE's President, in a lecture at the PRME Global Forum

Jul 19

Promotion of the lecture "Sustainability for Small Entrepreneurs as a Competitive Advantage" at Casem/ACP, in Curitiba: Vitor Seravalli (CEO at Seravalli Consulting).

Aug 09

Participation in the meeting of the Brazilian Committee for the UN Global Compact, at the UN office in São Paulo: Norman de Paula Arruda Neto (Presidency Advisor at ISAE).

Aug 24

Support to the event "Legal Aspects of Reverse Logistic", in Curitiba, at De Paola and Panasolo Law Office, Counselors at Casem/ACP.

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Sep 11 and 12

Promotion of the lecture "Inserting SDGs at ISAE", in the 6th PRME LAC Regional Meeting, in Curitiba: Norman de Paula Arruda Filho (ISAE's President).

Sep 13 and 14

Support to the event, opening lecture and presentation of the paper about Ozires Silva Award at the 4th RME Conference, in Curitiba: Norman de Paula Arruda Filho (ISAE's President) and Barbara Beuter (Communication and Sustainability Analyst at ISAE).

Oct 05

Participation in the meeting of the Committee for Engagement and Communication (CEC) in the Brazilian Committee for the UN Global Compact, at Enel, in Niterói: Norman de Paula Arruda Neto (Presidency Advisor at ISAE).

Oct 16 to 19

Participation in the 52nd Annual Assembly Cladea and presentation of the paper "Transculturality as a Drive for the SDGs Achievement", at Riverside Convention Center, USA: Norman de Paula Arruda Filho (ISAE's President).

Oct 25

Promotion of the lecture "Reverse Logistic – How should the Market fit Legislation" at Casem/ACP, in Curitiba.

Picture 17 – Norman de Paula Arruda Filho, ISAE's President, in a lecture at the PRME LAC meeting

Nov 08

Support to the event and lecture about the SDGs at the office De Paola e Panasolo, Counselors at Casem/ACP, in Curitiba: Norman de Paula Arruda Filho (ISAE's President), Gabriella Pita (Sustainability Coordinator at ISAE) and Gustavo Loiola (International Relations at ISAE).

Nov 21

Participation in the meeting of PRME Chapter Brazil, at FGV/Eaesp, in São Paulo: Norman de Paula Arruda Filho (ISAE's President) and Gustavo Loiola (International Relations at ISAE).

Nov 30 and Dec 01

Participation in the IV International Forum of Accreditation, at Occidental JF Puebla, Mexico: Norman de Paula Arruda Filho (ISAE's President).

Dec 13

Participation in the meeting of the Brazilian Committee for the UN Global Compact, at UN office in São Paulo: Norman de Paula Arruda Neto (Presidency Advisor at ISAE).

Dec 14

Participation in the meeting of the Committee for Engagement and Communication (CEC) at Brazilian Committee for the UN Global Compact, at the UN office in São Paulo: Norman de Paula Arruda Neto (Presidency Advisor at ISAE).

Picture 18 – Gustavo Loiola, International Relations at ISAE, and Gabriella Pita, Sustainability Coordinator at ISAE, in a lecture about the SDGs.
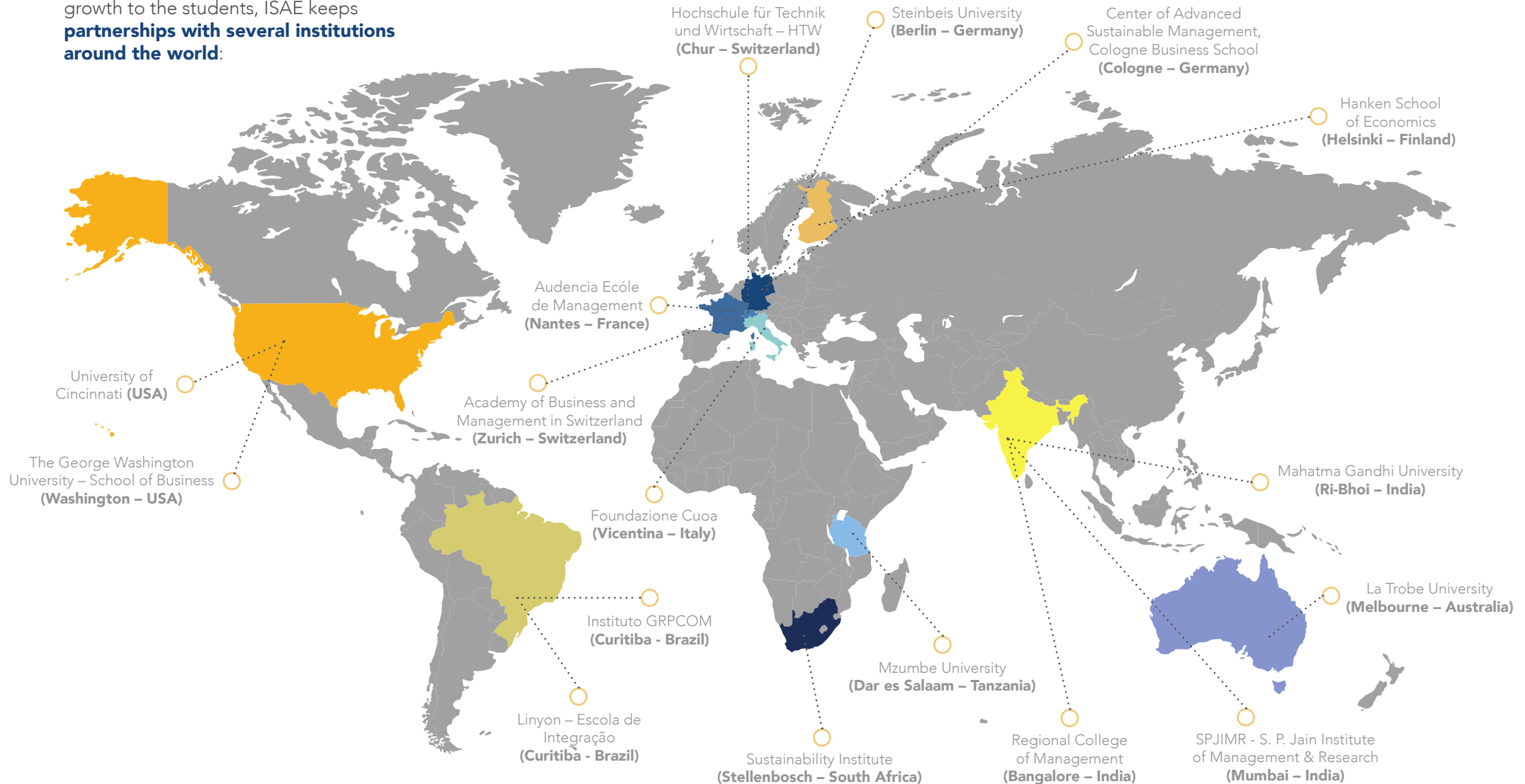

Picture 19 – Eric Talavera, CEO at Education Quality Accreditation Agency (EQUAA); Norman de Paula Arruda Filho, ISAE's President; and Antônio de Araújo Freitas Júnior, Dean for Education, Research, and Postgraduate courses at FGV, at the IV Foro de Acreditación

Picture 20 – Norman de Paula Arruda Neto, Presidency Advisor at ISAE, and the members of the Brazilian Committee for the UN Global Compact

*T*o develop a global acting and expand the process of disseminating the sustainability, providing more opportunities for knowledge and growth to the students, ISAE keeps **partnerships with several institutions around the world**:

Hochschule für Technik und Wirtschaft – HTW **(Chur – Switzerland)**

Steinbeis University **(Berlin – Germany)**

Center of Advanced Sustainable Management, Cologne Business School **(Cologne – Germany)**

Hanken School of Economics **(Helsinki – Finland)**

Audencia Ecóle de Management **(Nantes – France)**

University of Cincinnati **(USA)**

Academy of Business and Management in Switzerland **(Zurich – Switzerland)**

The George Washington University – School of Business **(Washington – USA)**

Mahatma Gandhi University **(Ri-Bhoi – India)**

Foundazione Cuoa **(Vicentina – Italy)**

La Trobe University **(Melbourne – Australia)**

Instituto GRPCOM **(Curitiba - Brazil)**

Mzumbe University **(Dar es Salaam – Tanzania)**

Linyon – Escola de Integração **(Curitiba - Brazil)**

SPJIMR - S. P. Jain Institute of Management & Research **(Mumbai – India)**

Sustainability Institute **(Stellenbosch – South Africa)**

Regional College of Management **(Bangalore – India)**

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Picture 21 – Norman de Paula Arruda Filho, ISAE's President; Norman de Paula Arruda Neto, Presidency Advisor at ISAE; Jonas Haertle, head at PRME; and Gustavo Loiola, International Relations at ISAE, during the award ceremony in New York.

*I*n 2017, during the PRME Global Forum in New York (USA), at the UN headquarters, ISAE's President, Norman de Paula Arruda Filho, has been awarded the PRME Pioneer Award. This award is intended for leaders who have transformed the PRME principles into actions for the last ten years.

As the only awarded Brazilian, the executive signed his name as the greatest in the country one in the country when concerning to responsible management education. The PRME Global Forum 2017, performed by PRME, gathered more than 300 pioneers and leaders from the area of responsible

management education, including university presidents, professors, researchers, organs for accreditation of business schools, and students, besides other guests among high level positions in the United Nations, from the private sector, civil society and the media. The main goal of the event was to celebrate the 10th anniversary of PRME and report the targets accomplished so far, as well as setting goals and strategies for the participant institutions. Completing the celebration, ISAE's 2015 Sustainability Report was awarded as one of the best in the planet among business schools. The document made a deep analysis of the 17 SDGs, highlighting the actions of the Institution on the theme.

Still, in 2017, ISAE was internationally accreditated by the **Education Quality Accreditation Agency (EQUAA)**, an international accreditation agency in education, focused on the business area and with a particular interest in Latin America. This acknowledgment brings the Institution to a global level and raises opportunities for integration and internationalization projects. It also broads the opportunities to join research networks, as well as to close new partnerships and covenants.

ISAE has been accreditated for its four educational programs: MSc Program, Undergraduate Program, Extension Courses (e.g. International Programs) and MBA Postgraduate.

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April Stakeholders

| G4 | 12, 24, 25, 26, 27 | | G4-LA | 14, 15 | | G4-HR | 6 | | PRME | 1, 2, 5, 6 | | PG | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 | | ODS | 1, 2, 3, 4, 5, 8, 10, 17 |

At ISAE, the relationship with the stakeholders and its management is treated as an ongoing process, oriented to generate shared value. Ethic in the relationships is the main value that guides ISAE's actions for all the communities which it is related with. To draw these strategies of relationship with its stakeholders, the Institution keeps an updated map of its target audiences.

Stakeholder	Description
Students*	The main audience for ISAE. Students who are attending the courses at the Institution.
Professors*	Professionals in education and other expertise areas who are lecturers in the courses developed by ISAE.
Suppliers*	Agents who offer products and services to ISAE.
Staff*	All the people working at ISAE hired as employees or outsourced.
Corporate Clients	Organizations hiring ISAE for specific services.
Community	Regional members and entities, locally and nationally.
Fundação Getulio Vargas	Brazilian Higher Education Institution founded in 1944, a reference in the qualification for Public Administration and management for the private sector in Brazil. As a partner in Paraná state, ISAE offers lato sensu courses certified by Fundação Getulio Vargas.
Government*	City and state public Power.
Institutional Partners*	Organizations supporting or participating in initiatives made through cooperation with ISAE.
Competitors	Institutions acting in the same market as ISAE, with a similar profile. ISAE cares the fair and loyal competition, respecting the legal aspects and promoting the mutual contribution.
Financial Institutions	Financial credit agents.
Trade Union	Institution that takes care of the labor rights for ISAE's employees through collective bargaining agreements.

*Main stakeholders.

News

Searching for a way to stimulate and keep a good relationship with its stakeholders, and also disseminate its principles, ISAE practices a series of actions in favor of sustainable development with the different audiences, contributing not only with its mission but also with the future of society. Check out the main actions that happened throughout the year.

Students

■ **Point and Counterpoint ("Ponto e Contraponto"):**
An action promoting the debate about entrepreneurship and sustainability.

■ **PerspectivAction Workshops:**
Classes with a different educational methodology about sustainability, compliance, sustainable finances, environmental management, innovation and entrepreneurship in sustainability, Sustainable Development Goals and Leadership for sustainability.

■ **Event celebrating the World Environment Day:**
A series of activities celebrating

the date. In 2017, the event was made by an exhibition of the pictures from the 2016 Sustainability Report; a market with microentrepreneurs and refugees assisted by the institutional volunteering program; a class about organic gardens and environmental management and a show with a band formed by ISAE's professors: The Masters. The event featured the 2016 Sustainability Report launch.

■ **ISAE Business**:
A startup accelerator aiming to support selected projects and companies, to expand their network and knowledge through events, workshops and mentoring. In 2017, 8 projects have been selected from a total of 14 presented, having the chance to work with the following issues: gamification, monetization, neuro sales, law language for startups, fund-raising, relationship with investors, and Lean Canvas.

■ **Technical Visits**
Aiming to know in practice the sustainable actions of the companies: BMW, Tetra Pak, Boticário, Arauco, Brazilian Army, Embraco, Trützschler, AR300.

■ **Short-term and middle-term courses:**
"Concepts and Practices on Sustainability in Organizations" and "Corporate Sustainability – From Concept to Implantation".

