



# Annual and Sustainability Report 2023

**Cruzeiro do Sul**  
Educacional



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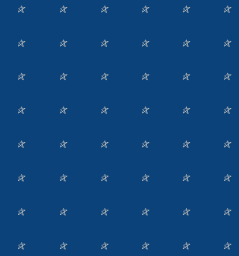
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CHAPTER 1

# Introduction

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# About the report

GRI 2-3

We are Cruzeiro do Sul Educacional, one of Brazil's largest educational groups, which for over 59 years has been dedicated to promoting quality education and making a positive impact on society.

For the period from January 1st to December 31st, 2023, the report is in line with our commitment to transparency and generating value for shareholders and stakeholders, we have embraced the principles of the IIRC (International Integrated Reporting Council) for the construction of this Integrated Report and the Global Reporting Initiative (GRI), the most widely used reporting guidelines by companies around the world.

The aim is to present how our business creates value, mitigates negative impacts, enhances opportunities and development for our stakeholders and therefore achieves financial sustainability.

Throughout this publication you will learn about the actions, initiatives and practices that have guided us on this journey throughout 2023, as well as the results achieved.

**Happy reading!**



## Global Reporting Initiative

We have chosen the GRI guidelines, the main standard for reporting corporate sustainability indicators. The GRI indicators are referenced in the GRI index (p. 77) and throughout the pages by the symbol GRI X-XX.



## INTEGRATED REPORTING

Now part of IFRS Foundation

## Integrated Reporting

We have embraced the Integrated Reporting guideline and present the capitals that make up our business throughout the content. In the chapter openings you will find a reference to which capitals are addressed there and, in the capitals map (p. 34), guidance on where to find each capital.





# Message from the leadership

GRI 2-22

**Cruzeiro do Sul Educacional made significant advancements in 2023, a year distinguished by expansion, innovation, and sustainability. We concluded the period with strong performance that demonstrates our dedication to shareholders, students, academic excellence, and social responsibility.**

In 2023, we had the highest growth in the student base, net revenue and EBITDA since our IPO in 2021 and delivered the best EBITDA margin over the last 5 years. We closed the year with more than 469,000 students, a 31% rise since the IPO. These results reflect our ability to adapt and resilience in a highly competitive market, supported by brands renowned for educational quality and competent, committed employees.

Academic excellence continues to be a central pillar of our work. In 2023, 7 of our 13 affiliates were in the process of being re-accredited by the Ministry of Education (MEC) and we obtained 100% of the maximum score of 5, rising to 69% of affiliates with a score of 5 (vs. 21% in 2022) and 31% with a score of 4 (vs. 57% in 2022). We maintained our excellent performance in the General Course Index (IGC), with a continuous score of 2.93, 10% higher than the national average, with 43% of HEIs in the IGC range of 4 and 5.

Significant expenditures in pedagogical infrastructure and technology—roughly R\$200M by 2023—have transformed academic quality and the student experience. These investments represent the greatest in our history. With this investment, we hope to establish in-person and online learning environments that offer unique pedagogical benefits and put the newest technology at the disposal of educators and learners.

We have also strengthened our strategic partnerships with renowned institutions, both domestic and international, expanding opportunities for exchange and academic collaboration. Moreover, we encourage research and innovation through specific programs, reinforcing our commitment to

the scientific production of our academic community. These initiatives consolidate our position as one of the leading educational players in Brazil, committed to the advancement of knowledge and the training of highly qualified professionals.

We work with sustainability as a core tenet of our culture. Through the services offered in our clinics and centers for legal practices, accounting and tax support, and accessibility, we helped over 6.9 million individuals in 2023. Regarding equality and inclusivity, the organization has numerical parity at managerial levels (starting from coordination), and women outnumber males in the academic community, which serves as our structural core.

We are committed to promoting diversity, equity and inclusion across the board in CSED's relations. Diversity in the teaching environment is one of our material themes and a focus of attention and debate within the Organization. The affirmative actions implemented internally are a driver of our organizational strategy and have spread the understanding of our value of "Respect for identity and diversity".

On the governance front, we are always evolving our compliance and corporate governance processes with the goal of aligning with market benchmarks for ethical standards, transparency, and governance.

As we look to the future, we reiterate our dedication to the goal of strengthening the teaching, research, and extension triad at our institutions. We intend to grow our student body, extend our reach, and keep coming up with new and creative teaching strategies. With the help of our employees, students, partners and shareholders, we are sure that we can continue to develop Cruzeiro do Sul Educacional into something even more robust and resilient.

**We appreciate your unwavering support and trust, everyone.**

**Fábio Fossen**

CEO



# Highlights for 2023



**R\$2.3BI**

In net revenue  
(+13.3% vs 2022)



**R\$100.5MI**

Net profit  
(15.2 times higher than in 2022)



**+16,1%**

enrollment  
(vs 2022)



**296** thousand

Students in digital graduation  
(+24.7% vs 2022)



**141** thousand

On-site undergraduate students  
(+10.6% vs. 2022)



**3,8** p.p

On-site re-enrolment (vs 2022)

**+0,7** p.p

Of Digital re-enrolments (vs 2022)



**69%**

of our HEIs with top grade at MEC



# Awards and recognitions



anthology

CSED won the Catalyst Awards 2023 in the Student Success category.



Our institutions Universidade de Franca (UNIFRAN), Centro Universitário Nossa Senhora do Patrocínio (CEUNSP) and Centro Universitário Braz Cubas were ranked among Brazil's private institutions by the Impact Ranking (IR) of the British group Times Higher Education (THE), which evaluates performance in meeting the United Nations (UN) Sustainable Development Goals (SDGs).



Four of our universities were ranked in the SCImago Institutions Rankings (SIR), which evaluates HEIs and the evidence of their performance in research, innovation and social impact.



We received a score of 5 (on a scale of 1 to 5) in the Evaluation Report for the Reaccreditation of Universidade Cruzeiro do Sul, Unifran, Braz Cubas, FSG, UNICID, UDF and CEUNSP by MEC, meeting all the established criteria with excellence.



All our institutions have been awarded the Socially Responsible seal by the Brazilian Association of Higher Education Providers (ABMES).



CSED is among the ten largest in the education sector, taking 4th place in the Valor 1,000 Ranking.



According to the Valor Inovação 2023 Special, we came 4th in the education sector.



We were recognized as an employer by the Well-being Index Seal.



Research.com's Ranking placed Cruzeiro do Sul University among the best research institutions in the country in the Medicine, Biology and Biochemistry fields.



The Folha University Ranking (RUF) classified the Cruzeiro do Sul University, in the 2023 edition, as one of the best private institutions in Brazil.





Elected as one of the Companies that Best Communicate with Journalists in the Education category.



GUPY seal based on feedback from over 90% of the candidates who have taken part in our selection processes.

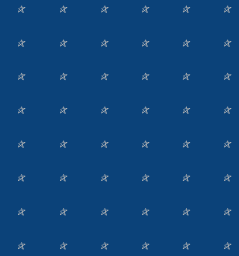


Ten of our institutions are certified by Semesp - HEI Friend of Scientific Initiation Seal.



UDF-IEL came 1st in the national stage of the IEL Talent Award, in the Innovative Teaching Institution category.





CHAPTER 2

# Cruzeiro do Sul Educativo

- › About us
- › Our ecosystem

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11



# About us

GRI 2-11 | 2-6 | 2-7

**With a 59-year history, we are among the country's largest educational groups aiming to educate citizens, promote access to quality education and generate a positive impact on society.**

We offer on-site and distance-learning courses at all levels, from early childhood education to higher education, including postgraduate (lato sensu and stricto sensu), and free extension and language courses.

We are currently present in all Brazilian states and the Federal District, with around 1,650 distance learning (DL) centers and 27 campi.

We have over 469,000 students and 7,742 employees, including our 13 affiliates.

## Our Principles

GRI 2-23



### Mission

Developing the teaching, research, and extension triad of our institutions in synergy, so that they become relevant in the national scenario, with recognized brands in their respective markets, forming citizens and professionals who effectively contribute to local and national development.



### Vision

Establish ourselves as the best higher education group in Brazil, with academically relevant institutions in the national scenario and recognized brands in their respective markets, achieving the best assessment indicators in teaching, research, and extension.



### Values

- Ethics
- Transparency
- Innovation
- Responsibility
- Respect towards diversity and identity
- Commitment towards local and regional development

## Our ecosystem



\* Through the Cruzeiro do Sul Online brand



# +1,650

Distance learning centers in all Brazilian states

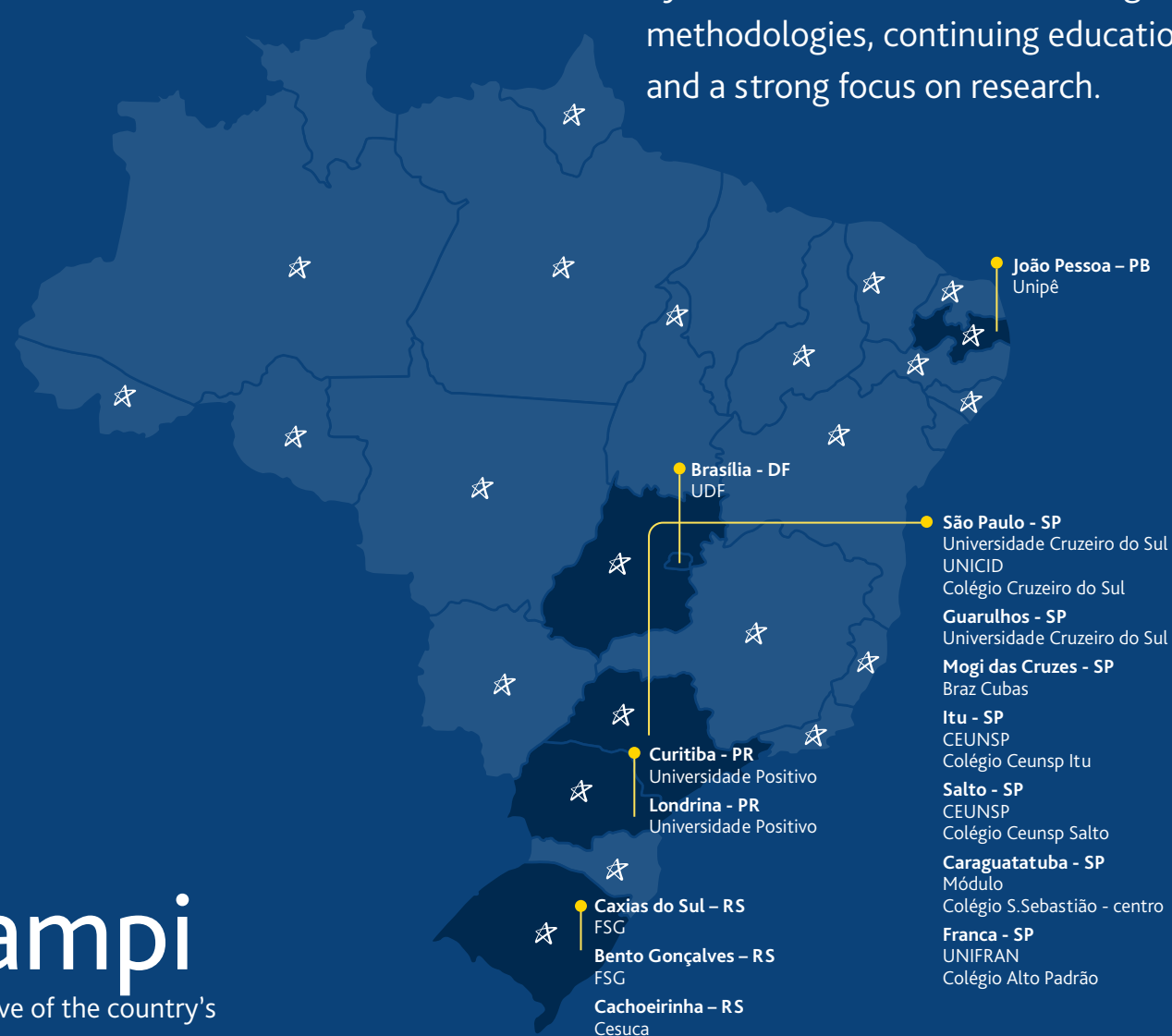


# 27 campi

On-campus in five of the country's federal units

## Nationwide presence

Our institutions are distinguished by innovation, advanced teaching methodologies, continuing education and a strong focus on research.