■ **MSc Program in the area of Sustainability:**
Professional Masters in Governance and Sustainability.

Picture 22 – Technical visit to know the sustainable actions at Grupo Boticário.

Picture 23 – Graduated students and members of the Examination Board at ISAE Business.

Picture 24 – Monthly meeting of instructors at ISAE.
Picture 25 – Programa for Development of Partners Network at ISAE.
Picture 26 – ISAE staff during the training about SDGs.

Instructors

• Teacher awareness program: the professors at ISAE are together in monthly "unconventional" meetings, not only discussing scores and absences but also searching for new teaching approaches and ways to transform education and society. The main goal is to discuss practices and opportunities for collective development, aiming to sustain and disseminate activities of transformative education. During the meetings, they get in touch with concepts that guide the Institution, such as sustainability, and discuss topics as a new mindset, andragogy, neuroscience, quantum mechanics, and education.

Suppliers

• Program for Development of Partners Network: a program designed to disseminate the principles and values of the Business School into the supply chain. In the first phase, in previous years, the suppliers have been invited to talks and training about sustainability. In the second phase, launched in 2016, a new Process for Register and Selection of Suppliers has been implanted, including a socioenvironmental survey to map the performance of companies in issues as human rights, labor laws, and environmental impacts. Last year, this process has been tested and will be refined for 2018, at the same time a Supply Policy will be constructed, with guidelines and expectations of the Institution regarding the practices of its supply chain. In this way, ISAE is strengthening its relationship with these stakeholders and encouraging them to have an ethical and responsible attitude, based on the rules of sustainability. Still in 2017, ISAE has implemented the Integrity Program, adding to the contracts signed by the service providers the following anti-corruption clause: *"For the execution of this contract, none of the involved parts may offer, give or compromise to give to anyone, or accept, or compromise to accept from anyone, on their on behalf or on anyone else's, any payment, donnation, compensation, financial or non-financial advantages or benefits in any way that may consist in ilegal practice or corruption under the laws of any country, in a direct or indirect way concerning the object of this contract, or in any other ways not related to this contract, and must assure that their partners and employees will act in the same way."*

Colaboradores

• Training in sustainability: annually, the ISAE staff is trained on the sustainability issue to align all the activities at the Institution around its structure. In 2017, the employees attended a training about the SDGs, using the methodology developed by ISAE and the partner schools at PRME to teach the topic.

• Courses: all the employees at ISAE can attend the short and middle term courses and the PerspectivAction workshops, including the ones about sustainability, for free.

May Anti-Corruption

G4 41, 56, 57, 58 | G4-SO 3, 4, 5 | PRME 1, 2, 4, 5, 6 | PG 1, 2, 3, 4, 5, 6, 10 | ODS 8, 9, 16, 17

Since 2000, when ISAE established its relations with the United Nations, the Institution incorporates in the management processes the principles of the UN Global Compact and the PRME, as well as the SDGs. Moreover, ISAE compromised with the transparency and anti-corruption by signing the Anti-Corruption Call to Action and the 2030 Agenda from the UN Global Compact, in 2014.

In this way, the Institution adopted as a value an ethical attitude and chose not to be involved in any illicit relation – this is a guideline for the whole structure and for its employees, as well as to its supply chain. Below, we present ISAE's directions:
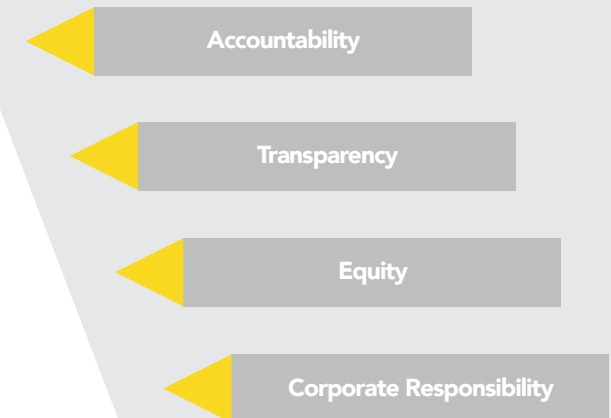
Values

· Governance
· Innovation
· Sustainability
· Entrepreneurship
· Leadership
· Ethic

Guiding Concepts

- Ethic
- Leadership
- Governance
- Innovation
- Entrepreneurship
- Sustainability

ISAE Guidelines

- Accountability
- Transparency
- Equity
- Corporate Responsibility

Other Actions:

Code of Conduct, Sustainability Policy, Board of Ethics Guidance, Governance and Sustainability Committee, Integrity Program, Communication and Etiquette Manual.

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News

In 2017, ISAE has started its **Integrity Program**. According to the anti-corruption law, the program consists in a set of internal mechanisms and procedures of integrity, audit, and encouragement to complaint any inequalities and the effective application of codes of ethics and conduct, policies and guidelines.

Below, you can know more about the Program initiatives:

• Monthly meetings of the Ethical Guidance Council, with the participation of external consultants.

• Updating and publishing the Code of Ethics and Conduct.

• Training all the employees about the Integrity Program.

• Including an anti-corruption clause in the contracts signed with suppliers.

• Monitoring corporate risks.

• Disclosing internal and external channels for complaints and their treatment.

• Monthly communication plan via Intranet.

• Researching the perception of employees about the Integrity Program.

• Standardizing the history of the accounting entries, following the recommendations for compliance.

• Previous verification of anti-ethical attitudes before hiring suppliers and service providers.

• Evaluation of ethical values in selective processes.

On May 2017, the Institution realized the Survey of Employees' Perception of the Integrity Program, to identify the level of applicability and receptivity of this initiative. Some of the indicators are:

• **80%** of participation in the survey.

• **72%** evaluate the actions in the Integrity Program as satisfactory.

• **79%** evaluate the contents presented in the training for practical application as satisfactory.

• **50%** of the employees checked the Code of Ethics and Conduct
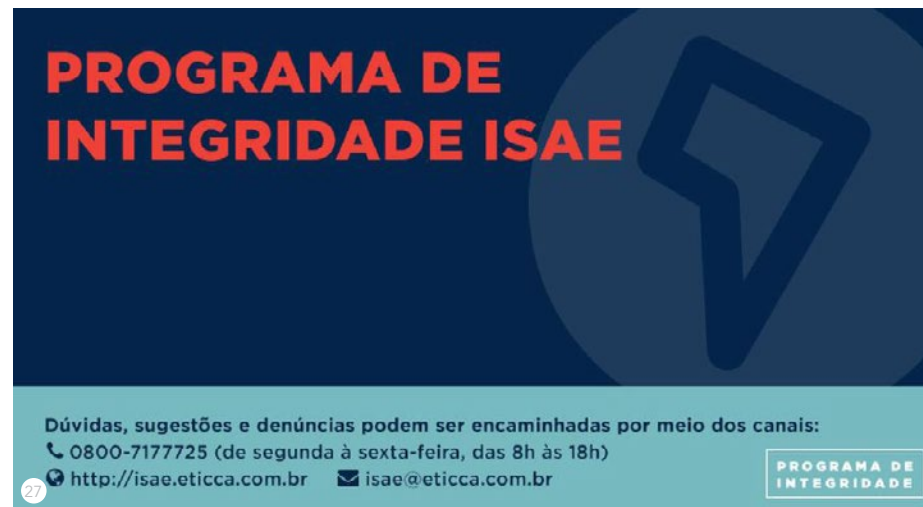
Picture 27 – Integrity Program: 72% of the employees evaluate the program as satisfactory

only during the training, showing an opportunity for enhancement.

• **100%** of the forwarded complaints have been treated.

As a result of this effort, in 2018 ISAE, through the Ethical Guidance Council, will subscribe to the program Pro-Ethic Company, promoted by the Ministry of Transparency in a partnership with Ethos Institute, consisting in promote the voluntary adoption of integrity measures by the companies, through the public acknowledgement of the ones compromised to implement measures directed towards to prevention, detection and reparation of corruption and fraud acts.

June Environmental Actions

G4-EN 1, 3, 6, 10, 15, 25, 30, 31 | PG 7, 8, 9 | ODS 12, 13, 15

*I*SAE Environmental Management System comprises a series of processes and actions involving the community (Institution's stakeholders). The sustainability policy describes and guides ISAE's responsibility towards the environment – guiding the Institution on how to treat environmental issues, organizational impacts and the respective actions to strengthen sustainability at the Institution.

In order to identify, raise awareness and control the environmental liabilities coming from its activities, ISAE has a system to measure indicators concerning the generation of solid waste, greenhouse gases, and water/electricity consumption. Furthermore, campaigns to reduce the consumption are often realized, as well as a great activity to celebrate World Environment Day, addressing all these issues.

Consumption Indicators

⚡ Electricity

Electricity Consuption 2016 - 2017
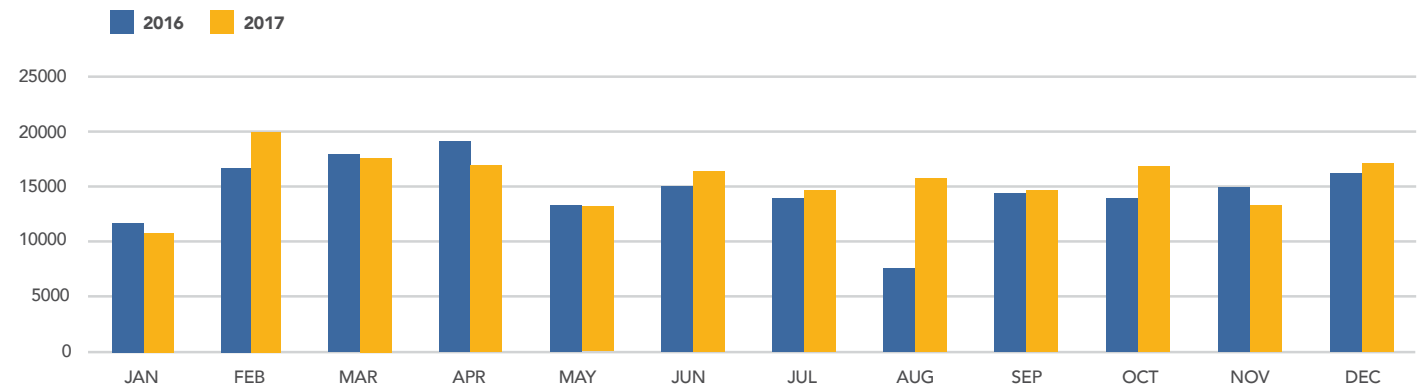
The total amount of electricity spent in 2017 was 186.285kW, representing a rise of 7% in the consumption, in comparison to 2016. Trying to reverse this scenario, goals for sustainability were launched for 2018, aiming to reduce the consumption and involving all the employees.

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Water

Water Consumption 2016

■ Collected water   ■ Piped
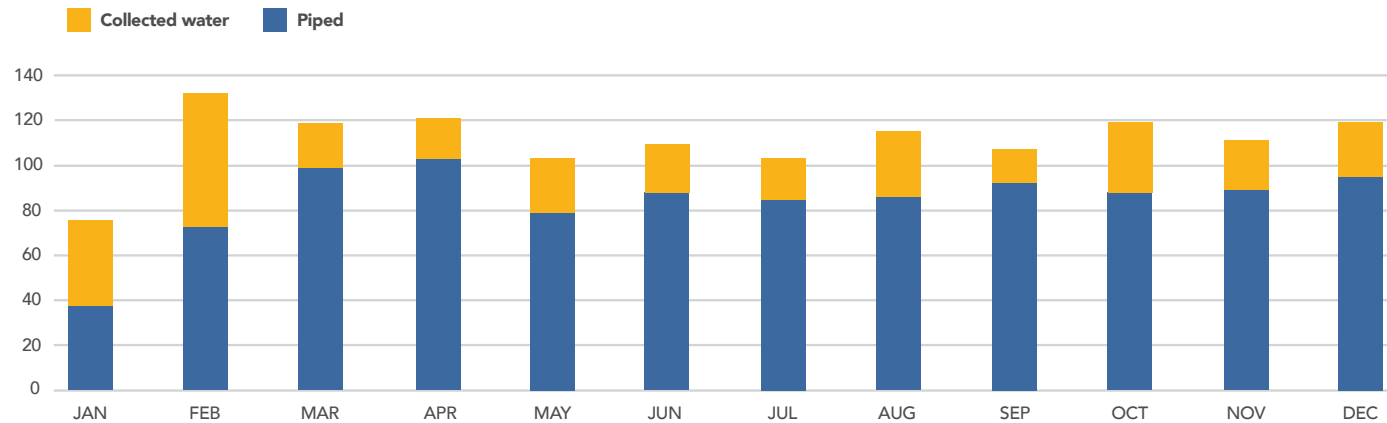
Water Consumption 2017

■ Collected water   ■ Piped
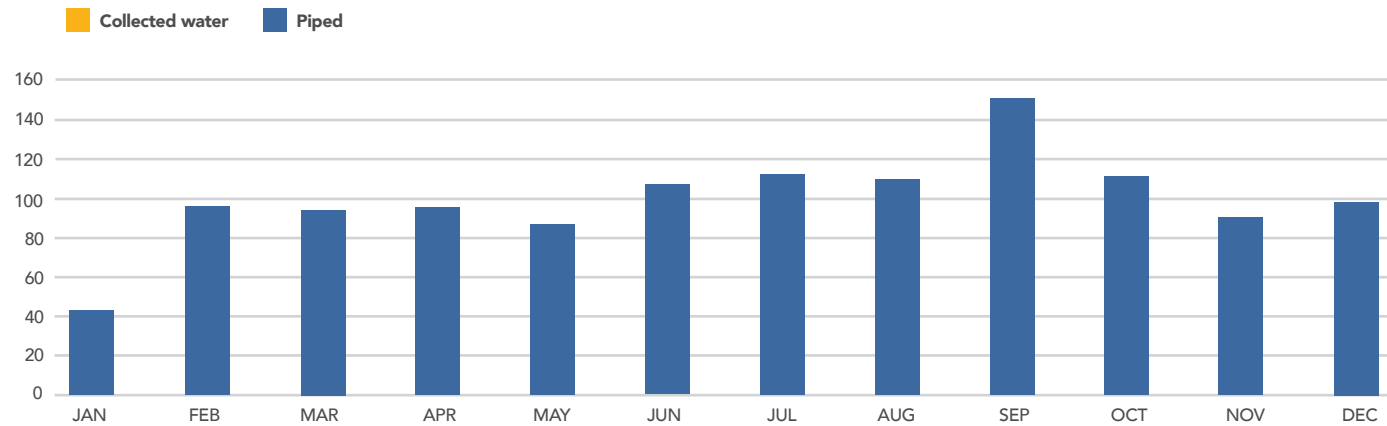
In 2017, the total consumed volume of water was 1.193 m3, representing a reduction of 10% in comparison to the previous year. However, although ISAE has a cistern to collect rainwater to reuse in the male restrooms at the Institution, in 2017 this system presented some defects, making it impossible to collect water and stopping an even bigger reduction in the consumption of piped water.

Waste

2016 **2017**
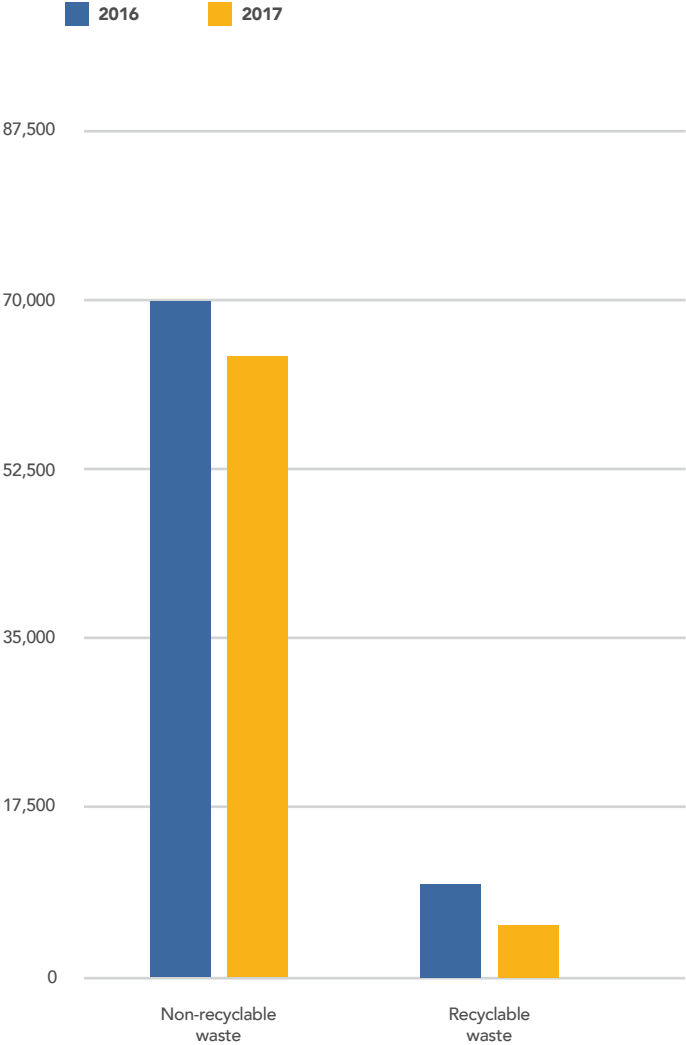
Non-recyclable waste	
Generated waste	Amount
Fluorescent lamp	0 units/month
Contaminated solids	1 kg/month
Organics*	3333,33 l/month
Waste*	1866,66 l/month
Gardening waste	200 l/month

Recyclable waste	
Generated waste	Amount
Plastic	
Metal	
Paper	461,66 kg/month
Electronics	
Glass	
Carton	

Since September 2017, ISAE started composting all the organic waste. This action has been responsible for the reduction of 7% of the waste that used to be sent to a landfill after being collected by the city administration. Still, in 2017, ISAE started discarding all the recyclable waste in an integrated way.

Due to these changes, a great campaign to promote the right discard and waste reduction has been launched. This activity contributed to the reduction of 39% of the recyclable waste at the Institution.

Inventory of Green House Gases (GHG) Emissions

With an external consultancy, ISAE annually performs its Inventory of Greenhouse Gases Emissions, trying to monitor environmental impacts caused by its activities.

Scope	Emission Category
Scope 1	Organization's direct emissions
Scope 2	Energy indirect emissions (electricity acquisition)
Scope 3	Business trips (by plane) Business trips/displacement (by bus) Displacement of employees (house<->workplace) Solid waste generated by operations (grounding) Solid waste generated by operations (composting)

The reported emissions have been separately calculated by source and GHG, through the application of emission factors documented and recognized by the scientific community. To assure the inventory's quality and the accordance with the goals of the Brazilian Program GHG Protocol, the program tools have been used to develop the document.

Summary of emissions:

• The total emission of GHG in 2017 was 490,58 tons of CO2e; 96% of these emissions have been registered in the scope 3 and 4% in the scope 2;

• The greenhouse gases emitted by ISAE were from 3 different types: CO2 (484,56 tons), CH4 (0,05 tons), and N2O (0,02 tons). The emissions of CH4 and N2O represent 1,23% of the emissions of CO2e.

• The emissions resulting from the acquisition of electricity were a total amount of 17,18 tons of CO2, representing 4% of the total emissions.

• The emissions from scope 3 represent 96% of the total emissions. The displacement of employees (house-workplace) is responsible by 58% (275,54 tons of CO2e) of the total emissions from scope 3; right after this, the second category with more representativity, business trips (by plane) with 41% (193,07 tons of CO2e). These two categories are responsible for 95,5% of the total emissions.

Category	Emissions (tCO2e)	Emissions of Biogenic Biogenic (t)	Removals of Biogenic CO2 (t)
Waste generated by operations (grounding)	0	5,44	0
Waste generated by operations (composting)	1,40	0	0
Business trips (by plane)	193,07	0	0
Business trips/ Displacements (by bus)	3,37	0,77	0
Displacement of employees (house-workplace)	275,54	22,56	0
Total	473,38	28,77	0

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Performance Indicators		
Indicator	**Unit**	**2017**
Total emissions per student	kg de CO2e/student	90,19
Emissions of displacement per employee	ton.de CO2e/employee	2,15
Emissions of air travel per travel leg	kg de CO2e/travel leg	56,59

Exclusions		
Scope	**Category**	**Detailing**
1	Fugitive emissions	The refrigerant fluid used in the organization is not regulated by the Kyoto Protocol.
2	Fugitive emissions	The fire extinguisher agents have been recycled by the supplier.
3	Effluent generated by operations	Sanitary effluent treated in the public sewage treatment station with an aerobic system.

Costs

The total cost for the Institution concerning environmental management is described below:

Action	Cost (R$)
Environmental Consultancy	5.000
Transport of waste	9.500
Awareness campaigns	2.000
Maintenance of the organic garden and composting	2.000
Total	18.500

News

Picture 28 – Actions celebrating the World Environment Day.

Picture 29 – Logo for the Campaign Right Discard.

On June 2017, celebrating the World Environment Day, ISAE hosted an event which program aimed to promote the sustainable development. There were several attractions, as Syrian food and handcraft, produced by refugees living in Curitiba and assisted by the Program Uaná, besides a photo exhibition.

Another activity was the workshop How to Grou your Own Organic Garden, teaching to the participants how to plant, cultivate, and keep a garden at home. The World Environment Day also had a

workshop about environmental management and the 2016 Sustainability Report launch. As a cultural attraction, the event had a concert with the band The Masters, formed by professors at ISAE. All the programmed activities aimed to promote a reflection about sustainability in a whole way.

Still in 2017, with the purpose to reduce the amount of generated waste and make the employees aware about the importance of appropriate discard, ISAE began the Campaign for Correct Disposal, based on a competition among the

areas and having the cleaning team as a jury. The intention was to award the departments making the correct disposal with a green seal. Among the actions for this campaign, were the composting of organic waste and its use in the organic garden, as well as the updating of communication material, referring to the waste disposal.

As a result of the efforts with the communication campaign and the installation of composts, ISAE reduced its waste by 7% and its recyclable waste in 39%.
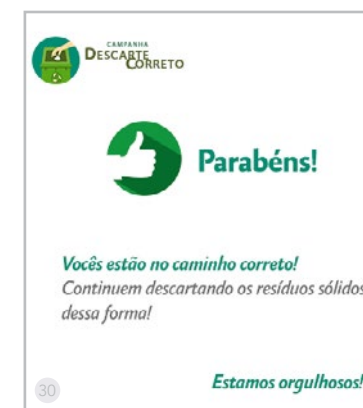
Picture 30 – The seal awarded to ISAE departments for the correct disposal.

July Employees

G4 9, 10, 11, 54, 55   G4 EC 5   G4 LA 1, 4, 6, 8, 10, 13, 16   G4 HR1 1, 2, 4, 5, 7   PRME 1, 2, 4, 5, 6   PG 1, 2, 3, 4, 5, 6, 8, 9, 10   ODS 3, 5, 8, 9, 10, 17

*I*SAE values a humanized management, and to ensure it the Institution invests in the development of its employees, aiming to promote a healthy organizational climate and adding competitive value to its businesses. The ethical commitment and the focus on people and on sustainable actions are assumptions of the management focused on results. In this way, the People Management department sets a mission:

"Ensuring the business competitive differential, promoting development, dissemination, and retention of personal skills in an inspiring and motivating environment of collaboration and learning.

♂ Employees: 54 men*

Curitiba's unit

44%

Londrina's unit

23%
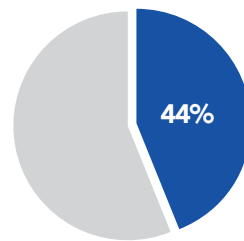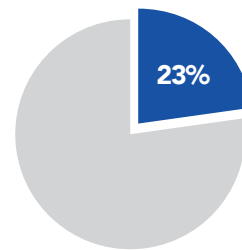
Variation of the lowest salary in comparison to the local minimum wage: 23,85%.

*All covered by collective bargaining agreements.

*All regulated by the Performance Policy IN-01.2017.

♀ Employees: 74 women*

Curitiba's unit

56%

Londrina's unit

77%
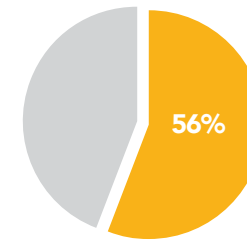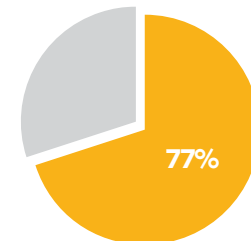
Variation of the lowest salary in comparison to the local minimum wage: 10,12%.

Job Position

Female / Male

Job Position		15 to 19 years old	20 to 29 years old	30 to 39 years old	40 to 49 years old	50 to 59 years old	60 to 69 years old	Grand Total
Manager	——			Female 1%	Male 1%			2%
Coordinator	Curitiba		Male 1%	Female 2% Male 1%	Female 2%	Female 1% Male 1%		7%
	Londrina			Male 1%				1%
Supervisor	Curitiba		Female 5%	Female 1% Male 1%				2%
	Londrina			Female 1%				1%
Analyst	Curitiba			Female 9% Male 5%	Female 2%	Female 1%		21%
	Londrina		Male 1%					1%
Assistant	Curitiba		Female 4% Male 6%	Female 11% Male 4%	Female 2% Male 2%	Male 1%		29%
	Londrina		Female 2% Male 1%	Female 2%	Female 2%			7%
Auxiliar	Curitiba			Female 1% Male 1%	Female 1% Male 4%	Female 2%		8%
	Londrina				Female 1%			1%
Young Apprentice	Curitiba	Female 2% Male 1%	Female 1%					2%
Intern	——		Female 2% Male 2%					4%
Professor	——			Female 2% Male 2%	Female 2% Male 4%	Male 1%	2%	13%
Grand Total	——	Female 2% Male 1%	Female 14% Male 10%	Female 31% Male 15%	Female 10% Male 10%	Female 4% Male 2%	2%	100%

Hirings and Turnover

Curitiba | Londrina

Hired 39% | 45% | 14% | 2%

Curitiba | Londrina

Fired 43% | 35% | 17% | 4%

Turnover rate 10,54%   10,93%   3,90%   0,78%

General turnover rate 2017   **26,17%**

Safety and occupational health
• Return after maternity leave rate: 75%.
• Absenteeism rate: Curitiba – 1,95%; Londrina – 2,37%.
• Occupational diseases or injuries: not registered
• Employees with a high rate or under high risk of diseases related to their job positions: 5 employees (cleaning services).
• Fire Brigade: constituted by 16 employees (also trained in health and safety).