## Educational pillars

Six pillars govern the way we teach, directly impacting on how we relate to our students, employees and local communities. It is with these pillars that we seek to ensure student success in meeting the challenges of the job market and society.

01

### Students in the spotlight

Developing and fulfilling actions with creativity, leadership, empathy, autonomy, and social responsibility. More than a professional, our students are agents of change.

02

### Entrepreneurship

Boosting our students' entrepreneurial skills, so that they are able to develop innovative solutions, and add value to society. We encourage cross-cutting and interdisciplinary projects, online and gamified platforms.

03

### Flexibility

Experiencing curricular flexibility – choosing online subjects, establishing an on-site schedule, study time and location, allowing optimal use and student involvement in varied activities.

04

### Training trainers

Providing the best experiences in our learning process, with the support of new methodologies and technological tools, making learning more engaging, challenging, stimulating, and transformative.

05

### Innovation

Encouraging innovation through scientific research, promoting a mindset that is favorable to creativity and innovation as the foundation of all our academic initiatives and talent development.

06

### Critical thinking

Providing support for balanced and assertive decision-making. Critical thinking is essential for the full development of a citizen who is more conscious (locally and globally).





## Our structure

GRI 2-6

In 2023, we invested heavily in infrastructure. We have a total of 27 campi, Higher Education Institutions (HEIs), where we work to provide the best conditions for learning.

We have classrooms and libraries equipped with advanced technological resources, laboratories and vocational facilities with the most up-to-date equipment on the market, as well as modern buildings and extensive green areas.

Check out the inaugurations and renovations carried out in 2023, which benefited the academic community, society and the environment.

### New service facilities



**Clinical Analysis Laboratories** of the Biomedicine course at the Braz Cubas, CS Santo Amaro and Guarulhos Units, with the aim of carrying out laboratory tests (blood count, urinalysis, parasitology and biochemistry) with the local community.



**Inauguration of the new campus of the Positivo Unit in Londrina**, with a total area of 27,650.41m<sup>2</sup>, of which 14,905.11m<sup>2</sup> is built, with capacity for 5,000 students. This campus will initially include Dentistry, Medicine, Psychology, Law and Architecture courses.



**Dental Clinics at the Paulista and Guarulhos CS Units**, for practical classes and internships, where students, under the supervision of teachers, carry out treatments on the local population, such as dentistry, endodontics, periodontics, radiology, prosthodontics and implantology.



**Legal Practice Center (NPJ) at Cruzeiro Villa Lobos**, serving the population in the Civil, Labor, Social Security, Criminal and Administrative Law fields.



**Psychology Clinic at UDF Brasília** providing services to the community in the areas of behavior, constructivism and therapy, both for adults and children.



**Speech Therapy Clinic at Unicid Tatuapé and Braz Cubas in Mogi das Cruzes**, with the following services: speech and hearing assessment and rehabilitation; auditory assessment and rehabilitation; auditory training in an acoustic booth; otoneurological examinations and labyrinthine rehabilitation for balance disorders, serving the adult and child communities.

## Reforms and advances in campus infrastructure



**6 works related to medical courses at Cachoeirinha, Caxias do Sul, Itu, Caraguatatuba, Londrina and Paulista Units**, which included the course's administrative spaces, a cafeteria and decompression room for students, specific laboratories such as Medical Skills, Functional Practices, Morphofunctional, as well as simulated consulting rooms, active methodology rooms and tutoring rooms, all with technological innovation. The expectation of these medical courses is that they will have a positive impact on civil society as a whole, with trained doctors ready for the job market serving the local population in the medium term.



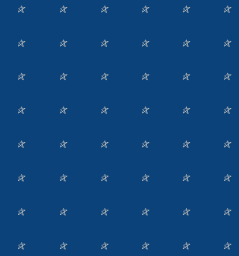
**Computer labs (LDI)** due to the growing number of students in the CS Villa Lobos and Guarulhos Units, UDF Brasília, Unipe João Pessoa and Unicid Tatuapé, as well as meeting technological innovations with the use of software in practical classes.



**Construction and adaptation of health waste shelters (biological and chemical)** to comply with legalization on all campi so as not to have an impact on the environment, thus segregating, collecting and disposing of properly.



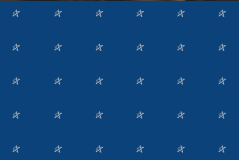
**Adaptation works on campuses to comply with NBR9050 (Accessibility)** to buildings, furniture, spaces and urban equipment) so that the Units comply with the legislation and provide adequate access for the entire academic community and employees.



CHAPTER 3

# Corporate governance

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- › Risk management 27



# Shareholder profile

GRI 2-23

Since 2021, we have been a publicly traded company, listed on the Novo Mercado of the Brazilian stock exchange, B3.

The IPO has further accelerated the Company's process of evolution in terms of governance and sustainability, with the founding families integrating the Board of Directors and the advisory committees to the Board.



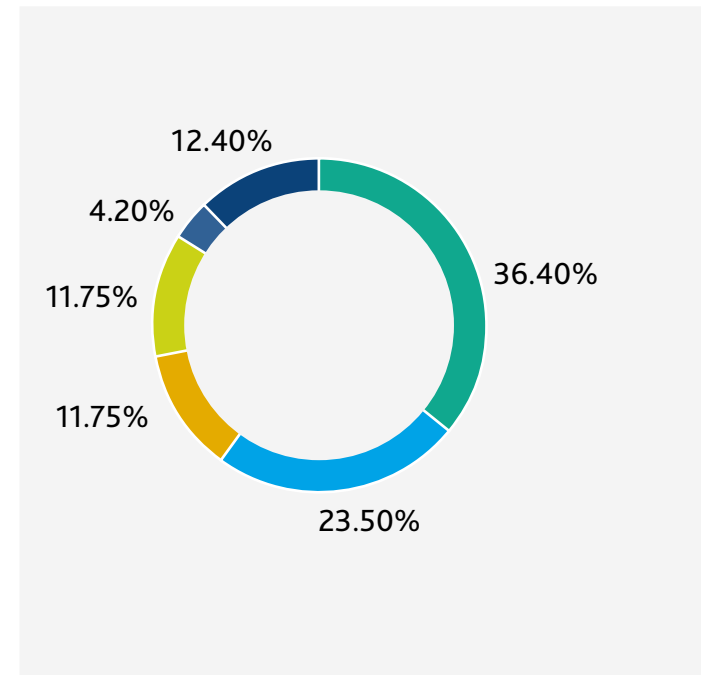
## Our share profile

**CSED3**  
**100% common (ON)**

**+38.0%** appreciation in 2023 (vs 2022), closing the year quoted at **R\$ 5.30**

### SHAREHOLDER COMPOSITION AT 12/31/2023

Shareholders	Shares	% Part.
ARCHY LLC	132.707.280	36.40%
D2HFP - Fundo de Investimento em Participações	85.679.880	23.50%
Gama 1 FIM	42.839.940	11.75%
REDMOND FIM	42.839.940	11.75%
Government of Singapore Investment Corporation (GIC)	15.300.000	4.20%
Outstanding shares	45.175.512	12.40%
Management	0	0.00%
Treasury shares	0	0.00%
<b>Total</b>	<b>364.542.552</b>	<b>100.00%</b>





## Generating value for shareholders

Shareholders and investors play a key role in guiding our practices and conduct, continually stimulating improvements in our corporate governance.

According to the Company's Bylaws, shareholders are guaranteed mandatory minimum dividends each year equivalent to 25% of the net profit for the year, adjusted by the legal reserve.

With growing net income, in 2023 we promoted the distribution of interim dividends in the amount of R\$60 million, with the remainder of the total dividends for 2023 being decided at the 2024 AGM, levels significantly above the minimum mandatory dividend.

(R\$ million, except %)	12/31/2023
Net profit for the year	100.5
<b>Basis for legal reserve</b>	<b>100.5</b>
Appropriation for legal reserve (Art. 193 of Law No. 6,404)	5.0
<b>Basis for minimum mandatory dividend</b>	<b>95,4</b>
Mandatory minimum dividend - 25%	23.9
Additional dividends proposed	36.1
<b>Allocation to profit retention reserve</b>	<b>35.4</b>
Dividend per outstanding share - In reais	0.1646



# Management

GRI 2-9 | 2-10 | 2-12 | 2-17 | 2-18 | 2-19 | 2-20

## Board of Directors

**Cruzeiro do Sul Educacional is strongly committed to ethics and the evolution of corporate governance, with a diversified Board of Directors with independent members and shareholder representatives, coupled with the expertise of the founding families.**

The Board is made up of nine to eleven members, with a chairman and the other directors elected and dismissed at any time by the General Meeting for a two-year term, with re-election permitted.

At least two members, or 20% of the members, whichever is greater, must be independent directors, in accordance with the criteria and requirements laid down in the Novo Mercado Regulations and, in 2023, the Board had three independent directors (33% of the members).

Risk Management and Internal Audit, supervised by the Audit Committee, identifies and manages risks, proposing mitigation measures to be approved by the Board of Directors, which oversees implementation by the Executive Board.

The Board meets ordinarily once every quarter and extraordinarily whenever needed with the Executive Board and committees for support. The Board of Directors is responsible for determining the Company's strategic direction in the short, medium and long term, defining the Group's mission, vision and values and approving organizational policies, always ensuring that ethics and transparency are upheld in dealings with all stakeholders.

In 2023, all board members attended meetings 100% of the time, the average number of years in office was six years.

### Board of Directors (2024-2026)



\* Silvio Genesini took up his position on the Board in January 2024, replacing Rodrigo Capelato who served at the end of 2023.

## Competence matrix and board members' profile

	Carlos Alberto Nogueira Pires da Silva	Patrícia Ferreira Figueiredo	Fábio Ferreira Figueiredo	Fernando Padovese	Gustavo Cellet Marques	Renato Padovese	Renato Russo	Silvio Genesini*	Wolfgang Stephan Schwerdtle President
Corporate Governance	★	★			★	★	★	★	★
Finance and M&A	★		★	★	★		★	★	★
Education Sector		★	★	★		★		★	★
People Management		★				★		★	★
Data Security							★	★	
Risk and Compliance Management		★					★	★	
Marketing and Sales	★	★						★	
Date of election	4/30/24	4/30/24	4/30/24	4/30/24	4/30/24	4/30/24	4/30/24	4/30/24	4/30/24
Independent Member	★						★	★	
Committees	Audit	People	Finance and M&A	Finance and M&A	Finance and M&A	People	Audit	Audit	People
Education	Administration	Social Communication	Law	Administration	Engineering	Pharmacy and Biochemistry	Social Sciences	Engineering	Economy
Age Group	54	52	54	55	31	53	62	71	54
Gender	male	female	male	male	male	male	male	male	male

\*Silvio José Genesini Junior to replace Rodrigo Capelato.

Note: 11.11 per cent of board members are female and 88.89 per cent are male.

## Advisory Committees to the Board

### Audit Committee

It is currently made up of three members, this being its minimum composition, elected by the Board of Directors for two-year terms, with re-election permitted.

At least one of its members must be independent and another with recognized experience in corporate accounting matters.

The Audit Committee meets ordinarily once every quarter and extraordinarily whenever necessary. Their responsibilities are:

- Express their opinion on the hiring of independent auditing; assess quarterly information and internal policies;
- Monitoring risk mapping and management;
- Identifying conflicts of interest and opportunities to improve internal controls; and
- Ensuring that the structure is scaled to fulfill the role of good corporate governance, among other attributions.

The Audit Committee is responsible for managing the Independent Audit, the Internal Audit, the Ethics and Conduct Committee and the Privacy and Cybersecurity Committee (find out more on the next page).

### Finance and M&A Committee

Currently composed of four members, it can be made up of up to five sitting members, appointed and dismissed by the Board of Directors for two-year terms, with re-election permitted.

It is responsible for supervising, analyzing and expressing opinions on operations and other matters of a financial nature and relating to the capital markets, and for monitoring internal financial planning and management. Other duties include:

- Advising the Board of Directors on business combinations and operations, assessment of internal financial policies (including hedge and credit limits on cash applications), as well as currency mismatches and debt-to-equity ratio (leverage);
- Assessment of the annual and multi-annual budget proposal of the Executive Board to be approved by the Board of Directors and other proposals; and
- Monitoring of short, medium and long-term financial planning and cash flow.

### People Committee

At present, it is made up of four members and can be made up of up to five permanent members, appointed and dismissed by the Board of Directors for two-year terms, with re-election permitted.

It is tasked with analyzing and giving its opinion on matters related to the development of its managers and professionals, culture and work environment and processes related to people management, organizational culture, trade union issues and corporate governance. Other duties include:

- Advising on the appointment and recommendation of the nomination and dismissal of the Company's Directors;
- Coordinating the selection process for the Chairman and recommending nominations to the Board of Directors for deliberation;
- Monitoring the annual feedback to the Chairman by the Board of Directors;
- Coordinating and monitoring the succession process for the Chairman and Directors;
- Monitoring and recommending ESG strategies, plans and dashboard targets and indicators.
- Advising on setting targets and assessment methods for the development of the Chairman and his direct reports, including for the purposes of receiving the corresponding annual bonus and the Variable Remuneration Plan; and
- Advising on the general rules of the remuneration plans currently in force or that may be implemented.

The Board also has the support of the governance secretariat, which coordinates the implementation of best governance practices and supports the definition of responsibilities and the monitoring of results in relation to these practices, leading to greater efficiency, transparency and accountability.



### Privacy and Cybersecurity Committee

Created in 2023, it is directly linked to the Executive Board (Presidency), and operates on a permanent basis and reports at least quarterly to the Audit Committee and the Board of Directors.

The committee is made up of seven sitting members, who must hold the positions of CEO, IT Executive Officer, Legal & Compliance Executive Officer, DPO (Data Protection Officer), Cybersecurity Manager, Data Governance Manager and Internal Audit Manager, respectively, the latter being non-voting.

The committee is responsible for advising and supporting the Data Protection Officer (DPO) in matters related to the definition and planning of strategies, policies and measures aimed at the proper structuring, maintenance and improvement of the Company's Privacy Program and other obligations related to the protection of personal data, as set out in articles 46 and 50 of the General Data Protection Law (LGPD).

It must also monitor and direct the appropriate handling and mitigation of actual or potential risks to the protection of personal data and cybersecurity in the environment of the Company's processes.

### Ethics and Conduct Committee

Made up of four fixed members - the CEO, the People, Management and Sustainability Officer, the Legal and Compliance Officer and the Head of Internal Audit - it can also include guest members, depending on the nature of the cases being analyzed.

It is the body's responsibility to ensure that our commitment to acting ethically, with integrity and transparency is fulfilled and that activities are conducted in accordance with current national and international laws, best corporate governance practices and in line with its values.

Another task of the committee is to analyze all critical concerns and report them to the statutory Audit Committee, which reports directly to the Board of Directors.

Reports are made at ordinary quarterly meetings, and may also be made at extraordinary meetings, depending on the criticality of the issue being dealt with.

## Executive Board

Qualified professionals with proven technical, professional, or academic experience who are aligned with our values and culture, are nominated to be a part of the Executive Board.

The nomination considers criteria such as complementarity of experience, academic background, time availability to perform the role, and diversity.

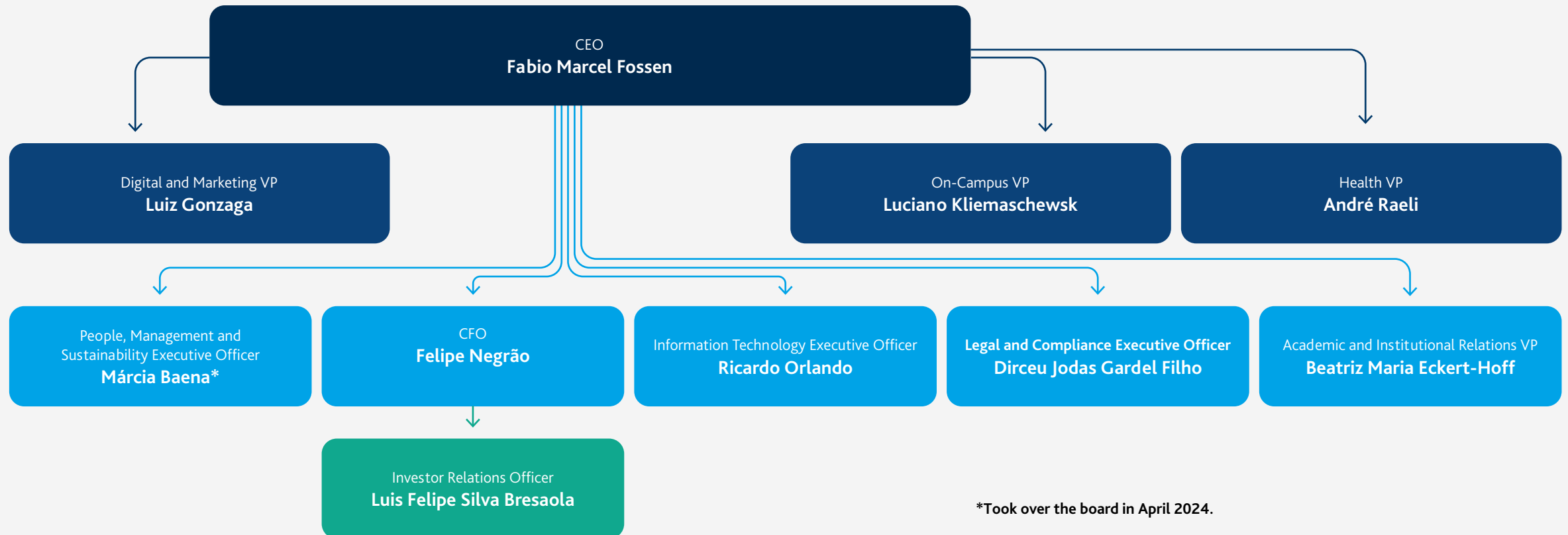
With a view to continuously improving governance, we created

two vice-presidencies ("On-site" and "Distance") in 2022 and one more in 2023 ("Health"), thereby adopting a model with specialized leaders focused on each business unit, in order to provide swift responses to market and customer demands.

In 2024, before this report was published, the Vice-Presidency for Innovation and Institutional Relations was also created.

Our educational institutions are managed by qualified

professionals who report directly to the vice-presidents for On-site Education, Distance Education and Health Education.



\*Took over the board in April 2024.



## Performance

### Evaluation

We have a performance evaluation process for the members of the Board of Directors, its committees and the Executive Board, as provided for in item 7.1b of the Company's Reference Form.

The Company's Board of Directors carries out an annual self-assessment of its activities with the aim of identifying possibilities for improvement in the way it operates, as well as promoting, every two years, a formal assessment of the Company's results and the performance of the Executive Board, the Board of Directors, the Advisory Committees and each of their respective members, individually.

Objective and subjective criteria are used as the methodology for evaluations, with the objective ones being linked to quantifiable financial and operational indicators and the subjective ones to qualitative criteria evaluated by superiors, peers and/or subordinates, as determined by the Board of Directors.

### Compensation

The fixed compensation of directors and members of advisory committees is based on the responsibilities of the position and individual experience. Directors may have benefits such as medical assistance, dental assistance, life insurance, meal vouchers, food staples, a pharmacy agreement, childcare assistance, car loans, among others.

Variable compensation, in turn, will be linked to the Company's own performance, depending on results and, where applicable, the achievement of individual targets.

The Board of Directors also approve long-term incentive programs aimed at encouraging the Company's top executives to make decisions and lead their teams to exceed the shareholders' expectations of capital gains and return on investment. The rules and conditions relating to granting the Long-Term Incentive are set out in the Company's Long-Term Incentive Plan, approved by the General Meeting of Shareholders.

Every year, the People Committee analyzes and proposes the Directors' overall compensation to the Board of Directors, which has 33% independent members, to analyze the proposal and submit it for approval at the general shareholders' meeting.

In the full exercise of its duties, management always strives to meet the interests of all the Company's stakeholders, including shareholders, so that any and all stakeholder positions brought to the attention of management are welcomed and assessed.

The People Committee hires an independent external consultancy to carry out a market study on the compensation of managers from companies that are Cruzeiro's competitors and non-competitors, with the aim of providing a parameter to assist in the Company's decision-making process.

# Ethics and Conduct

Ethics and transparency are institutional values, formalized in our Code of Conduct, a document applicable to all employees, who sign an acknowledgment and acceptance form of their commitments.

Guided by best practices and the Universal Declaration of Human Rights principles, the document expresses guidelines on governance, professional conduct, respect for identity and diversity, non-discrimination and combating moral and sexual harassment and abuse of power, among others.

The Code also includes rules related to integrity and the fight against corruption, topics on which any deviations can be reported to the Safe Channel.

We also keep several internal policies, available on the corporate network, to which all employees have access, and we carry out constant training on ethical conduct, relations with the government, donations and sponsorships.



## Safe Channel

GRI 2-25 | 2-26

We provide the [Safe Channel](#), a tool available to all publics for reporting misconduct, whether identified or anonymous, ensuring secrecy, confidentiality and proper investigation of reports.

This channel is managed by an external and independent consultancy, and all reports are analyzed and, when proven right, forwarded to the Compliance and People and Management departments, according to their type.

The investigation process is conducted impartially, so as to enable the definition and enforcement of fair and proportionate disciplinary measures and/or educational or preventive action plans. The most critical cases or those involving employees at management level are decided by the Ethics and Conduct Committee.



## Fight against corruption

GRI 205-1 | 205-2 | 205-3

Integrity and the fight against corruption are institutional commitments set out in our Code of Conduct.

In order to materialize our commitment and mitigate risks on a daily basis, we have adopted a number of initiatives, such as the inclusion of anti-corruption clauses in our contracts, the analysis of donations and sponsorships, a personalized assessment of contracts with public authorities, the monitoring of politically exposed people in our management or decision-making positions, as well as training and communications aimed at 100% of our employees and our business partners.

**In 2023, there were no cases of corruption in our operations.**

## Conflict of interest

GRI 2-15

The [Internal Regulations of the Board of Directors](#) establishes that in situations of potential conflict of interest or particular interest of one of the Board of Directors' members in relation to a certain matter to be decided, the Directors involved, or another member of the Board of Directors who is aware of the situation, must declare their benefit or conflict.

The [Related Party Transactions Policy](#) determines that the person involved in the potential conflict should withdraw from discussions and deliberations on the subject and that the potential conflict should be recorded in the minutes of the Board meeting.

In addition, in order to provide transparency on the subject, in accordance with good practice determined by the Novo Mercado Regulations, the B3 segment in which we are listed, we disclose in our Reference Form (RF):

- all duties performed by Directors on other management bodies (item 7.3 of the RF);
- any and all relationships with related parties and others in a situation of conflict of interest (items 11.2 and 11.3 of the RF);

- its full shareholding position, including controlling shareholders (item 6.1/2 of the RF); and
- all transactions with related parties (item 11.2 of the RF).