Targets related to health and safety covered by formal agreements with Unions

Targets	Status
Delivering uniforms	Achieved
Accepting Medical Statements until 2 days after returning to work	Achieved
Providing receipts after delivery of Medical Statements	In a process

Labor Claims
There were 4 labor claims, but none of them has been solved in 2017.

Payment indicators*
ISAE's wage policy is established by the Annual Program for Management by Competencies. The salaries vary according to the time at the Institution, attributions, and performance, considering the institutional purpose, goals and results.

	Female	Male	Ratio (%) in relation to men's wage	Proportion (%)
Auxiliar Curitiba	R$ 1.550,88	R$ 1.831,19	15%	18%
Auxiliar Londrina	R$ 1.940,50	R$ 1.787,47	-9%	-8%
Assistant Curitiba	R$ 2.708,49	R$ 2.577,02	-5%	-5%
Assistant Londrina	R$ 2.200,03			
Analyst Curitiba	R$ 3.639,13	R$ 3.780,93	4%	4%
Analyst Londrina		R$ 3.333,97		
Coordinators Curitiba	R$ 7.664,27	R$ 7.238,81	-6%	-6%
Supervisors Curitiba	R$ 4.182,42			
Professors	R$ 5.119,02	R$ 6.640,48	23%	30%
Young Apprentice	R$ 672,00			
Interns	R$ 879,35	R$ 879,35	0%	0%

*Proportion of the most well-paid employee and the salary average of all the employees: 495%.

* The salary of professors is linked to the working hours and publications.

Benefits

Bonus Policy	Policy of Commissions for the Financial, Corporate Solutions and Commercial areas.
Educational Aid	Aid of 100% for indications made by the Development Committee and of 50% for personal requests (MBA, post-graduation, post MBA, International Modules and Master Degree) and 50% for College.
Health Insurance*	Amil health insurance with state coverage, 80% of the total cost paid by ISAE.
Dental care insurance*	Dental care assistance MetLife with national coverage, including 230 dental procedures.
Food aid	The employee has the choice between an additional wage for grocery shopping or restaurants.
Life Insurance	Life insurance MetLife with international coverage, including funeral assistance extended to the family.
Financial Assistance	Employees have access to loans in specific situations, such as family members death or diseases.

Payroll loan	Loan granted by the banks Itaú and CEF, with reduced interest rates.
English Course*	R$ 150,00 monthly aid for the employees interested in learning English.
Birthday Allowance*	In the birthday, the employee is allowed to take a day off.
Christmas Gift	Close to the Holidays, each employee receives a gift to share with their families.
End of year celebration	A party to employees and their families, with raffles and gifts.
Wedding gift	A gift of R$ 300,00
Baby shower	Close to the date of birth, ISAE sets a Baby Shower and delivers a gift of R$ 300,00.

*Benefits not offered to employees working up to 20 hours a week..

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Managed by the ISAE Academy, the training and development programs promote the enhancement of employees' skills – aiming to encourage an environment for individual and collective learning, assuring sustainable results aligned to the strategic goals of the Institution and to personal and professional development.

Besides specific training, the employees are encouraged to take the open courses at the Institution. Check below some of the pieces of training offered in 2017.

Active Methodologies – The program, focusing on professors' development at ISAE, encourages the knowledge and the learning of new educational methodologies and the use of technological tools to increase the routine in the classroom. The course was attended by 50 professors and debated themes as flipped classroom, peer instruction, think-pair-share, peer-2-peer, jigsaw classroom, design thinking, among others.

Picture 32 – Claudia Piantini teaching the course "Corporate Image and Etiquette".

Picture 31 – Course of Active Methodologies for professors

Corporate Image and Etiquette – Intending to strengthen the brand ISAE as a Business School, ISAE Academy promoted this course to all the employees. In a total of five meetings, led by the image consultant Claudia Piantini, the course had a practical approach to the importance of visual universes in the corporate world.

Compliance – Through the ISAE's Integrity Program a Compliance course was made available to all the employees in Curitiba and Londrina. The course was taught by the consultancy company Eticca Compliance, contributing to offer criteria and guidelines for ethical conducts.

Counselors – ISAE's counselors also had a training program in 2017. As detailed in the chapter "Governance at ISAE", the program main goal was to develop the counselors involved in the Fiscal and Administrative Councils, adding even more expertise to guide the Institution management.

Club for Challenge Lovers – In 2017, the ISAE's Innovation Committee has started the contest "Club for Challenge Lovers". The purpose was to instigate a friendly environment for innovation at ISAE. The Club encouraged the employees to form teams and to propose solutions for the problems involving the processes at ISAE. In the end, the best projects have been selected and the employees started working to implement them, also working the self-development. The projects in 2017 were: "Education 4.0"; "Gleam in the client's eyes"; "Two cities – only one ISAE" and "Welfare Program".

Picture 33 – ISAE employees working on the project "Gleam in the client's eyes"

Fire Brigade – In 2017, 16 employees took the course to form a Fire Brigade at ISAE. The group is formed by volunteers, trained to act in the prevention, abandonment, and combat in case of fire, also being able to offer first aid care if necessary.

Picture 34 –Training for the Fire Brigade at ISAE.

In the year of 2017 more than 8492 hours of training and development for the employees have been executed, according to the table below:

Job Position	Female	Male	General Total
Auxiliar	79:30:00	1018:00:00	1097:30:00
Assistant	2739:10:00	763:30:00	3502:40:00
Analyst	1600:10:00	610:00:00	2210:10:00
Supervisor	217:30:00	39:30:00	257:00:00
Coordinator	368:30:00	518:30:00	887:00:00
Manager	44:30:00	39:00:00	83:30:00
Director	86:30:00	17:00:00	151:30:00
Professor	56:30:00	102:00:00	158:30:00
Intern	61:30:00	66:00:00	127:30:00
Young Apprentice	17:00:00		17:00:00
General Total	**5270:50:00**	**3221:30:00**	**8492:20:00**

August Sustainability in Education

PRME **1, 2, 3, 4, 5, 6** | PG **10** | ODS **17**

*I*SAE was created with the intention to be innovative, aligning the best practices in corporate management to the market trends, and applying this differentiated content to the pedagogical curriculum. The final result is a portfolio of products and services that inspire the students to search self-development and to enhance the skills that can be applied to their professional environment.

DNA ISAE

Inspired by the concepts of Paulo Freire and Jacques Delors, the DNA ISAE is a transformative education methodology applied to the Age of Knowledge and Innovation. Hereafter, you can know the conceptual base and the generation of transversal knowledge of DNA ISAE.

Values	Principles of Transformer Education	Methodology applied	Results
Valorizing learning	**1st** Teaching is to inspire skills	Previous analysis and discussion	Non-schooling
Changing references/ Postures	**2nd** The student can also learn outside the school and without a teacher	Development of skills	Protagonist student
Encouraging intellectual autonomy	**3rd** The student is a protagonist and proactive in the learning process	Measurement of Knowledge	Professor as an articulator
Promoting a community of learners	**4th** The professor is an articulator and potentiates the synergy of learners		Hybrid learning
	5th The learning model must be hybrid		
	6th The learning model must be applicable		
	7th The learning model must be measurable and must offer clear indicators: I know (K) + I apply (A) + I accept (A) + I defend (D) + I deliver (D)		

Conceptual Base | **Transversal Knowledge**

Based on these concepts, ISAE builds its courses in several formats. Check the products related to sustainability that have been offered in 2017:

Short and Medium-term Courses

• Corporate Sustainability: From Concept to Implantation – Open.
• Dimensions and Tools for Sustainable Organizational Practices – In company course for Cooperative Agrária.
• Lecture on Social Responsibility, Ethics, and Sustainability - In company for DJ Real Estate in Londrina.
• Corporate Sustainability – In company for Sebrae.
• Sustainable Development on Focus – In company for Arcos Dorados

College

The graduate course in Management Processes at ISAE has the following subjects related to sustainability:
• Elements of Business Sustainability.
• Ethics and Social Responsibility.
• Sustainable Development.
• Management and Strategic Planning for Sustainability.

Picture 35 – Students at the course Corporate Sustainability in class about the SDGs
Picture 36 – Students in the in company course at Sebrae
Picture 37 – ISAE's and Arcos Dorados' teams preparing to start the course

Perspectivaction

This ISAE's unique educational model is aimed to form globally responsible leaders and explores the interrelation of skills, combining theory and practice to offer a global view of the corporate processes. Perspectivaction acts in a way to complement ISAE's regular courses with:
• Guidance to students.
• Welcome to students.
• Contextualization Seminar.
• Learning Workshops.
• Plan for Personal Development.
• Coaching.
• Project "Experiencing the Company".
• Experiential Challenges.
• Volunteer Program Uaná.
• International Relations.
• ISAE Business Accelerator.
• Researches and publications.

Check some relevant data about the Perspectivaction in 2017:

• **1.833 people attended** the workshops, including 178 employees, 11 college students, 10 professors, 485 former students.

• **90 Learning Workshops**, with 46 new themes and 5 daytime activities.

• **5 technical visits**.

• **4 experiential challenges:** rafting, stand up paddle, ballooning, the "gourmet" workshop "Taste of learning".

• **Satisfaction rate** of the program: **8,5**.

• **96 workshops**, including the ones about sustainability: "How to Include the SDGs in Corporate Strategy and Add Value"; "Leadership for Sustainability"; "Environmental Management: a Necessity or an Obligation?"; "Sustainable Leadership"; "Sustainable Finances" and "Governance and Sustainability".

Picture 39 – Students in activities of Perspectivaction.

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Picture 38 – Students of the Master's at ISAE in 2017, with professor Norman de Paula Arruda Filho and the guests Leopoldo Erthal, Sustainability Manager at BMW Brazil, and Umesh Mukhi, professor at Audencia Business School

Picture 40 – 10th Edition of Ozires Silva Award for Sustainable Entrepreneurship (Photo: Daniel Castellano/Gazeta do Povo)

Ozires Silva Award in Sustainable Entrepreneurship

Since 2007, ISAE annually promotes the Ozires Silva Award for Sustainable Entrepreneurship, acknowledging the best projects that contribute to the development of society.

The projects are classified by categories: Social Entrepreneurship, Environmental Entrepreneurship, Entrepreneurship in Education, and Economic Entrepreneurship. They are also split into the genres Business (micro and small enterprises, medium enterprises, medium-large enterprises and large-size enterprises), Academic (college and postgraduation students) and Natural Person (business plan).

Aiming to link this initiative to the United Nations SDGs, since the 2016 edition the nominee projects related their activities to the SDGs. In 2017, 128 were registered, coming from 10 different states of Brazil. 17 projects have been awarded in the four categories.

Lato Sensu Programs

The Post-graduation and MBA courses had the following subjects related to sustainability:
• Contextualization Seminar (Primary Concepts on Sustainability).
• Corporate Sustainability.
• Environmental Management and Sustainable Development.
• Sustainability and Corporate Governance.
• Ethics and Sustainability.
• Beliefs and Sustainability.
• Financial Sustainability Management.
• Leadership for Sustainability.

Stricto Sensu Program

Covering the thematic of Governance and Sustainability and currently in the fifth group, the Postgraduate Program on Governance and Sustainability (PPGS), acknowledged and recommended by the Coordination of Enhancement for Graduated Students (Capes) was created in 2013 aiming to offer a Master degree that could encourage the production of knowledge applied to contemporary topics, such as Sustainable Development, Organizational Governance, Public Governance, Inter organizational Networks Governance, Innovation, Internationalization, Public Policies, Sustainability and Environmental Technologies. Following the guidelines of SDGs and PRME, the Professional Master's in Governance and Sustainability is the first one in Brazil to approach these two fields of knowledge, with the target to form leaders who can promote the responsible governance and the corporate sustainability.

Ozires Silva Chair in Sustainable Entrepreneurship and Innovation

The chair started in Curitiba on February 2011, during the ceremony of the IV Ozires Silva Award for Sustainable Entrepreneurship. The general target of this chair is to be a reference center for sustainable entrepreneurship and innovation, promulgating this culture. It is aimed at developing an entrepreneur profile that can lead people to create, run, and implement new plans for life, studies, and businesses. You can know more about the Ozires Silva Chair for Sustainable Entrepreneurship and Innovation on: *catedraozires.blogspot.com.br.*

Picture 41 – Members of Ozires Silva Chair, with the patron and the ISAE's President, Norman de Paula Arruda Filho

News

In 2017, mindful of trends and demands, ISAE launched a new product: the Summer Courses. These courses are programs for foreigner students, providing them an experience on the Brazilian academic reality, in addition to the possibility of learning about the city of Curitiba and its culture. The classes are in English and happen from June to August, during two weeks in a month. On August 2017, the course Cutting-Edge Practices on Sustainability was set, approaching the main concepts of sustainability and linking them to urban innovations. The program, coordinated by the professor Fabiana Crivano, counted on the participation of Brazilian and German students and provided technical visits to organizations to learn about their practices on sustainability (A3000 building, Elo Environmental and Social Support, Unit 3 RCC from the Brazilian Army, Ippuc, Trützschler Group).
Furthermore, the students took a tour around Curitiba and attended classes about governance and sustainability, the global mindset for leaders and its sustainable approach to business, sustainability

Picture 42 – Students at the Summer Course during a technical visit to the Wire Opera House, in Curitiba.

and multisectoral diplomacy, aside from other subjects. "It's been an amazing experience. I believe that in ten years I'll look back in time and I'll still think this was a wonderful experience", says the German professor Monika Kolb.