Our [Code of Conduct](#) sets out the guidelines for mitigating the impact of conflicts of interest to be observed by all our employees so that they always act in the best interests of Cruzeiro do Sul Educacional.

The Company's recommended practice for possible conflicts of interest is based on the principle that employees should always make decisions and act in an appropriate manner, not allowing themselves to be influenced by private matters, family members or friends that may affect their judgment in relation to the activity in which they are involved, i.e. they should refuse to promote any form of favoritism or act against the Company's interests.

## Engagement and awareness-raising

The Compliance department can also be called upon to answer questions, provide internal advice or receive reports of concerns or complaints by e-mail or in person.

Furthermore, in 2022 the Compliance Ambassadors program was launched, through which representatives from different business units were elected with the aim of facilitating communication, disseminating content and clarifying

doubts, so that the compliance culture is multiplied and practiced by all our employees.

Throughout the year we offered several training courses on the human rights issues covered in our Code of Conduct, in order to keep the understanding of all employees aligned, raising awareness and promoting respect for the principles set out in the Code.

### Training offered by the Compliance department in 2023:

- E-learning: LGPD for partner centres;
- Workshop: Interaction with Public Authorities;
- E-learning: Code of Conduct;
- E-learning: LGPD;
- Anti-corruption e-learning;
- Live: Code of Conduct;
- Live: LGPD;
- Face-to-face sessions at all HEIs on the Code of Conduct and Data Protection;
- Green April: Preventing and combating harassment;
- Crisis management;
- Compliance Workshop for HR and Purchasing;
- Ethics as a basis for coexistence at work;
- Live: Professional conduct for partner centers;
- Live: Cyber risk management for partner centers;
- Monthly Compliance integration for new partner centers;
- Integrity in results for commercial teams;
- Preventing and combating harassment for CIPA; Compliance ambassadors (conflicts of interest, risk management, harassment prevention).



## Institutional policies

GRI 2-24

We have several policies that guide our employees and processes. Policies and operating procedures can only be disclosed internally to all employees - when they deal with confidential matters or matters that are only relevant to our teams, such as the diversity booklet, which has been widely discussed internally and guides internal relationships - or externally on the Investor Relations website, if they are related to issues that involve the market and investors, or if they establish public commitments on the Company's part.

All policies that are publicized externally, such as the Code of Conduct, the Public Authorities Manual and the Anti-Corruption and LGPD Policies, must be drawn up by all managers and be the subject of training courses for most employees.

Other policies with more specific themes are also the focus of training within the areas in question and each Department is responsible for implementing its commitments in its areas of activity.

# Risk management

We are vigilant and constantly evolving when it comes to risk management across a range of fields, including business, compliance, law, digital security, and privacy.

A unique policy lays forth the rules for the risk management procedure. Decision-making occurs within the governance structure's designated bodies, in compliance with guidelines for businesses listed in the Novo Mercado category.

We are working to enhance our internal controls and risk management framework in order to implement a more comprehensive approach to risk detection, evaluation, and management.



## General Personal Data Protection Law (LGPD)

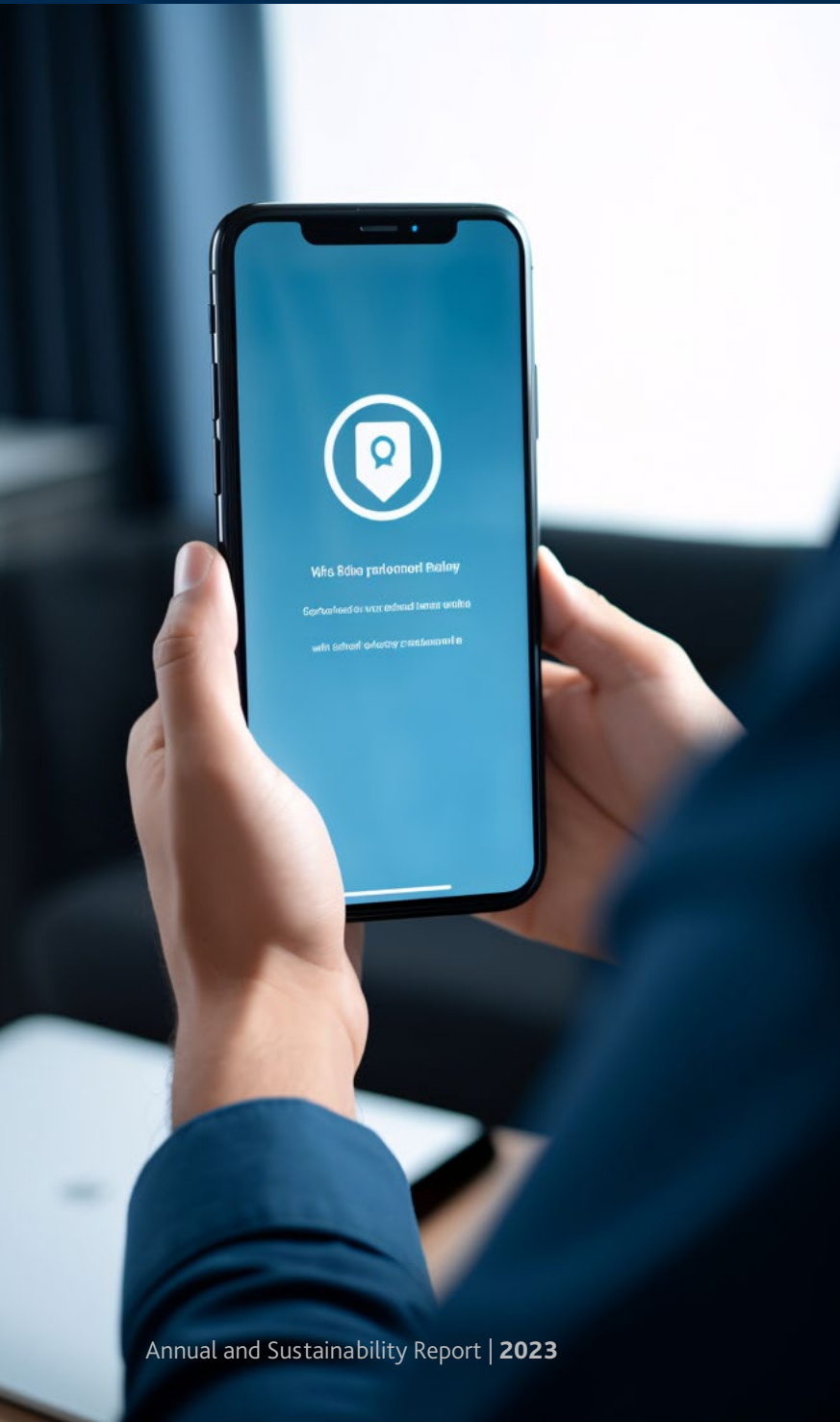
We manage the issue of digital compliance and LGPD closely, with our teams focusing on it and constantly managing risks, especially in relation to our business partners such as hubs and suppliers that handle personal data.

In the last quarter of 2023, a Privacy and Cybersecurity Committee was officially created, to which quarterly reports are made on indicators and projects related to the topic, which until now had been made to the Ethics and Conduct Committee. The same reports are also made periodically to the Audit Committee, in order to give visibility to progress on the LGPD and cybersecurity fronts.

We also have recurring activities to manage the Privacy Channel, with consultancy services provided to internal business areas.

We work on constant risk management, with emphasis on the following actions:

- ★ Implementation of the third-party evaluation flow;
- ★ The privacy team provides consultancy services to assess privacy risks from the conception of products and services;
- ★ Workshops were held to present practical guidelines for highly exposed areas, such as the EAD Commercial team, Purchasing and Human Resources;
- ★ Adopting a banner and cookies policy on the Institutions' websites;
- ★ Inclusion of more specific clauses in contracts;
- ★ Provision of privacy policies, such as the Internal Privacy Policy, the Information Security Incident Response Policy and the Incident Response Plan for personal data breaches;
- ★ Provision of booklets on the LGPD, one of which is applicable to the reality of the centres, and the development of e-learning on the subject for employees at the units; and
- ★ Updating the personal data inventory and periodically preparing legitimate interest assessments and impact reports.



## Privacy Channel

### GRI 418-1

The online communication platform allows all audiences we interact with to clear doubts, request information on how their personal data is handled, and request cancellation of the sending of communications and the correction or deletion of their data.

All demands are assessed by the Compliance team and directed to treatment, following the response deadlines provided for and recommended by Law 13.709/2018.

With the Privacy Channel, data subjects receive feedback on inquiries, and evidence of the measures taken to address requests is registered.

In 2023 we registered one complaint received from a proven external party and one leak, theft or loss of customer data.

## Crisis Management

For the effective management of critical incidents and minimal possible negative impacts on the business, we published our Crisis Management Policy. The document establishes the protocols that must be respected by employees, managers, partners, and third parties who relate to us or act on our behalf, in situations capable of producing concrete or potential image, financial, operational, regulatory or legal damage.

Our Crisis Committee is composed of three fixed members: Compliance Manager, Litigation Legal Manager, and Communications & Marketing Manager, as well as other rotating members, selected according to the Education Institution involved and the nature of the crisis incident to be managed.



## Risk management in the stakeholder chain

GRI 2-6

In 2022, our supply chain was composed of 4,032 active partners. We are pleased to share some excellent news about the growth of our supplier base, which currently stands at 5,201 business partners. Those are, mostly, re-sale, official distributors of manufacturers in categories such as IT, manufacturers – for example, computers and laptops –, inputs for laboratories and services related to technology, works, human resources, marketing, and distance learning.

Those are managed by a Procurement Policy, launched in 2022, which establishes basic rules so that they may add a lower price, higher quality of product or service, and shorter delivery or service time.

However, in March 2023, with the implementation of the registration area, all new suppliers as well as those who have already undergone the registration update process were subject to documentary approval and additionally, were evaluated under compliance and information security policies when the provision of services involves access to personal and sensitive data. It is important to note that between March and December 2023, 1027 suppliers accepted the Electronic Privacy Agreement, showing mutual commitment to data protection and security.

Document approval processes and privacy and compliance assessments are topics described in the updated Procurement Policy, which will be published in 2024. The revision of the Procurement Policy was carried out in partnership with the legal, compliance and information security areas. The document improves our operations by establishing the roles and responsibilities of registration (requisitioners, approvers and buyers), segregation of activities and flow of information in the bidding process.

Our bidding process is transparent and we apply a methodology that includes the best market practices. The selection of suppliers takes place on the procurement platform database (Nimbi), where interested parties register, after an invitation has been sent, by fulfilling the requirements.

Our Contracts with suppliers and other partners include clauses respecting human rights, with explicit mention of the prohibition of illegal work, underage work and discriminatory practices.

The supplier registration update process for those who have not yet been submitted for documentary approval has been carried out gradually, in a careful manner, so as not to impact the operational processes of purchases, entry and bookkeeping of invoices and supplier payments.

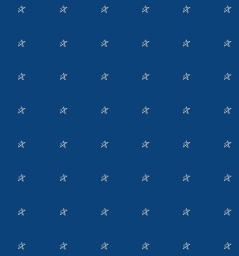
Another plan is to implement a GRC (Governance, Risks and Compliance) system, designed to incorporate and unify the management of these variables and ensure uniform controls and processes, as well as mitigating conflicting views of the Company's values.

Proportion of spending on local suppliers | 204-1

Location	2022	2023
Northeast	62%	40%
Midwest	52%	20%
Southeast	93%	91%
South	66%	52%

Note: we consider "important operational units" to be all our companies.

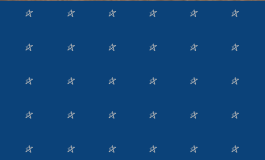




CHAPTER 4

# Sustainable Cruzeiro

- › Business model **31**
- › ESG Strategy **33**
- › Communication channels **36**



# Business model

In accordance with our Mission, Vision and Values, Cruzeiro do Sul's business model seeks to generate positive impacts on all capitals, for the various stakeholders, creating value for society through quality educational services.

## Resources

## Value Generation



### Human capital

#### OUR TALENT IS ESSENTIAL FOR OUR CONSTELLATION TO SHINE

We rely on the dedication and talent of 7,742 stars, including our own employees and third parties. We are a hotbed of professional talent and our commitment is to invest in and expand our people development strategies and attract new talent.



### Intellectual Capital

#### SCIENTIFIC AND ACADEMIC PIONEERING, TECHNOLOGY, INNOVATION AND BRAND STRENGTH

Our academic pioneering spirit stands out in the national and international community, our brands are recognized and consolidated and we work by combining technology, innovation and research to promote quality training at all levels of education that contributes to improving the quality of life for all and for future generations.



### Productive Capital

#### STRONG PRESENCE THAT SETS US APART

The reach of our operations and the unlimited learning opportunities provided by online teaching make us stand out in the Brazilian educational scene. Our facilities are strategically located and receive continuous investment to improve processes and upgrade infrastructure and technological resources, making us one of the most representative and diversified higher education groups in Brazil.



### Social and Relationship Capital

#### THE STRONG TIES THAT BIND US

We have a close and ongoing relationship with students and former students and a strong commitment to social responsibility, developing and participating in initiatives that benefit the local community and society as a whole, strengthening our reputation and generating positive social impact.



### Financial capital

#### RESULTS GENERATED

Our financial resources are generated from efficient and disciplined operations, and are used both to develop the business and to compensate shareholders. We promote growth in revenues and improvements in profitability, invest in infrastructure and technology, and maintain a solid cash position with the capacity to generate operating cash flow for economic sustainability.



### Natural Capital

#### PRESERVATION, RESPECT AND RESPONSIBILITY

We are committed to sustainable practices in our operations and infrastructure. We invest in technologies and structures that respect the environment, pursuing energy efficiency and reducing waste, and we develop educational and research projects focused on sustainability, promoting environmental awareness among our students and employees.

### POSITIVELY IMPACTING SOCIETY

Our mission is to transform our resources to positively impact society, through the training of qualified and respected citizens and professionals who shall effectively contribute to local and national development.

### TRANSFORMING LIVES THROUGH INCLUSIVE AND QUALITY EDUCATION

We impact the reality of 55,000 students every year, providing them with opportunities that go beyond the classroom. A university degree opens doors, adds economic value for the individual and their family, and often raises the social status of future generations. We believe that accessible, excellent education has the power to create lasting change, enabling our students to face the challenges of the future and make a positive contribution to society.

### OUR WAY OF TEACHING EXPANDS OPPORTUNITIES

We have expanded access to higher education, our main initiatives being the expansion of accredited courses with excellent MEC evaluations in operations and courses in new locations. We have positive accessibility initiatives for people with disabilities, enabling over 10,000 students annually to have support and access. We have also expanded access to education for the less privileged section of society, receiving 8,800 students in 2023 who have joined some kind of financing program.

### SOCIAL RESPONSIBILITY AND HEALTH

Our learning ecosystem connects students, teachers, methodologies, the community and the job market in order to provide the best academic training experience and go beyond the classroom to educate citizens who are agents of change. Our students provide around 7 million services to the community, putting into practice all the learning they have received for the benefit of society around the educational institutions.

# Business model advances in 2023

## Building the foundation

evolution of the strategic plan

**2022:** creation of On-site and Digital business units

**2023:** creation of the Health business unit, with an initial focus on leveraging the teaching of Medicine and Dentistry careers and on continuing education

Health-related courses, in addition to Medicine and Dentistry, have become increasingly important in recent years, mainly due to the high adherence to on-site teaching, and already represent 51% of the student base and 68% of on-site revenue

## Strategic Partnerships

expanding our brands' reach, with updated, practical education connected to the world of work



Partnership with the main eSports gamer team in Brazil, bringing our connection closer to the young, digital natives



partnership for innovation and pragmatic guidance, geared towards the world of work, in postgraduate and undergraduate courses in technology areas



partnership to offer internships and practical training to distance learning students in hospital environments



we strengthen partnerships with relevant international institutions, such as the MARC Institute in Miami, with free courses in Medicine - under the Unicid brand in São Paulo and Positivo in Curitiba - and the University of Alcalá de Henares in Spain, with undergraduate and postgraduate courses in Dentistry.

## Academic Quality

recognized by the main indicators

**MEC Institutional Concept:** 69% of our 12 institutions achieved a maximum score of 5

**Higher Education Teams:** Unifran as the best private institution and Ceunsp and Braz Cubas joining the ranking

**Accreditation of the Medicine course by SAEME-CFM\*** UNIFRAN as one of the 26 private institutions recognized.



# ESG Strategy

GRI 2-12

## Context

As one of Brazil's leading education players, our ESG Agenda is not only a priority in our business, but also intrinsic to our relationships and services.

In line with Sustainable Development Goal (SDG) 4 - Quality Education - proposed by the United Nations (UN), our work directly impacts our students' lives, training socially responsible professionals and citizens and increasing their power of socio-economic inclusion.

These professionals go on to impact society, adding productive capacity, innovation and economic growth in a continuous cycle of value generation.

Furthermore, with a large national presence, we provide services to several local communities in all Brazilian regions, in our clinics, laboratories and centers, positively impacting society on relevant fronts such as: health, veterinary, accounting and legal support.

## Governance

We have an integrated, cross-cutting structure to ensure the governance of the ESG strategy and the main socio-environmental and climate risks and opportunities throughout the organization, as well as connecting the issue to the business strategy and senior leadership.

- **Team of sustainability management facilitators:** a team that pervades different hierarchical levels and ensures compliance with the sustainability agenda and the smooth running of projects and action plans. It is responsible for monitoring routines and transparency on the subject.
- **Work Centers:** groups for the discussion of ESG priority themes, made up of teachers representing the HEIs and with the support of the administrative areas, related to seven pillars:

- Human Rights and Inclusion;
- Social and Environmental Responsibility;
- Entrepreneurship and Workability;
- Health and Well-being;
- Academic Innovation and Extension Practices;
- Internationalization and Cooperation Networks; and
- Product and Waste Management

Along with our commitment to the 2030 SDGs and to advancing ESG in our business, our mission is to spread awareness and engagement about sustainability to our employees, students, communities and other stakeholders.

In October 2023, we held the 4th Social Responsibility and ESG Week, with remote and on-site activities at our higher education and basic education institutions to integrate students and the community with the promotion of awareness and mobilization, using the 2030 SDGs as a reference.

See the detailed [program](#) of the event for all our brands.

## Materiality

GRI 3-1 | 3-2 | 3-3

We strive to identify our main fronts for evolution, value generation and ESG impact mitigation, through the materiality study and the continuous updating of our “Jornada ESG - Cruzeiro Sustentável” (ESG Journey - Sustainable Cruzeiro) strategy, formalized in 2023, bringing together the goals to be achieved in the coming years in relation to the priority themes for our sustainability.

In the last materiality study, carried out in 2020, we identified and prioritized material topics based on stakeholder consultation, through interviews and questionnaires, and interviews with our senior leadership to define critical topics and understand the impact of the topics raised by stakeholders on management and growth strategy.

This analysis also took into account material topics identified by other similar institutions in Brazil and abroad.

In 2023, we started building a new materiality, to be completed in 2024, focusing on the dual materiality guideline, to deepen our understanding of our real and potential impacts and the financial impacts of the topics on our business.

Find out about our actions and results in each of the material topics throughout 2023 in the following chapters.

Material theme	GRI Standards for reporting on each material theme	Related SDGs	Stakeholders impacted
Teaching quality	CSED management indicators		<b>Inside:</b> in the entire organization <b>Outside:</b> students and society
Student support	<b>GRI 418:</b> Customer privacy		<b>Inside:</b> in the entire organization <b>Outside:</b> students and society
Infrastructure transition and restructuring of professionals to online teaching	<b>GRI 401:</b> Employment and <b>GRI 404:</b> Training and education		<b>Inside:</b> in the entire organization <b>Outside:</b> students and society
Diversity and inclusion in the education environment	<b>GRI 202:</b> Market presence, <b>GRI 401:</b> Employment, <b>GRI 405:</b> Diversity and equal opportunities, and <b>GRI 406:</b> Nondiscrimination.		<b>Inside:</b> in the entire organization <b>Outside:</b> all audiences
Innovation and technology	<b>GRI 203:</b> Indirect economic impacts		<b>Inside:</b> in the entire organization <b>Outside:</b> all audiences
Research and scientific production	CSED management indicators		<b>Inside:</b> in the entire organization <b>Outside:</b> all audiences
Health and safety	<b>GRI 403:</b> Occupational health and safety and <b>GRI 416:</b> Consumer health and safety		<b>Inside:</b> in the entire organization <b>Outside:</b> all audiences
Regional support and development	<b>GRI 203:</b> Indirect economic impacts, <b>GRI 204:</b> Procurement practices, <b>GRI 413:</b> Local communities		<b>Inside:</b> in the entire organization <b>Outside:</b> students and society
Social inclusion through higher education	CSED management indicators		<b>Inside:</b> in the entire organization <b>Outside:</b> students and society
Continued operational growth	<b>GRI 201:</b> Economic performance		<b>Inside:</b> in the entire organization <b>Outside:</b> students and society

## Stakeholder management

GRI 2-29

**We are one of Brazil's largest educational groups and, as a result, our audience is huge and diverse. We are committed to serving everyone with respect, always seeking to understand and meet their needs.**

### Our stakeholders:

**Students and their families:** the reason for our existence! We offer quality education to thousands of people, at all educational levels.

**Teachers and researchers:** professionals who guarantee the excellence of our teaching staff and our research.

**Employees:** our dedicated team, who make everything work.

**Maintainers of distance education centers:** partners who help us bring quality education to the whole of Brazil.

**Suppliers:** companies that support us in our mission to educate.

**Communities:** the people who live around our institutions and who benefit from our social projects.

**Investors:** who believe in our potential and in the future of education.

**Former employees:** people who have contributed to the Company's trajectory.

**Alumni:** citizens and professionals who feed our reputation and our impact on society.

**Labor and employers' unions:** workers' and employers' representatives, respectively.

**Ministry of Labor and Employment:** responsible for policy and guidelines for generating employment and income and supporting Brazilian workers.

**Ministry of Education and Culture (MEC):** whose function is to improve the quality of education, taking care of the entire Brazilian education system, and is also responsible for drawing up and implementing the National Education Policy.



## Transparent communication

As a principle of governance, the Company discloses information fairly and in accordance with the law and regulations. Aiming for increasingly transparent communication, management strives to make itself available to stakeholders by offering truthful, coherent, clear and relevant information, whether positive or negative, and not just that required by laws or regulations.



## Our commitment

- Listen carefully to all parties.
- Being transparent in all our actions.
- Seeking solutions that meet everyone's needs.



**We believe that education is the key to a better future and we are committed to building a fairer and more prosperous future for all.**

# Communication channels

GRI 2-29

## Students

Student Area, WhatsApp, vacancies portal, e-mail marketing, SMS, call center, institutional websites, social networks; APP Duda.

### Engagement

Surveys (CPA) with the aim of improving student service and teaching quality.

## Former students

E-mail, social networks, institutional websites, call center.

### Engagement

Surveys (CPA) with the aim of understanding employability and follow-up after graduation.

## Society

Press releases, social networks, advertising (billboards, TV, radio, print, busdoor, street furniture, etc.), institutional websites.