For 2018, ISAE is building the program for summer courses with other themes.

September Third Sector

| G4 EC | 8 | G4 SO | 1 | PRME | 3, 5, 6 | PG | 1, 2, 3, 4, 5, 6, 10 | ODS | 8, 10, 16, 17 |

Among the actions that are part of ISAE's history, many of them are related to the support of the third sector. The relationship between the Business School and the third sector is set through educational activities that encourage the development of skills that can allow these organizations and the people involved to self-develop and develop their businesses, as well as the promotion of social actions for fund-raising.

Uaná Volunteer Program

The activities of the Institution include the Volunteer Program Uaná, encouraging the students, employees, and professors at ISAE to apply their knowledge on micro and small enterprises management and in social organizations in the state of Paraná, through a volunteer advisory.

Uaná Refugees

A project of training to the immigrants and refugees, aiming at offering them an opportunity to start over, educating leaders who share their knowledge and contribute to strengthening the local economy.

Social Actions

Social campaigns for fund-raising that benefit children and communities around the Institution.

Scholarships

Trying to contribute to the development of the local community, the Institution offers scholarships up to 100% coverage for the college course. For its employees, ISAE offers scholarships covering 50% or 100% for the MBA and Professional Master.

News

Picture 43 – Meeting of supported NGO's and the volunteers at Program Uaná

In 2017, started the annual cycle of the Volunteer Program Uaná. There was a total of 124 registered volunteers: 61 students, 50 former students, 7 professors and 6 employees. There were 21 institutions of the third sector participating in the Integrated Formation Cycle, in four areas: People Management, Communication/Marketing and Social Media, Fund-raising, and Sustainability.
ISAE has also carried on Uaná Refugees. In a partnership with Linyon, Adus, and Unilehu, the Institution conducted a course of basic computing skills for the refugees. A total of 43 migrants and refugees attended the course, from the following countries: Congo, Guinea Bissau, Haiti, Dominican Republic and Syria. In parallel to this, the Programa for Development and Enhancement for Immigrants and Refugees was launched, in a partnership with Adus, Unilehu, Linyon and Entrepreneurship Alliance.

ISAE, along with other companies, is a partner of the Brazilian Network for the Global Compact in the project "Empowering Female Refugees". The program goal is to empower a group of female refugees in São Paulo with professional guidance and access to job opportunities and networking. The project also aims to sensitize companies about the issue of refugees in Brazil. ISAE is a partner in this program, offering coaching and mentoring remote sessions to the participants. Four volunteer coaches (students and former students) have been to São Paulo, in March, for the first meeting with the refugees assisted by the program.

As **ações sociais** The social actions registered important figures on fund-raising and donation, favoring both the community and the internal public:

■**Campaign for Clothes collection**: collecting clothes and blankets for the Campaign "Donate Warmth" from Curitiba City Hall.

■**Actions for Children's Day and Christmas**: donation of toys for the children at the Daycare Centers Nazareno Cenaza and Infância Colorida.

■**Donation of organic food**: donation of fruits and vegetables picked at ISAE's organic garden to the Daycare Center Nazareno Cenaza and to ISAE's employees.

■**Collection of donations**: food collected at ISAE's events and donated to the Daycare Center Nazareno Cenaza and the Rehabilitation House Nova Vida (Crenvi).

Contributing to the development of the local community, the Institution offers scholarships up to 100% for the college course, and scholarships of 50% and 100% for the internal public in the programs of college courses, MBA, and Professional Master.

The Business School also launched the "Overflow Project", with the objective to create a group of professionals identified and selected by the students of the college course in Management Processes to be inspiring leaders. This group, named as Council of Inspiring Leaders for the Community (Clic), will be responsible for identifying and appointing for the selection exam the candidates who will have their lives changed by the opportunity to attend the technical college course at ISAE Brazil in 2018.

ISAE Brazil College believes in the transformer power of education. In this way, to empower our students for actions as the creation of this group, with the opportunity to change lives, is extremely exalting",

celebrates Claudio Skora, director of Education at the Institution.

Picture 44 – Harvest of the organic garden at ISAE, donated to employees and partner institutions

Picture 45 – Refugees during a computing skills course at ISAE

Picture 46 – Invitation to the "Overflow Project" to a community leader

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October Materiality

G4 **18, 19, 20, 21, 37, 53**   G4 DMA   PRME **3, 5, 6**   PG **10**   ODS **8, 10, 17**

*S*ince 2016, ISAE has been investing in the consultancy with stakeholders, through online surveys, to build its process on materiality. In October, nine characters were selected as potential themes to be presented on the 2017 Sustainability Report.

1 **Actions of environmental management at the Institution:** monitoring the waste generation; rates of consumption and reuse of resources as electricity, water and paper, rates of emission of greenhouse gases; awareness campaigns, and reduction in the use of resources.

2 **Sustainability** in the courses, international modules, workshops, lectures and extra-class activities for students and professors.

3 **Profile of students, professors, and employees:** age, gender, attributions, hometown.

4 **Economic performance at ISAE:** revenue value, operational costs, the balance sheet of salaries and benefits for employees, and payment to capital providers.

5 **Social responsibility:** anti-corruption, support to third sector organizations, solidarity campaigns, human rights, labor issues, health and safety at work.

6 **Channels for communication** between ISAE and the internal and external public and how sustainability is spread through these vehicles.

7 Total investment in **actions to promote sustainability**.

8 **Global movements** of which ISAE is a signatory and how they are incorporated into management and students curriculum.

9 **Stakeholders:** who are them and what are the actions developed to engage them and to communicate with this public.

These characters have been chosen based on the actions of sustainability and on the indicators from GRI. Based on them, an online survey was built, applied to the main stakeholders of the Institution: employees, professors, students, suppliers, and counselors. A total of 233 people have been interviewed.

Each one of the interviewed ordered the characters by importance, from 1st to 10th. According to the order of importance, the character had a weight. The first place received a score 10 and the last a score 1. So, based on this mechanism, the matrix of materiality for ISAE was built:

RELEVANT TOPICS FOR STAKEHOLDERS

80%

Understanding how ISAE relates to its stakeholders: who are them and which are the developed actions for engagement and communication with this public.

Knowing the global movements which ISAE is a signatory and how they are incorporated to the management and to the student's curriculum.

Understanding how ISAE performs its social responsibility regarding issues as anti-corruption, support to third sector organizations, solidarity campaigns, human rights, labor issues, occupational health and safety.

Knowing the environmental management actions at the Institution, as monitoring the waste generation, rates of consumption and reuse of resources as energy, water and paper, rates of GHG emissions, campaigns for awareness and reduction in the use of resources.

Understanding how ISAE promotes sustainability in its courses, international modules, workshops, lectures, and extra-class activities for students and professors.

30%   50%   80%

Understanding about the governance structure at the Institution.

Checking what are the communication channels ISAE has with the external public and how sustainability is disseminated by such vehicles.

Knowing the profile of students, professors and employees: what is the age range, gender, job positions, and hometown.

Knowing what was the total investment in actions to promote sustainability.

Saber do desempenho econômico do ISAE: o valor de receita, custos operacionais, balanço de salários e benefícios de empregados e pagamento para provedores de capital.

30%

RELEVANT TOPICS FOR MANAGEMENT

News

After the survey with the stakeholders, ISAE started to build this 2017 Sustainability Report. The material themes were identified and the frame or the report was built, according to the image:

OPENING	TIMELINE (materiality)	CLOSURE
President's message Institutional About the report Sustainability at ISAE (Global Compact/PRME/SDGs)	January: Governance at ISAE February: Sustainability Goals March: Propagating Sustainability April: Stakeholders May: Anti-corruption June: Environmental Actions July: Employees August: Sustainability in Education September: Third Sector October: Materiality November: ISAE in numbers December: Economic Performance	Next steps Table of contents

In this way, the responsible area built a schedule and the steps to be followed and involved all the responsible departments to start the process of collecting data. On January 2018, the content of this report started to be produced.

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November ISAE in Numbers

G4 PR5 | PRME 1, 2 | PG 10 | ODS 17

*I*SAE's proposal is to build multiple learning environments to ensure the use and creation of knowledge, in a connected way. The intention is to provide students an environment that may allow self-development and an ongoing evolution.

For ISAE, the most important stakeholders are the students, and the great mission of the Institution allowing them to be protagonists of their own learning process and social transformation.

See some important figures from ISAE and the profile of the main partner for the Business School:

6.524
students

128
employees

300
professors at the ISAE Talents Network

11
courses in Sustainability

31
articles in events and scientific journals

2
editions of the magazine Cooperative Paraná - Technical and Scientific

1
conference of scientific research, in three lectures with professors from USP, PUC-RS, UFPR, and others.

15
international partner institutions

21
NGOs supported by the Volunteer Program Uaná

9
participations in international events

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Students Profile

Students per Product Curitiba

Students job positions Londrina

Short-term GBA — 509
Medium-term GBA — 256
College — 75
In company — 1997
MBA — 2591
Professional Master — 46
International Module — 25
Postgraduate courses — 47

Short-term GBA — 63
Medium-term GBA — 40
In company — 216
MBA — 794
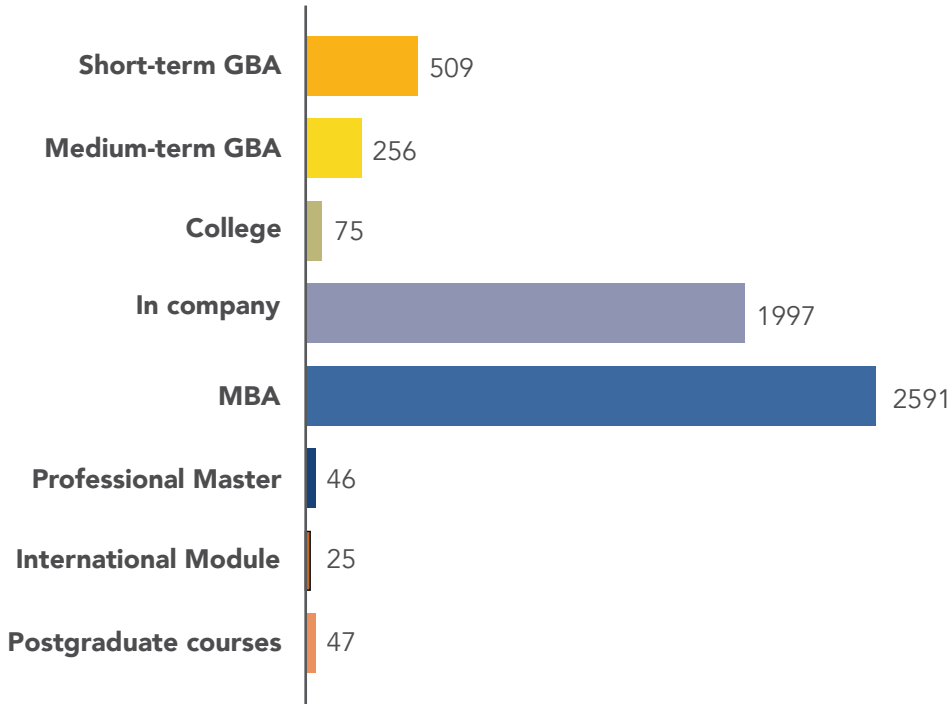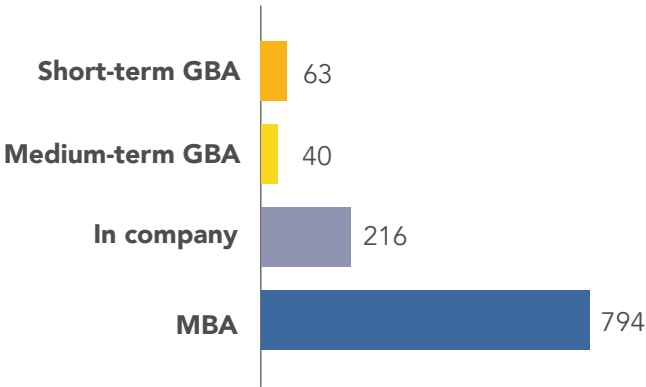
Students Profile

Students job positions Curitiba

Position	Value
Not informed	19,2%
Professor	1,1%
Self-employed	0,8%
Consultant	2%
Business associate /owner	7,6%
President	0,1%
Superintendent	0,1%
Director	5%
Manager	22,8%
Coordinator	9,6%
In charge	0,4%
Specialist	8,1%
Analyst	17,6%
Auxiliar	4,8%
Intern	0,7%

Category	Value
Not informed	19,2%
Others	3,9%
High-management	12,9%
Leadership	32,9%
Executors	25,7%
Early career	5,5%

Students job positions Londrina

Position	Value
Not informed	19,2%
Professor	1%
Self-employed	2,5%
Consultant	1,8%
Business associate /owner	9,4%
President	0,5%
Superintendent	0,3%
Director	4,1%
Manager	20,3%
Coordinator	7,9%
In charge	0,8%
Specialist	11,7%
Analyst	12,4%
Auxiliar	8,1%
Intern	1,5%

Category	Value
Not informed	17,8%
Others	5,3%
High-management	14,2%
Leadership	28,9%
Executors	24,1%
Early career	9,6%

Students Profile

Age range Curitiba

Age range Londrina

Legend:
- 21 to 25
- 26 to 30
- 31 to 35
- 36 to 40
- 41 to 45
- 46 to 50
- 51 to 60
- above 60