### Engagement

Specialized services, fairs and events in the HEI's surroundings, visits and meetings with public (schools, hospitals, NGOs) and private partners, participation in relevant sector entities and movements in Brazil and abroad, such as Anup (National Association of Private Universities) and Semesp (Union of Higher Education Institutions), with the aim of contributing to regional development and improving the quality of teaching through practice.

## Investors

IR website, emails, WhatsApp, telephone, in-person and online one-on-one meetings, events and meetings for investors and market analysts. Main materials made available: results disclosure material, press releases and material facts, reference form.

### Engagement

Quarterly earnings releases (call with the market) to explain the results generated through the execution of the company's strategic planning. Carrying out on-site visits to the HEI with market analysts as a way of deepening their knowledge of the Company and strengthening relationships with shareholders and potential investors. Answering questions from the market through meetings, as well as official communications through notices to the market, material facts and notices to shareholders to disclose various matters.

## Suppliers

Our suppliers have access to the Company's public information, which discloses the results generated and information on the business operation.

### Engagement

Contacts, research to develop business partners with the aim of obtaining better results in the economic, production and compliance fields, as well as ensuring transparency in the process and better market conditions.

## Partner Centers

Rocket Chat, institutional e-mail and weekly live streams.

### Engagement

Surveys (CPA), workshops, contacts with the aim of developing new partnerships, and improving student service and teaching quality.

## Administrative employees

Meetings and online events, e-mail, social networks, RedeCruzeiro (intranet).

### Engagement

Interviews, internal surveys, training with the aim of investing in and expanding people development strategies and attracting new talent.

## Teaching staff

E-mails, meetings and online events, Microsoft Teams, academic information system (SIAA), Intranet.

### Engagement

Interviews, surveys (CPA), online training to improve student service and teaching quality.





## External Community

### Institutional Portal.

#### Engagement

Institutional communication channel with daily updates, posting all the news (courses, events, seminars, achievements, infrastructure), services available (notes, issuing bills and contacts) and links to sectoral sites (CPA, Library, Postgraduate Studies, etc.).

### Press office.

#### Engagement

Coordinated by an in-house team (Corporate Communications), the service focuses on creating and meeting demands in the media, with the aim of becoming a source of information on various subjects and areas of knowledge and helping to strengthen credibility among different audiences.

### Events, activities and initiatives.

#### Engagement

They make it possible to integrate the institutional community and, on special occasions, the external community. In 2021, only in virtual format, broadcast via Youtube, Facebook, Collaborate or another streaming platform.

### Advertising campaigns.

#### Engagement

They are drawn up based on an analysis of the results obtained in the previous campaign. They always follow the brand's strategic positioning and can be carried out to meet specific demands, such as campus launches (Santo Amaro, Guarulhos and Villa-Lobos). In 2023, we used media such as TV, radio, subway, busdoor, as well as digital channels, which have been gaining relevance in recent years.

### Whatsapp.

#### Engagement

Service channel for candidates and interested parties, both virtual and human, focusing on undergraduate and postgraduate courses.

### Social networks.

#### Engagement

Important engagement channels, they allow interaction and extend the reach of the message. On the official networks, the latest internal events are posted, as well as topics relevant to our students, such as careers, education, technology, trends and important announcements. In 2023, live broadcasts continued on Facebook, Instagram and Youtube.

### E-mail.

#### Engagement

Messages sent to registered e-mails with information about our work and the entrance exam calendar, the re-enrollment period and the date, time and place of the entrance exam.

### SMS messages.

#### Engagement

Electronic messages sent to registered cell phones basically serve two audiences: students, with specific information, such as the start of the academic semester, re-enrollment, any last-minute changes to academic activities (e.g. suspension of classes due to a strike), and candidates, with reminders of test dates and the publication of results, for example.



## Internal community

### Student Area, APP Duda.

#### Engagement

This service is restricted to the student body by means of a password/login. It offers services such as online registration, issuing of payment slips, monitoring of CAA processes, access to grades and absences, as well as other services of interest to users. It is a service that students can use via the internet wherever they are.

### #RedeCruzeiro.

#### Engagement

An internal portal with restricted access, under the responsibility of the HR Department, its aim is to make day-to-day life easier for employees. Updated daily, it brings together the most relevant news from each institution, access to management tools and platforms and all corporate policies and guidelines, speeding up and facilitating access to information from different sectors. The content is dynamic, produced in partnership with the teams that handle the social networks, portals and press office, for effective and integrated communication across the different communication channels.

### Teacher's manual.

#### Engagement

Online and annual, available at the opening of the Undergraduate Planning with information and guidance from the Rector's Office, the Dean's Offices and other areas and sectors, offering teachers all the information related to professional practice. The handbook is available in the Teacher's area.

### Integrated Academic Administration System (SIAA).

#### Engagement

An online system that can be accessed on the web, it aims to make it easier for teachers to access academic-administrative information, as well as records of their availability, teaching plans, grades, absences, class diaries, monitoring reports, etc. The applications developed for the system are recorded in the PDI and available during the on-site visit.

### Compliance - Safe Channel.

#### Engagement

A virtual space to voice opinions of employees and all other stakeholders, to identify situations and behaviors that are not in line with institutional values and guidelines, and thereby implement action plans to help us correct course.

### Coordination Discipline.

#### Engagement

Its purpose is to maintain communication between the coordinator and the student body throughout the course, with a view to publicizing important events, suggestions for complementary activities and reinforcing notices such as assessment deadlines - test dates and scheduling - and deadlines for validating complementary activities, among others. The course on AVA Blackboard is a constant channel for asynchronous information. Virtual classrooms have also been set up, which have proved to be excellent tools for maintaining permanent contact.

In this way, both course coordinators and their assistants can help students in these virtual rooms, streamlining service.

### Student Handbook.

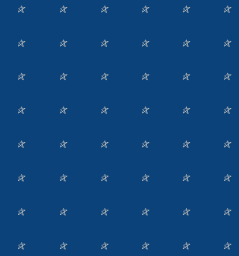
#### Engagement

Available in online format on our portal, in the student's restricted area, with various information of interest, such as the academic calendar, assessment systems, etc.

### Student Service Center (CAA).

#### Engagement

A space for students to have their demands heard. This is where the Ombudsman process has been set up. Complaints can be made in person at the campi.



CHAPTER 5

# Excellence and innovation

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› Scientific research and production	48





# Quality of education

GRI 3-3

The teaching quality at Cruzeiro do Sul Educacional is vital to maintaining its position as one of Brazil's most respected educational institutions.

With a constant commitment to providing excellent education, Cruzeiro do Sul seeks to prepare its students for the challenges of the job market and contemporary society.

This is achieved by continually updating its curricula, incorporating innovative technologies into the teaching process and promoting an academic environment that encourages research and critical thinking.

This dedication to quality ensures that our graduates are competent professionals and conscientious citizens, ready to make a positive contribution in their fields of work.

We systematically monitor the results of external and internal evaluations of our services in order to ensure the quality of our educational services, as well as the continuous improvement of the indicators of our institutions and courses.

In 2023, 7 of our 13 subsidiaries were in the process of being re-accredited

by the Ministry of Education and we obtained 100% of the maximum score of 5. With regard to the most recent update of the Preliminary Course Concept (CPC) for 2022, 95.6 per cent of the Group's face-to-face and distance learning courses achieved a satisfactory concept above band 3.

In addition, it is worth highlighting the

re-accreditation of UNICID for distance learning, in the Institutional Concept (CI) with a score of 4, and Braz Cubas, with CI 5, the MEC's maximum.

**94.2% of Course Concepts**  
on ranges 4 and 5

**96.6% of the courses**  
**evaluated** as satisfactory in  
the CPC





# Qualified teachers

## Institutional Development Policy

### Permanent Training Program

Since 2021, HEI Cruzeiro do Sul Educacional's On-Campus Undergraduate Dean's Office has been developing PROGRAD's Permanent Training Program - PROPEC, which promotes the continuous improvement of the teaching and learning process.

PROPEC is in line with the concept of an ongoing training policy for the development of teaching, research, extension and management, and is part of our Institutional Development Policy for actions to qualify teaching and administrative staff.

The program provides for lectures and discussions that enable pedagogical-administrative exchanges and new ideas, involving academic-administrative work with teachers, course coordinators or technical-administrative staff for the continuous identification of Good Practices for advancement.

With this, PROPEC offers tools for learning new skills, concepts and attitudes or for improving practices, providing innovation patterns in actions in all the areas involved.

PROPEC's main goals are:

- ★ Provide space and conditions for continuing education;
- ★ Promoting continuous reflection and training;
- ★ Bringing up current and contemporary issues;
- ★ Disseminate technological tools that facilitate work in the classroom or academic work;
- ★ Present active teaching and learning methodologies;
- ★ Deepen knowledge of existing learning objects and professional procedures;
- ★ Discuss the relationship between theory and practice;
- ★ Reflect on the possibilities of making the curriculum more flexible;
- ★ Discuss proposals for extension activities (curricularization of extension) and promote interdisciplinarity within the course and between courses.

Activities are carried out remotely, on two fronts:

- **Fixed schedule:** priority actions listed in chronological order and following a continuous calendar during the academic year, certified by the Undergraduate Dean's Office,
- **On demand:** activities as required by the Dean's Office or initiatives by teachers, course coordinators and staff.

**In 2023, the Permanent Training Program offered 1,640 hours of training to teachers and technical-administrative staff.**

### National Meeting

We organized an Annual National Meeting of Cruzeiro do Sul Educacional, an event that brings together professionals from the different HEIs for training, debate and innovation.

### Clube Maker

Throughout the year, we strengthened our teacher training activities through the Cruzeiro do Sul Educational Institutional Program, with the creation of the Clube Maker, our community of pedagogical practices at CDSE.

This is a collaborative space for creativity and innovation, with pedagogical and technical training to promote and support teaching and learning practices, with the aim of continuously developing knowledge and skills, valuing creative learning and continuing education.

Clube Maker encourages good practices through synchronous meetings, as well as courses aimed at Cruzeiro do Sul Educacional's academic community. The activities are open to teachers and most are available for asynchronous viewing.

## HEI Development Actions

GRI 3-3 Infrastructure transition and restructuring of professionals for digital education

**Braz Cubas:** Academic Week is held at the beginning of each semester, and in this process, in addition to the academic course meetings, training and workshops coordinated by CSED are also offered on tools, systems and platforms, as well as other subjects according to the demands identified.

**CESUCA:** teacher training is carried out through the Crescer Program, the general aim of which is to establish a culture of continuous training at the institution that meets organizational needs, providing teachers with the necessary conditions to develop their work activities and their careers.

Within this context, at the beginning of every semester, HEI holds the Teacher Forum and, every two months, other training courses, taking into account suggestions and demands from coordinators and teachers, such as "Inclusion and Diversity in Education: a sign language workshop" and "The role of leaders in contemporary companies".

**CEUNSP:** at the beginning of each semester, Formative Days are held for teachers, coordinators and managers. In 2023, the event sought to present the new school year with new expectations, new projects, new desires and the wish for student education to become the best possible experience for students.

Apart from workshops, dynamics and training sessions, we also presented awards for "Best Practices in Coordination Management" and "Innovative Academic Practices",

selected on the basis of Calls for Proposals published the previous year and by Evaluation Committees.

**FSG Caxias e FSG Bento:** Every six months, the institutions hold the Teaching Forum, with conferences and lectures to update teachers, as well as discussions by course, presenting and analyzing the teaching projects developed and planning for the following semesters.

In the three-year period between 2021-2023, FSG also offered the CONECTA-FSG program aimed at continuing training for its teachers on the new educational contexts and demands for innovation, supporting their adaptation and flexibility in relation to teaching methodologies, creating a support and humanization network in the face of the challenges of remote relationships and also creating an assertive connection with the teaching staff.

**UDF:** The UDF Teacher Training Center includes the Continuing Education Journey (JEDUC), Teacher Qualification (aid for participation in events of a scientific-technological nature and the training of new researchers), Teacher Research (aid for teachers with projects relevant to the consolidation, creation or restructuring of research lines and groups) and the STHEM Consortium (a network of 11 HEIs with the aim of investing in teacher training, strengthening engagement and improving student learning through educational technologies).

**UNICID:** in 2023, PROPEC offered 643 hours of training for teachers and technical-administrative staff, in actions distributed throughout the school year to UNICID teachers, in addition to IE's participation in the Clube Maker.

**UNIFRAN:** carries out numerous initiatives every semester aimed at updating and continuously teaching teachers. In 2023, we started the Innovation in Management Program, in which coordinators are invited to reflect on actions that promote efficiency, sustainability and preparation to train innovative and entrepreneurial students. The program aims to strengthen academic management, encouraging practices that lead to continuous improvement and the development of essential skills for today's market.

**UNIPÊ:** with a comprehensive pedagogical approach, considering professional development in three phases (welcome, qualification and continuing education), it carries out specific activities for each teacher profile (candidate, newcomer and veteran), providing spaces for training and learning on various fronts.

**UP:** holds workshops at the Faculty Meetings, its pedagogical weeks, as well as participating in events at national level, in an integrated manner with the other HEIs of Cruzeiro do Sul Educacional. It also encourages teachers to take part in events, publications and institutional projects that boost their technical and scientific production.

# Market connection

With proven recognition by the main MEC indicators, a robust pedagogical project and state-of-the-art infrastructure, our institutions are renowned in the market, which ensures a competitive edge in the professional integration of our students.

We prepare our students for the job market by incorporating new technologies and teaching and learning strategies based on modern teaching methodologies such as Problem-Based Learning (PBL), active learning and the inverted classroom, which are crucial for effective, student-centered education.

We also conduct a Career Assistance Plan (CAP) in which the course coordinator talks to new students about the objectives of their chosen course, career and work.

With regard to continuing education, our extension and postgraduate courses keep pace with changes in the job market.

We invest in laboratories, partnerships with companies, scientific publications and academic events, fostering the advancement of knowledge and innovation. These features guarantee a complete, up-to-date education in line with contemporary demands, contributing to students' personal development and to society. It is part of our relationship with the market to bring relevant subjects such as lectures and coffees with business people and specific niches, inspiring our students with challenges they will encounter in the world of work.

## In 2023, we signed three important partnerships to connect our students to the job market and practical experience:



We now offer two undergraduate and two postgraduate courses in Cloud Computing and Business Intelligence (BI), with classes taught by Google professionals and our teachers, as well as certifications for the job market before graduation. We intend to expand the partnership with our HEI offering courses that include partial certifications and micro-credentials in the engineering and technology fields.

### Customized trails

Our undergraduates can take additional subjects and free online courses according to their area of expertise and continue their education in a personalized way, boosting their careers.



We have teamed up with one of the world's most important organizations in the electronic sports scene to promote the training and qualification of professionals in the field of e-sports in courses and events aimed at the segment, an internship at Furia, as well as the launch of the Gaming Institute, a platform aimed at developing courses for the gamer universe.



Partnership with Latin America's largest healthcare operator to offer our distance learning healthcare students practical experience with internships and learning to apply their knowledge in the workplace.



## Innovation dialogues

At the UDF (Brasília), we have organized actions directly linked to the themes of innovation and technology, creating a positive impact on society and a connection with the market:

**LadiesTech Group's 2nd Meeting of Women in Technology**, with 50 students, 5 teachers and 10 people from the community, featuring chats and debates on gender and employability.

**EMeeting of IT professionals, aimed at disseminating knowledge about cloud technologies** (User Meet up #TWO), involving 43 people, including students, teachers and people from the community.

**We promoted the exhibition of our Engineering and Technology courses at IGPX**, involving over 900 people.

**We held the Inova Show**, which covered topics of technology, innovation, sustainability and the market for Brasilia, with concerts, talks and lectures, involving 535 people, mostly from the community.

**We hosted the 2023 AgileTrends Festival**, an event in partnership with WebSis and attended by 281 people.

## Escuta atenta

We have a structure and processes to capture the perceptions and needs of our students and other stakeholders in the academic community.

We carry out self-evaluation processes through our Own Evaluation Committee (CPA), which plays an important role in our commitment to continuously improving the quality of our work.

The CPA measures the level of satisfaction of all those who make up our academic community (students, teachers, coordinators, tutors and administrative staff), identifying needs and opportunities for improvement, proposing the formulation of action plans and offering effective support to management.

In the evaluation carried out by the CPA in 2023, among on-campus and distance learning undergraduate students, we measured the NPS index in relation to the recommendation of our courses, which was 43.4%.

Additionally, in order to evaluate the effectiveness of the actions that guarantee the quality of teaching, we use the evaluations of the Ministry of Education, the Coordination for the Improvement of Higher Education Personnel (Capes) and civil society organizations and press bodies in Brazil and abroad, as well as complaints received through customer service channels.



# Student support

GRI 3-3 Student services

Cruzeiro do Sul Educacional is constantly committed to improving and modernizing student service, recognizing its vital importance in providing a complete and satisfactory educational experience. This commitment involves implementing advanced technologies, offering personalized services and continually

improving communication channels, ensuring that students receive effective and responsive support.

For the company, this dedication results in greater student satisfaction and loyalty, while for students, it ensures a more efficient and welcoming learning environment, essential for their academic and personal development.

## APP Duda

Created in 2023 as a tool to facilitate communication with students, it allows access to grades, absences, academic data, payment slips and notices, as well as video calls for assistance.

Duda is responsive for mobile devices, which enables mobility and inclusion for students who don't have access to a laptop or computer.

## Entrepreneurship through our centers

Our 1,500 digital centers across the country have the mission of being an advanced support point for students studying remotely, providing administrative and academic assistance and fostering entrepreneurship, employability and improving the student experience.

In 2023, we made great strides in the digital tooling at the centers, providing a more user-friendly platform for each center to manage its unit, standardizing the management and reporting of center data, reducing discrepancies between more professionalized centers and less structured ones, thereby enabling the development and improvement of our services to students.

## Estela:

Virtual assistant with artificial intelligence from IBM Watson - one of the most advanced technologies on the market - that assists, interacts and provides guidance via a 24/7 chat room.

## Chat CAA:

Depending on the need, Estela can direct you to a human chat for direct, online contact with our agents.

## CAA Online:

Available in the Student Area, with a range of services and opening of protocols in areas such as Finance, Secretariat, Course Coordination, Educational Credit and others. There it is also possible to follow the progress of processes and keep a record of all the interactions made throughout your academic life.

## CAA In-Person:

In more complex cases, it is possible to schedule in-person assistance with our virtual assistant at the Student Service Center.

## Customer service:

Chat, voice or video service available on the Duda App. Service from 9 a.m. to 9 p.m. Monday to Friday.



Our service channels are constantly being updated, with a focus on making the student experience faster and more assertive every day.

Note: CAA stands for Student Service Center.

# Innovation and technology

GRI 3-3

In the technological arena, we continue to build our digitalization journey, always aiming for two main objectives: to deliver a better and more engaging experience for our students and to gain operational productivity.

**The digitalization journey was a strategic focal point for the Company in 2023, as one of the material themes for increasing value generation and sustaining the business.**

## Advances in student services and recruitment

We launched the Duda app with the aim of improving the student journey, meeting the main demands of the administrative spheres and becoming a unified, streamlined and closer relationship channel for students.

The app was an important advance on the Student Portal, as it allows students to do everything on their cell phones with intuitive and responsive navigation.

Bearing in mind that some of our students don't have access to computers or laptops at home, the app works as

an efficient channel for communicating with students, with innovative tools such as geoprocessing, mobility for users and push notifications.

We were able to reduce human service and also offer exclusive services on the app, such as video calls and student card requests.

We also made progress in automating back-office processes, which reduced the volume of customer service at the Student Service Center by almost 48% and the steps required to complete re-enrollments by approximately 70%.

We introduced e-commerce for postgraduate courses, with a 70% reduction in the number of clicks required to sign up and 24x7 sales for this entire portfolio.

Together with a major technology company, we are developing a pilot project with prediction models that can help reduce dropout rates. This project uses advanced technologies to identify and intervene early in cases of students who are at risk of dropping out, thus helping to improve student retention and academic success.

Finally, we have improved our dynamic pricing model, helping to maximize results more quickly and efficiently.

## Digitization journey 2023



### APP DUDA

Ratings of 4.8 and 4.9 on the Apple Store and Google Play respectively.



### Back office process automation

48% reduction in customer service at the CAA and a 70% drop in the steps required to complete re-enrollments.



### Operational and management platform for the centers

Increased commercial agility at the end and easier management of the student base by the center.



### E-commerce Postgraduate

70% reduction in the number of clicks to hire.



### Development of an Evasion Algorithm

Prediction model that helps reduce dropout rates.



**Dynamic pricing improvement** with faster maximization of results.

## Advances in management

We have created an operational and management platform for our center partners, called the Digital Center Tool, making it easier to manage the student base at the center.

Our 1,650 centers have the mission of being a support point for remote students, providing administrative and academic support. With a view to fostering entrepreneurship and the circular economy, we developed a user-friendly platform in which the centers' managers have standardized reporting tools and resources. We are working on its improvement, seeking to perfect our processes, controls and systems.

During the year, we also reconsidered our continuing education strategy to make it more digital, and thus rebuilt the platform and our sales process.





# Scientific research and production

GRI 3-3 Research and scientific production

Research and scientific production are crucial for Cruzeiro do Sul University, as they drive innovation and raise the academic level of the institution, contributing significantly to social and economic development.

These activities provide students with a more comprehensive education, preparing them to face the challenges of the job market with advanced skills and critical thinking. For society, research generates knowledge that is applicable to solving real problems, improving quality of life and stimulating scientific and technological progress.

**We have renowned, experienced teachers/researchers with national and international recognition. In 2023, 30 researchers were listed in the AD Scientific Index ranking among the best and most influential scientists in Brazil, 23 in Latin America and one in the world.**

The HEI rectorates manage the issue, mitigating negative

impacts, such as violation of third-party intellectual property, and seeking to optimize positive impacts, such as the greater possibility of raising financial resources by publicizing indicators of excellence in research and postgraduate studies (stricto sensu).

From a corporate point of view, our Institutional Development Plan (IDP) is made up of a policy for the creation and maintenance of Stricto Sensu Postgraduate Programmes and Internationalization, aimed at supporting research and scientific production.

## Postgraduate Programs

In order to maintain the Programs, we provide, in addition to adequate physical infrastructure, administrative and technological support for the development of research projects and for the development and maintenance of international activities, including the Institutional Researcher Support Office (EIAP), which aims to help teachers and students at Cruzeiro do Sul University to render accounts for projects developed with funds from funding agencies.

We have four master's degree courses in Stricto Sensu Postgraduate Studies, all recommended by CAPES, with 361 postgraduate students enrolled and post-doctoral students, CAPES, FAPESP and CNPq scholarship holders.

## Undergraduate research

With regard to encouraging research among undergraduate students, it is important to highlight the tradition of the Scientific Initiation Program at Cruzeiro do Sul University. Many CNPq and Universidade Cruzeiro do Sul scholarship holders are part of Research Groups associated with Stricto Sensu Postgraduate Programs.

Historically, we have been awarded CNPq scholarships for undergraduates with projects related to technological development and innovation and for high school students.

## Internationalization

The institution's Internationalisation and Cooperation Networks Office (EIRC) has the mission of enabling networking, general strategic planning, support and monitoring of cultural and/or academic internationalisation programmes, projects and actions that can benefit and contribute to the education of our institutions' students. The EIRC, in turn, is linked to the Cruzeiro do Sul Educational Internationalisation Offices and Cooperation Networks Centre - NEIRC, an entity that brings together all the Cruzeiro do Sul Educational EIRCs and is responsible for internationalisation actions across the group, respecting the autonomy of each HEI.