Curitiba values: 396, 340, 272, 137, 63, 33, 12, 179

Londrina values: 109, 60, 43, 21, 15, 4, 1, 56

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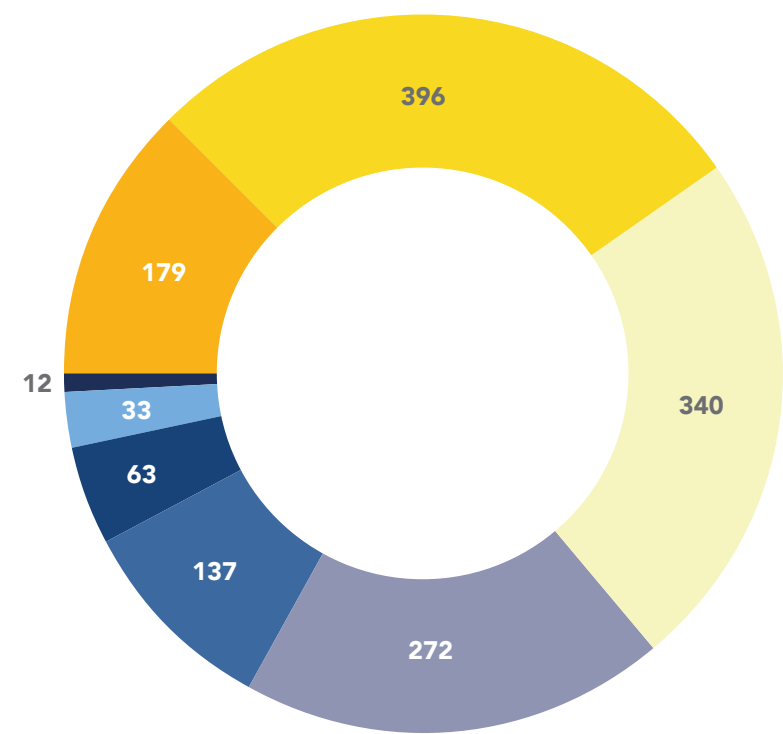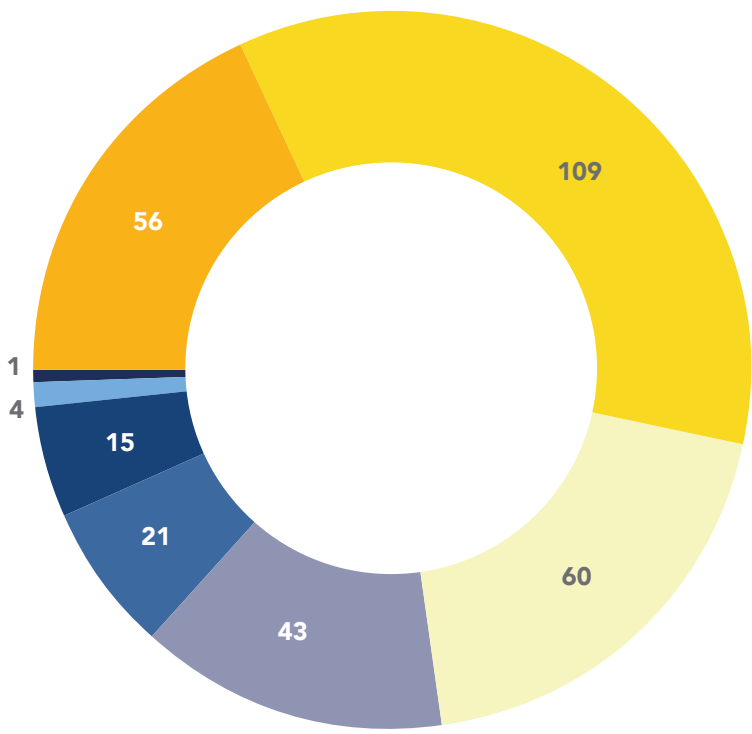
Students Profile

Employability Curitiba

- 17,6%
- 11,6%
- 70,8%
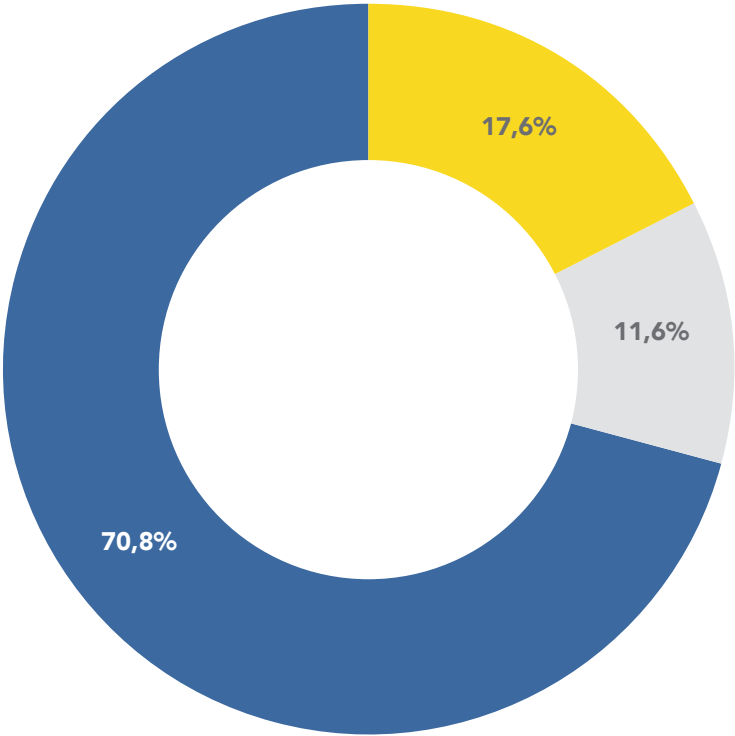
Unemployed

Not informed

Employed

Employability Londrina

- 17,5%
- 11,2%
- 71,3%
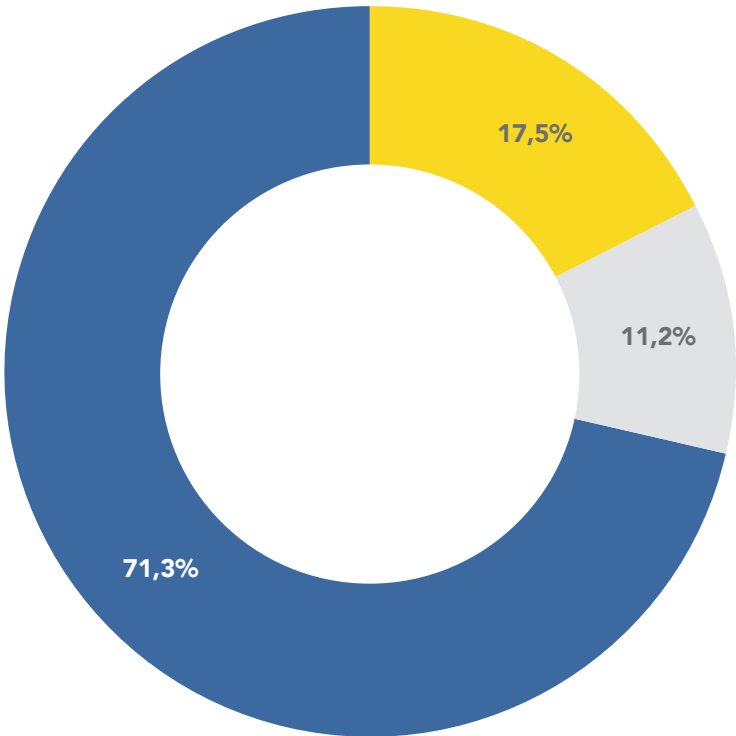
Students Profile

Gender Curitiba

504

68,66%

31,34%

230

Total: 734

Female
Male

Gender Londrina

153

66,81%

33,19%

76
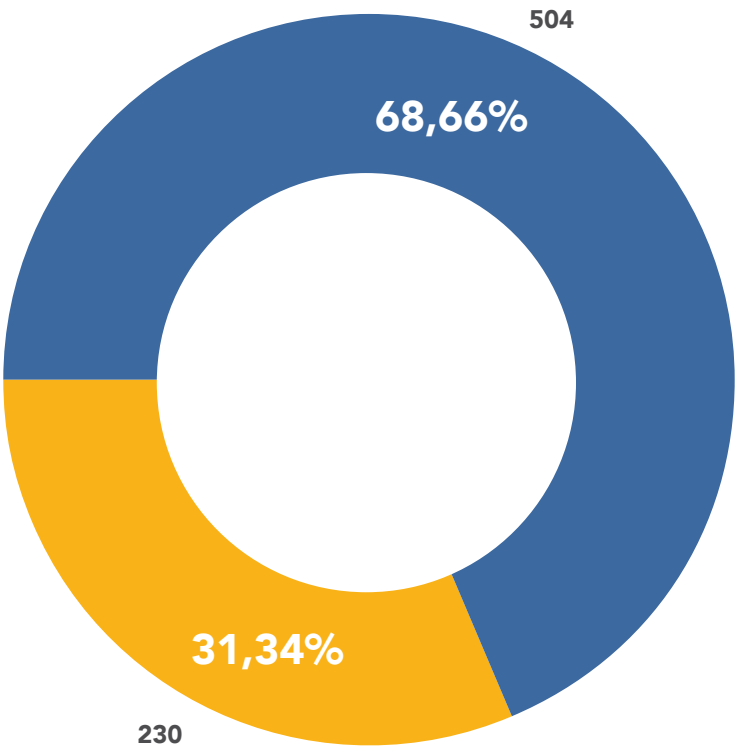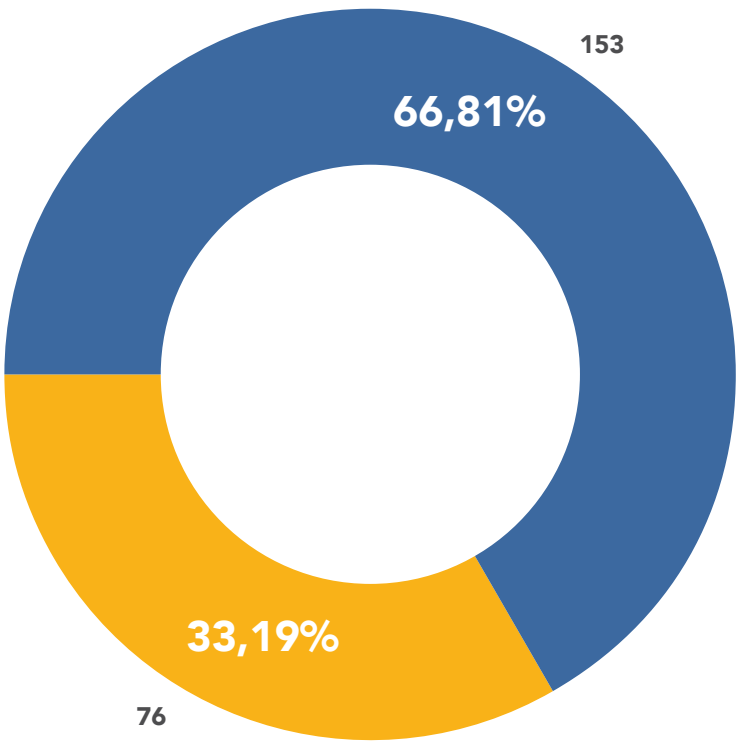
Total: 229

News

Annually, ISAE performs a satisfaction survey with the students. On November 2017, this survey listened to 548 students. The probabilistic quantitative research has been applied online and directed to the students at the units in Curitiba and Londrina, and also at the corporate courses. A total of 312 students were interviewed in Curitiba, 108 in Londrina and 128 in the companies.
Considering an average total of 2,271 students, 548 interviews correspond to a total standard deviation of 3,65%, with a confidence interval range of 95%.

Check the main results of this survey:

Unsatisfied

Indifferent

Satisfied
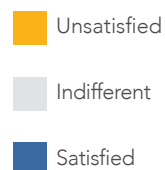
	Unsatisfied	Indifferent	Satisfied
Course applicability in professional and personal life	9%	7%	84%
Relationships – interactions and level of knowledge of the group	6%	10%	84%
Qualification of professors in the MBA and Postgraduate courses	12%	8%	80%
Cordiality in the service of the team at academic secretary	7%	13%	80%
ISAE's contribution for your personal and professional development	10%	11%	79%
Course structure – set of presented subjects	15%	6%	79%
Satisfaction with the hired program	19%	9%	72%
General satisfaction with ISAE	15%	13%	72%
General satisfaction with the service at academic secretary	14%	15%	71%
Availability of the group managers	12%	19%	69%
Information about changes concerning the group	15%	18%	67%
Sustainability actions and social responsibility promoted by ISAE	6%	38%	56%

At the end of each subject, a survey called "Reaction to ISAE Products" is applied, assessing the professor and the Institution, besides the subject itself. In 2017, within the in company products, more than 27.000 answers have been accounted, with a total average score of 9,51*

*The average score was calculated by adding the final score for the Subject (9,49), Institution (9,49), and Professor (9,56), divided by 3.

December Economic Performance

| G4 | 9, 17 | | G4 EC1 | 4, 7, 9 | | PG | 10 | | ODS | 8 |

*O*ISAE manages the factors impacting the financial sustainability, through the budget management for areas and projects. It's a responsibility of the Administrative Council to analyse and approve the proposal for the annual planning of the Business School, including strategies, budgets, investment forecast and expenses. The council also examines and takes a position related to the Fiscal Balance Sheet, Annual Accountancy, Patrimonial Operations and the Annual Report of Activities. During the year, the budget management at ISAE is followed by the areas of Controlling, Financial Department, and Corporate Management Board. As ISAE is a non-profitable organization, its annual revenue, coming from services provision, may be enough to cover the operational costs. For this reason, the biggest challenge for management is to ensure the economic/financial balance for the Institution, in a sustainable and innovative way.

Check the ISAE's main financial indicators to the year 2017:

Revenue
In R$ (thousands)

Net revenue

28.088 (2015)
27.467 (2016)
30.085 (2017)
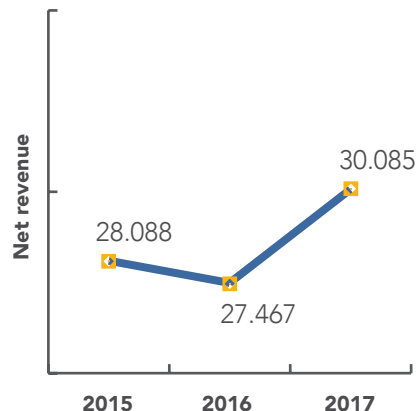
Operational costs/expediture
In R$ (thousands)

Gastos totais

	2015	2016	2017
Total	28.028	27.161	30.863
Costs	13.620	13.146	15.366
Expediture	14.408	14.016	15.497

■ Costs   ■ Expediture
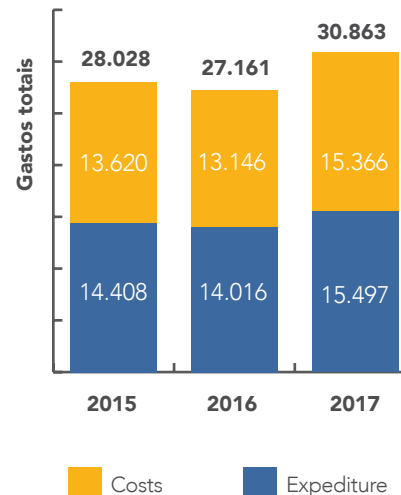
Wages, labor charges, and benefits to employees
In R$ (thousands)

9.464 (2015)
9.764 (2016)
11.864 (2017)

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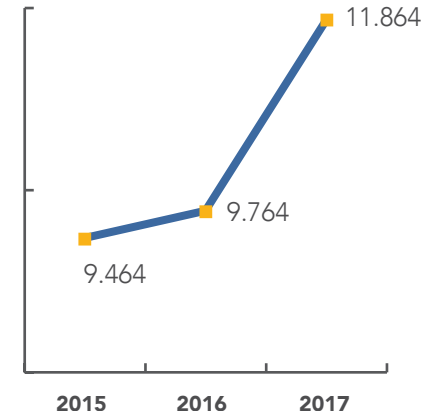
Surplus/Deficit in the period (Profit/Loss)

In R$ (thousands)

305

60

0

-778

2015   2016   2017
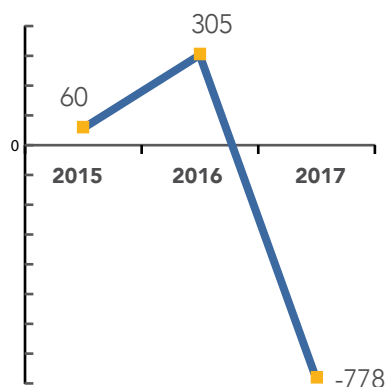
In 2017, the Institution made some adaptations to the internal structure to settle new students and employees, as well as offered new courses trying to meet the market demands.

Investments in infrastructure 2017

In R$ (thousands)

17.227

8.548

318.851   207.791   267.274

Total: 819.791
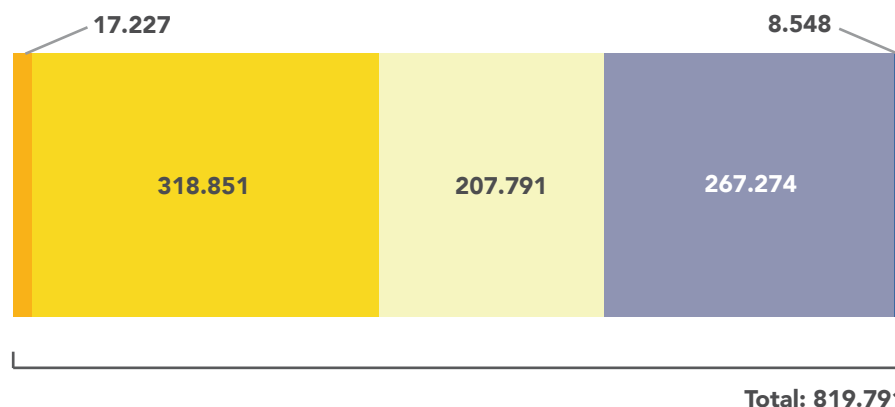
News

Imagem 47 – Workshop de metas para todos os colaboradores

By the end of 2017, ISAE launched a new system for construction and monitoring of goals and results. The methodology OKR has been implemented in December to monitor the goals for 2018. Check the changes:

· **Company and team goals** – Goals are for both the company and the team. There are no management goals. The managers are there to help the teams to achieve their goals. This format eliminates goal levels and provides more engagement to everyone.

· **Shorter cycles for goals** – It allows the company to be agiler and more adaptable to changes. It is ideal to shape a high-performance culture because the short-time challenges bring more incentive and engagement.

· **Objectivity and focus** – Clarity, transparency and a few goals (focus).

For this reason, in 2018, ISAE adopted only two great goals for the whole Institution.

· **Bi-directional approach** (replacing the top-down model of disruption) - Collective construction of goals. In this way, there is more dialog between the areas and the engagement increases. Based on the company's directions, the teams can "look up" and propose their goals, together.

· **Monitoring** – Ongoing monitoring to correct the routes, when necessary.

Furthermore, it has been adopted the system "Management at sight", allowing the whole Institution to know the other teams' goals, encouraging ongoing attendance. For this, ISAE has adopted an online tool, also available as an application, and trained all the employees to use it.

Next Steps

2018 is a year of big challenges to ISAE. On the way to complete its 22 years, the Institution is about to start a new cycle. By delivering a transformer educational process, focused on the applicability and on inspiring leaders who search to bring new solutions, looking forward to the demands of society, the Business School has observed the maturity of its deliveries and the complexity of new projects.

By taking over the presidency of the Latin America and Caribbean PRME Chapter, ISAE is committed to work for bringing a prominent role to the business schools in Latin America, concerning the projects developed for the management education. For this, it will look for the synergy in the chapter and encourage the performance focused on a common point: to train globally responsible leaders.

Besides that, the Institution will work with excellence to ensure that the global movements guiding ISAE's operation (Global Compact, PRME, and SDGs) can be spread and continuously inspiring and mobilizing leaders. For this, ISAE will continue its process to expand international partnerships, assuring a collaborative network for the sustainable development.

We know that it will only be possible through collective and cohesive work, so in 2018 the Institution will continue to inspire leaders. At last, to form responsible leaders is and will always be our answer to the future.

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
INDICATORS OF PROFILE					
Strategy and Analisys					
G4-1	Present a statement from the most senior decision-maker of the Institution about the relevance of sustainability to the organization and its strategy for addressing sustainability.	-	1, 2	-	President's message
G4-2	Present a description of the key impacts, risks and opportunities.	8, 9, 10	1, 2	8, 9, 17	Sustainability at ISAE February and March
Organizational Profile					
G4-3	Report the name of the Organization.	-	-	-	Institutional
G4-4	Report the activities, primary brands, products and services.	-	-	-	Institutional
G4-5	Report the location of the organization headquarters.	-	-	-	Institutional

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-6	Report the number of countries where the organization operates and name the countries where it has significant operations and/or that are relevant to the sustainability topics covered in the report.	-	-	-	Institutional
G4-7	Report the nature of ownership and the legal form of the organization.	-	-	-	Institutional
G4-8	Report the markets served by the organization (with geographic locations, sectors served, and types of customers and beneficiaries).	-	-	-	Institutional
G4-9	Report the scale of the organization, including: total number of employees, total number of operations, net sales (for private sector organizations), total capitalization broken down in terms of debts and equity (for private sector organizations), and quantity of products or services provided.	-	-	8, 9, 10	December
G4-10	Report: - Total number of employees, discriminated by employment contract and by gender. - Total number of own employees, discriminated by job position and gender. - Total workforce, discriminated by own workers and outsourced workers and by gender.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July July July

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-10	- Total workforce, discriminated by region and gender. - If a substantial part of the organization's work is performed by workers legally akcnowledged as self-employed professionals or by individuals who are not own workers or outsourced, including employees and people hired by outsourced companies. - Any significant variations in the number of employees (such as seasonal variations in the number of employees in the tourism and agricultural industries).	-	-	-	Not applicable, there are no cases.
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	July
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	April
G4-13	Report any significant changes that happened along the period covered by the report, regarding size, structure, share capital structure or supply chain at the organization.	-	-	-	Governance
G4-14	Report whether and how the organization applies the Precautionary Principle or approach.	1, 2, 3, 4, 5, 6, 8, 9, 10	1, 2	8, 9, 17	Governance
G4-15	List the charts, principles or other externally-developed economic, environmental and social initiatives to which the organization subscribes, or which it endorses.	1, 2, 3, 4, 5, 6, 10	1, 2, 5, 6	17	Sustainability at ISAE February March

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-16	List the main memberships in 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, or views its membership as strategic.	1, 2, 3, 4, 5, 6, 10	1, 2, 5, 6	17	Sustainability at ISAE February March
Material topics and their Boundaries					
G4-17	List all the entities included in the consolidated financial statements or equivalent documents of the organization and report whether any entity included in the financial statements or equivalent documents is not covered by the report.	10	-	8	December
G4-18	Explain the process for defining the report content and the topic boundaries, and how the organization has implemented reporting principles for defining report content.	-	-	-	October
G4-19	List all the material topics identified in the process for defining report content.	-	-	-	October
G4-20	For each material topic, report its boundaries within the organization, as it follows: - Report if it is a material topic inside the organization. - Whether is not a material topic for all the entities inside the organization (as described on G4-17), select one between these two approaches and present: the list of entities or groups of entities included in G4-17 for those the topic is not material or the list of entities or groups of entities included in G4-17 for those the topic is material. - Report any specific limit related to the topic boundaries inside the organization.	-	-	-	October

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-21	For each material topic, report its boundaries outside the organization, as it follows: - Report whether it is a material topic outside the organizations, indentifing the entities, groups of entities or elements. - Whether it is a material topic outside the organizations, identify the groups of entities or elements for those it is a material topic. Besides that, describe the geographic location where it is a material topic for the identified entities. - Report any specific limit related to the topic Boundaries outside the organization.	-	-	-	October
G4-22	Report the effect of any restatements of information given in previous reports, and the reasons for such restatements	-	-	-	Not applicable, since any restatements have been made.
G4-23	Report significant changes from previous reporting periods in the list of material topics and topic boundaries.	-	-	-	Not applicable, since any restatements have been made.
Stakeholder engagement					
G4-24	Present a list of stakeholder groups engaged by the organization.	-	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	April
G4-25	Report the basis for identifying and selecting stakeholders with whom to engage.	-	1,2, 5,6	1, 2, 3, 4, 5, 8, 10, 17	April
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	April

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-27	Report the key topics and concerns that have been raised through stakeholder engagement, including 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	April
	Reporting Practices				
G4-28	Reporting period for the information provided.	-	-	-	About the report
G4-29	Date of the most recent previous report.	-	-	-	About the report
G4-30	Reporting cycle.	-	-	-	About the report
G4-31	Report the contact point for questions regardind the report or its contents.	-	-	-	About the report
G4-32	- Report the "in accordance" option chosen by the organization. - Report the GRI content index for the chosen option. - Present the reference to the external assurance of the report, if the report has been externally assured. Although GRI recommends external assurance, this recommendation is not a requirement to have a report "in accordance" to the guidelines.	-	-	-	About the report
G4-33	- Report the organization's policy and current practice with regard to seeking external assurance for the report. - If not included in the assurance report accompanying the sustainability report, describe the scope and the basis of any external assurance.	-	-	-	Not applicable, since there is no external assurance.

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
	Governance				
G4-34	Report the governance structure of the organization, including committees of the higher governance body. Identify any committees responsible for decision-making on economic, environmental, and social topics.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
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	Governance
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	Governance
G4-37	Report the processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	October
G4-38	Report the composition of the highest governance body and its committees by: - 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. - Competencies relating to economic, environmental, and social topics. - Stakeholder representation.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-39	Report whether the chair of the highest governance body is also an executive officer in the organization (then, describe his or her function within the organization management and the reasons for this arrengement).	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
G4-40	Report the selection and nomination processes for the highest governance body and its committees, as well as the criteria used for selecting and nominating the highest governance body members, including whether and how: - Diversity is considered. - Independence is considered. - Expertise and experience relating to economic, environmental, and social topics are considered. - Stakeholders are involved.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
G4-41	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: - 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	May/Governance
G4-42	Report highest governance body's and senior executive's 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 topics.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
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	Governance

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-44	Report the processes for evaluating 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-assesment. Report the 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 practices.	-	-	-	Not applicable, since is not a practice.
G4-45	Report the highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities – including its role in the implementation of the due diligence process. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
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	Governance
G4-47	Report the frequency of highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-49	Report the process to communicating critical concerns to the highest governance body.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
G4-50	Report the total number and nature of critical concerns that were communicated to the highest governance body and the mechanisms to address and resolve critical concerns.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
G4-51	Report the remuneration policies the highest governance body and senior executives for different types of remuneration.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
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 that the remuneration consultants have with the organization.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	Governance
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes in remuneration policies and proposals, if applicable.	10	1, 2	8, 9, 17	October
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	July
G4-55	Report the ratio of the 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	Julho

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
	Ethics and Integrity				
G4-56	Describe the organization's values, principles, standards, and norms of behavior, such as codes of ethics and conduct.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	May
G4-57	Report the internal and external mechanisms for seeking advice about ethical and lawful behavior, such as relationship channels (i.e. ombudsman service).	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	May
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and organizational integrity, such as forwarding concerns through the hierarchy ways, mechanisms for reporting irregularities or channels for complaints.	1, 2, 3, 4, 5, 6, 10	1, 2	8, 9, 17	May
	MANAGEMENT APPROACH DISCLOSURES				
G4-DMA	Report why it is a material topic. Report the impacts that make it material. Report how the organization manages the material topic or its impacts. Report how the management approach is assessed, including: evaluation mechanisms of the efficiency for the management approach, the results coming from this assessment and any other adjustments introduced to the management approach.	10	-	17	October

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
CATEGORY: ECONOMIC					
Economic Performance					
G4-EC1	Report the direct economic value generated and distributed on an accruals basis, including the basic components for the organization's global operations. If data are presented on a cash basis, report the justification for this decision in addition to the following basic components: Revenues Economic value retained Operating costs Employee wages and benefits.	10	-	-	December
G4-EC2	Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure.	-	-	-	Not applicable.
G4-EC3	Coverage of defined benefit plan obligations and other retirement plans.	-	-	-	Not applicable.
G4-EC4	Financial assistance received from government.	10	-	-	December
Market Presence					
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	-	-	-	July

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-EC6	Percentage of senior management at significant locations of operation that are hired from the local community.	1, 2, 3, 4, 5, 6, 10	-	-	July
Indirect Economic Impacts					
G4-EC7	Extent of development of significant infrastructure investments and services supported.	-	-	8	December
G4-EC8	Significant indirect economic impacts, including positive and negative impacts.	-	-	8	March
Procurement Practices					
G4-EC9	Proportion of spending on local suppliers at significant locations of operations.	-	-	8	December
CATEGORY: ENVIRONMENTAL					
Materials					
G4-EN1	Materials used by weight or volume.	7, 8, 9	-	12, 13	June
G4-EN2	Percentage of recycled input materials used by the organization.	-	-	-	Not applicable, since no materials coming from recycling have been used.

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
Energy					
G4-EN3	Energy consumption within the organization.	7, 8	-	12, 13	June
G4-EN4	Energy consumption outside of the organization.	-	-	-	Not applicable, since it's not measured
G4-EN5	Energy intensity.	-	-	-	Not applicable, since it's not measured
G4-EN6	Reduction of energy consumption.	7, 8	-	12, 13	June
G4-EN7	Reductions in energy requirements of products and services.	7, 8	-	12, 13	
Water					
G4-EN8	Water withdrawal by source.	7, 8	-	12, 13	June
G4-EN9	Water sources significantly affected by withdrawal of water.	7, 8	-	12, 13	Not applicable.
G4-EN10	Percentage of water recycled and reused.	7,8	-	12, 13	Junho
Biodiversity					
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	-	-	-	Not applicable.

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-EN12	Describe the significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	-	-	-	Not applicable.
G4-EN13	Habitats protected or restored.	-	-	-	Not applicable.
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, discriminated by level of extinction risk.	-	-	-	Not applicable.
	Emissions				
G4-EN15	Direct GHG (Green House Gases) emissions.	7, 8, 9	-	13, 15	June
G4-EN16	Energy indirect GHG emissions.	7, 8, 9	-	13, 15	June
G4-EN17	Other indirect GHG emissions.	7, 8, 9	-	13, 15	June
G4-EN18	GHG emissions intensity.	7, 8, 9	-	13, 15	June
G4-EN19	Reduction of GHG emissions.	7, 8, 9	-	13, 15	June
G4-EN20	Emissions of ozone-depleting substances (ODS).	-	-	-	June
G4-EN21	Nitrogen oxides (Nox), sulfur oxides (Sox), and other significant air emissions.	-	-	-	June

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
Effluents and Waste					
G4-EN22	Waste by type and disposal method.	7, 8, 9	-	13, 15	June
G4-EN23	Total weight of waste, by type and disposal method.	7, 8, 9	-	13, 15	June
G4-EN24	Total number and volume of significant spills.	-	-	-	June
G4-EN25	Total weight of waste transported, imported, exported or treated as hazardous in the terms of Basileia Convention, attachements I, II, III, and VIII, and percentage of waste shipped internationally.	7, 8, 9	-	12, 13, 15	June
G4-EN26	Identification, size, protection status and biodiversity value of water bodies and related habitats significantly affected by water discharges and/or runoff made by the organization.	-	-	-	Not applicable, since there are no mapped environmental impacts.
Products and services					
G4-EN27	Extension of the mitigation of environmental impacts for products and services.	7, 8, 9	-	13, 15	June
G4-EN28	Percentage of products and packages recovered in relation to the total amount of sold products, by product category.	-	-	-	Not applicable.

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
	Compliance				
G4-EN29	Total number of incidents of non-compliance with environmental regulations and/or voluntary codes resulting in a fine or penalty.	-	-	-	Not applicable, since there were no penalties or fines related to the environmental area.
	Transports				
G4-EN30	Significant environmental impacts due to transport of products and other goods and materials used in the organization's operations, as well as the transport of its employees.	7, 8, 9	-	13, 15	June
	General				
G4-EN31	Environmental protection expenditure and total investment, discriminated by type.	7, 8, 9	-	8, 9, 17	June
	Supplier Enviromental Assessment				
G4-EN32	New suppliers that were screened using environmental criteria. Significant negative environmental impacts in the supply chain and actions taken.	-	-	-	Not applicable, since the Institution hasn't made this screening yet.
G4-EN33	Complaint and Grievance Mechanisms Concerning Environmental	-	-	-	Not applicable, since the Institution hasn't made this screening yet.
	Impacts				
G4-EN34	Total number of grievances and complaints regarding environmental impacts that have been reported, processed and solved through formal mechanisms.	-	-	-	Not applicable, since there were no reported complaints.

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
CATEGORY: SOCIAL					
LABOR ISSUES AND DECENT WORK					
Employment					
G4-LA1	Total number and rate 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	July
G4-LA2	Benefits which are standard for full-time employees of the organization but 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	July
G4-LA3	Total number of employees that returned to work after parental leave ended that were still employed after their return to work, by gender.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
Labor/Management Relations					
G4-LA4	Minimum notice periods regarding operational changes and whether they are specified in collective bargaining agreements.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
Occupational Health and Safety					
G4-LA5	Percentage of the workforce represented in formal joint management-worker health and safety committees and the level at which they operate within the organization, helping to monitor and guide occupational health and safety programs.	-	-	-	Not applicable, since there are no such committees in the Institution.

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-LA6	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatality, by region and gender.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
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	July
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	July
Training and Education					
G4-LA9	Average hours of training per year per employee, by gender and employee category.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
G4-LA10	Programs for upgrading employee skills and transition assistance programs provided to facilitate continued employability to the employees in transition period for retirement.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
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	July
Diversity and Equal Opportunity					
G4-LA12	Composition of groups responsible by governance bodies and description of employees by employee category, according to gender, age group, minority groups, and other indicators of diversity.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 17	July

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
Equal Opportunity of Remuneration for Women and Men					
G4-LA13	Ratio of the basic salary and remuneration of women to men, by employee category and significant locations of operation.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
Supplier Labor Issues Assessment					
G4-LA14	Percentage of new suppliers that were screened using labor issues criteria.	-	-	-	Not applicable, since the Institution doesn't make this analysis.
G4-LA15	Significant actual and potential negative impacts on labor issues in supply chain and measures taken to prevent them.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 5, 6	1, 2, 3, 4, 5, 8, 10, 17	April
Complaint and Grievance Mechanisms Concerning Labor Issues					
G4-LA16	Total number of grievances and complaints concerning labor issues that have been registered, processed and solved through a formal mechanism.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6	3, 5, 8, 9, 10, 17	July
HUMAN RIGHTS					
Investments					
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, 3, 4, 5, 6	8, 17	July

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-HR2	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, 3, 4, 5, 6	8, 17	July
Non-discrimination					
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	-	-	-	Not applicable, since there were no records.
Freedom of Association and Collective Bargaining					
G4-HR4	Operations and suppliers in which the right to freedom of association and collective bargaining may be violated or at significant risk and measures taken by the organization to support rights.	-	-	-	Not applicable, since there were no records.
Child Labor					
G4-HR5	Operations and suppliers considered to have significant risk for incidents of child labor and the measures taken by the organization to contribute to the effective abolition of child labor.	-	-	-	Not applicable, since there were no records.
Forced or Compulsory Labor					
G4-HR6	Operations or suppliers considered to have significant risk for incidents of forced or compulsory labor and the measures taken by the organization to contribute to the elimination of all forms of forced or compulsory labor.	-	-	-	Not applicable, since there were no records.

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
	Security Practices				
G4-HR7	Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security.	1, 2, 3, 4, 5, 6, 10	1, 2	5, 8, 9, 10	July
	Rights of Indigenous People				
G4-HR8	Total number of identified cases of violations involving the rights of indigenous peoples and measures taken by the organization.	-	-	-	Not applicable, since there were no records.
	Assessment				
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments.	-	-	-	Not applicable, since the Institution doesn't make this analysis.
	Suppliers Human Rights Assessment				
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	-	-	-	Not applicable, since the Institution doesn't make this analysis.
G4-HR11	Significant actual or potential negative impacts on human rights in the supply chain and measures taken by the organization to prevent them.	-	-	-	Not applicable, since they haven't been identified.

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
Complaint and Grievance Mechanisms Concerning Human Rights					
G4-HR12	Number of grievances and complaints related to impacts on human rights that have been registered, processed, and solved through formal mechanisms.	-	-	-	Not appplicable, since there were no cases reported.
SOCIETY					
Local Communities					
G4-SO1	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	March
G4-SO2	Operations with significant actual and potential negative impacts on local communities.	-	-	-	Not applicable.
Anti-Corruption					
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and significant risks identified.	10	1, 2, 4, 5, 6	8, 9, 16, 17	May
G4-SO4	Communication and training about anti-corruption policies and procedures.	10	1, 2, 4, 5, 6	8, 9, 16, 17	May
G4-SO5	Confirmed incidents of corruption and actions taken.	10	1, 2, 4, 5, 6	8, 9, 16, 17	May

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
	Public Policy				
G4-SO6	Total monetary value of financial and in-kind political contributions made by the Institution, by country and recipient/beneficiary.	-	-	-	Not applicable, since there were noo contributions.
	Anti-Competitive Behavior				
G4-SO7	Total number of legal actions pending or completed regarding anti-competitive behavior and violations of anti-trust and monopoly legislation, including any decisions or judgments.	-	-	-	Not applicable.
	Compliance				
G4-SO8	Total monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and/or regulations.	-	-	-	Not applicable.
	Supplier Social Impacts Assessment				
G4-SO9	Percentage of new suppliers that were screened using social impacts criteria.	-	-	-	Not applicable, since the Institution doesn't make this analysis.
G4-SO10	Significant actual and potential negative impacts in the supply chain on society and measures taken by the organization.	-	-	-	Not applicable, since they haven't been identified.

GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
	Complaint and Grievances Mechanisms Concerning Social Impacts				
G4-SO11	Total number of complaints and grievances concerning the social impacts that have been registered, processed and solved through a formal mechanism.	-	-	-	Not applicable, since there were no complaints.
	RESPONSIBILITY FOR THE PRODUCT				
	Customer Health and Safety				
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	-	-	-	Not applicable, since these impacts are not assessed.
G4-PR2	Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safe impacts of products and services within their lifecycle, by type of result.	-	-	-	Not applicable, since no cases have been reported.
	Marketing and Labeling				
G4-PR3	Type of information required by the organization's procedures for product and service information and labeling and the percentage of significant categories covered by and assessed for compliance with such procedures.	-	-	-	Not applicable, since no cases have been reported.

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GRI	Indicator	Global Compact principles	PRME principles	SDG	Corresponding topic
G4-PR4	Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by type of result.	-	-	-	Not applicable, since no cases have been reported.
G4-PR5	Results of customer satisfaction surveys.	10	1, 2	17	November
Marketing Communication					
G4-PR6	Selling of prohibited or contested product.	-	-	-	Not applicable, since no cases have been reported.
G4-PR7	Total number of incidents of non-compliance with regulations and/or voluntary codes concerning to marketing communication, including advertising, promotion, and sponsorship, by type of results.	-	-	-	Not applicable, since no cases have been reported.
Customer Privacy					
G4-PR8	Total number of substantiated complaints received concerning breaches of customer privacy and losses of customer data.	-	-	-	Not applicable, since no cases have been reported.
Compliance					
G4-PR9	Total monetary value of significant fines for non-compliance with laws and/or regulations concerning the supply and use of products and services.	-	-	-	Not applicable, since no cases have been reported.

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