The EIRC's objectives are to contribute to the growth of the internationalisation of each undergraduate course; to carry out and/or support studies, research, technical visits and events on international themes, so that, if possible and feasible, the results can be published; to sign new



agreements and partnerships, promote the creation of and participation in cooperation networks aimed at the internationalization of higher education; to encourage the organization, support and the holding of refresher and training courses and/or other internationalization events at each HEI, according to feasibility and demand; implementing strategies to optimise and broaden the communication/dissemination of actions/events, projects and scholarship calls for internationalization.

We also seek to establish co-operation networks, covenants, agreements and partnerships with institutions in different countries, together with private sector entities, to offer their employees academic experiences abroad, contributing to a differentiated education. In addition to the various projects carried out in partnership with other HEIs, 280 foreign students enrolled at our university in 2023 from our own resources.

Cruzeiro do Sul Educacional	
Item	2023
Published articles (2017-2020)*	4,664
Theses and dissertations defended (Masters and Doctors)	463
Doctoral students who have completed a research internship abroad (CAPES or FAPESP scholarship holders)	6
Professors/researchers abroad (visitors, post-docs and short-term visits)	9
Patents	3
Scientific and Technological Research Groups Certified by CNPq	124
Professors/Researchers CNPq Productivity Grant Holders	40
Professors/Researchers among the best and most influential Scientists (AD Scientific Index - Top. 10.000)	30

### Research professors recognized by the AD Scientific Index

Educational Institution	2022			2023		
	World	Latin America	Brazil	World	Latin America	Brazil
Universidade Cruzeiro do Sul	1	9	13	1	9	13
Universidade Cidade de São Paulo (UNICID)	0	6	9	0	4	4
Universidade de Franca (UNIFRAN)	0	8	11	0	8	9
Centro Universitário do Distrito Federal (UDF)	0	1	1	0	0	1
Centro Universitário de João Pessoa (UNIPÊ)	0	1	1	0	0	0
Universidade Positivo (UP)	0	3	4	0	2	3
<b>Total</b>	<b>1</b>	<b>28</b>	<b>39</b>	<b>1</b>	<b>23</b>	<b>30</b>

### Master's and doctoral degrees

Educational Institution	2022		2023	
	Masters degrees	Doctoral degrees	Masters degrees	Doctoral degrees
Universidade Cidade de São Paulo (UNICID)	24	5	38	11
Universidade Cruzeiro do Sul	26	13	37	23
Universidade de Franca (UNIFRAN)	41	20	0	44
Centro Universitário do Distrito Federal (UDF)	28	0	0	12
Centro Universitário de João Pessoa (UNIPÊ)	20	0	17	0
Universidade Positivo (UP)	27	15	28	29
<b>Total</b>	<b>184</b>	<b>53</b>	<b>120</b>	<b>119</b>

CHAPTER 6

# Inclusion and social responsibility

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# Academic inclusion

GRI 3-3 Research and scientific production

The education sector is among those with the greatest transformative potential. By bringing quality education to thousands of people, we boost quality of life and facilitate social and economic advancement.

In a continent-sized country like Brazil, with a low average per capita income, we play a significant role in socio-economic inclusion.

With the expansion of our distance education centers, we reach cities that don't always have on-site education, generating jobs and qualifying the professional workforce.

By developing research, we also contribute to Brazil's scientific progress.

We also contribute to the training of health professionals, which translates into excellent care for future patients, and to the training of a large number of pedagogues, who will be responsible for the continuity of teaching.

To fulfill our potential, we are committed to education for all and we work to make it possible for all students to graduate.

We seek to contribute to the country's sustainable development through education, financial inclusion and positive impact.

We rely on a number of programs and partnerships to increasingly facilitate access to quality education, especially in higher education, as follows.



All of our Higher Education Institutions, since they are rated higher than 3 by the MEC, meet the requirements of the Ministry of Education to offer FIES student financing, a government program that supports students who need financial help to go to university.



Pravalor is our private student financing program, aimed at freshmen and veterans at all our brands and Higher Education Institutions.

Under this program, students can finance 50% of their tuition fees every semester during their course or after they finish it.

At each HEI, the sales team and at our National Funding Center (CNC), the teams are prepared and trained to offer the financing product to candidates who cannot afford the tuition fees for the course of their choice.



We offer scholarships to all candidates who enter universities through the National Examination for the Certification of Competencies of Young People and Adults (Encceja), which aims to assess the performance of young people and adults who have not been able to complete high school in the appropriate time.



Our on-site units and Cruzeiro do Sul Virtual participate in this government program that supports low-income students with 50% and 100% scholarships. The candidate registers using their ENEM (National High School Exam) scores and our team is prepared to help the candidate, if approved by the program, to get the scholarship.



We ensure that our distance learning entrepreneurship course is the cheapest in the portfolio, in order to foster innovation, competitiveness and job creation.



We have a scholarship program for high school students from schools surrounding our units in Technical Distance Learning and in extension and vocational courses, which extends to teachers and administrative staff of the school for on-site and distance learning undergraduate degrees, and for distance learning postgraduate degrees.



# Communities

GRI 203-1 | 203-2 | 3-3 Regional development and support

The nature of our business generates a positive impact on society by broadening access to education, supporting the socio-economic inclusion of our students, promoting the improvement of Brazilian public education, from the National Association of Private Universities (ANUP), driving social transformation through the dissemination of knowledge.

Our courses also offer practical classes, which involve providing a variety of services to the community in their centers and clinics, at all of our on-campus, intra- and extramural teaching campuses.

In this way, students get a more humanized view of their professions, while the population enjoys quality services for free or at a fair price. At the same time as mobilizing the knowledge they have acquired, our students learn from the exchange with the community.



Through our extension activities, we also provide a variety of services and create projects with practical application in the daily lives of people around our campuses.

Assistance within the campuses is carried out by students, together with teachers and professionals qualified in their respective areas of knowledge. The public served is made up mainly of residents of the HEI's surroundings and neighboring towns, from different social classes.

Outside the school, we work in partnership with various associations, trade associations, companies, long-stay institutions for the elderly, NGOs, courts, industries, startups, pharmacies, health units, schools, hospitals, laboratories, clinics and other public and private services.

To make sure our actions are effective, we carry out 360° evaluations on most of our projects, as well as feedback

surveys, in which participants can provide criticisms and suggestions.

**In 2023, we invested R\$13.9 million in new clinics for Dentistry, Physiotherapy, Psychology, Veterinary Medicine and Biomedicine, and in the legal practice center.**

These new facilities will offer services to the local community, with a license validated by the competent local bodies.





## Actions in communities

In 2023, Universidade Cruzeiro do Sul Educacional provided over 1.4 million services to the community. Here are some examples of HEI services and actions.

### Health

#### Physiotherapy School Clinic (Unicid)

A reference in patient care referred by doctors and health services, it provides curative and preventive services and health education, with innovative forms of treatment, as well as excelling in research in the Movement Sciences area, with high-performance athletes.

#### University Center of the Federal District (UDF)

The Fisio Trata project provides thousands of individualized physiotherapeutic and therapeutic services to the community, providing not only physical benefits but also emotional and social improvements.

#### Visual Acuity (Braz Cubas)

The Optics and Optometry course, in partnership with the local Rotary clubs, provides optometric care to the population, measuring vision and carrying out screenings for the optometric clinic, preventing vision problems.

#### Quality of life for blind people (Universidade Positivo)

In partnership with the Instituto Paranaense de Cegos (IPC), we carried out a qualitative analysis based on previous data collection in order to apply future strategies that could help improve the quality of life of the people served by the IPC.

#### Universidade Cruzeiro do Sul

In partnership with several public and private institutions, it impacts the community with the presence of more than 800 students in supervised internship practices in clinics, hospitals, basic health units and other services.

#### Integrated Health Center (FSG)

Volunteer physiotherapy students assist patients from Apae in Caxias do Sul (RS), aged between 19 and 40, with neuromotor dysfunctions caused by neurological pathologies.

## Education and awareness-raising

### Literacy to emancipate young people and adults (Cesuca)

An extension project to literate young people and adults who have not had access to or have not completed regular education, it approaches the study of textual genres, in an interdisciplinary work with the various areas of knowledge.

### Mathematical Literacy (Cesuca)

Mathematics undergraduates have created a mathematical model that covers different stages and provides a learning environment for 20 students from the Carlos Wilkens Social Assistance Reference Center (CRAS), in the municipality of Cachoeirinha (RS).

### Human Body and Food Education (Ceunsp)

Development of games related to the human body and healthy eating for students in nursery, primary and secondary schools, encouraging learning about healthy eating habits and natural food, human anatomy and physiology and biology.

### Cesuca against dengue fever (Cesuca)

Actions to combat dengue, zika and chikungunya, in partnership with the Cachoeirinha Municipal Health Department, through the Farmácia Viva Group, with educational resources, guidance on symptoms and prevention and the planting of citronella seedlings on campus.

### Body and oral hygiene workshop (Unifran)

In order to raise awareness among primary and secondary school students, we held a workshop on the importance of oral and body health and distributed personal hygiene kits.

### Na Moral (UDF Brasília)

We continued the extension project, which has been running since 2019. The initiative aims to develop the potential of children and young people to build a new culture based on self-responsibility, ethics and understanding the power of small choices to break the corruption cycle.

### Special Education Program - PROESP (Cruzeiro do Sul University)

The program is aimed at young people and adults with intellectual disabilities, autism and physical disabilities, promoting educational activities to enhance the potential of the young people and adults who come to the program, with a view to achieving autonomy and independence. Projects are developed in the areas of Leisure and Culture, Preparation for Independent Living, Art (mosaic, drawing workshop, painting, wood engraving), Hygiene and Health, Rescuing Reading and Writing (communication and language), Social and Digital Inclusion, Theatre and Dance. In 2023, PROESP provided 108 services.

The program won the 2003 Top Social Award from the Brazilian Sales Managers Association (ADVB) and the 2019 Silvio Teller Social Responsibility Competition, promoted by the Brazilian Association of Higher Education Providers (ABMES).



## Research and innovation

### Positivo University Research Center (CPUP)

Coordination and execution of research and scientific and technological innovation programs, as well as the training of scientists and researchers in the areas of the environment, biology and health, with a view to technological advancement, modernization and increasing the competitiveness of companies and public organizations. Created in 2013 as a non-profit organization, it has a partnership with and funding from the Araucária Foundation to Support the Scientific and Technological Development of Paraná.

### SEBRAE AQUI (Braz Cubas)

In 2023, the Braz Cubas University Center and Sebrae officially set up a face-to-face service channel called SEBRAE AQUI, on our institution's campus, with the aim of promoting competitiveness, sustainable development, improving the legal and business environment for micro and small companies, helping to strengthen the local economy and fostering entrepreneurship.

The channel also provides micro-enterprises, small businesses, individual micro-entrepreneurs, rural producers and potential entrepreneurs with access to services, products and information relating to business management, technology, business opportunities, credit, the market, legislation, research and technical publications, as well as contributing to the strengthening and development of companies, so that they can improve results and performance levels, increasing their competitiveness.

### Hospital Urgency and Emergency Management (Unipê)

Fábrica de Software has delivered an Urgency and Emergency Management system to the General Edson Ramalho Military Police Hospital (HPMGER), which helps to reduce the length of stay of patients, assists in medical visits and optimizes care for patients in the hospital's medical and surgical clinics, allowing for real-time monitoring of the progress of patients.

## Other themes

### Veterinary Medicine (Unifran)

The veterinary hospital is a clinical and surgical complex that treats small and large animals in emergency situations or for routine consultations, and stands out in its service to the local municipality and neighboring regions.

### Ageing Well Group (FSG)

For 19 years, the Group has brought together women from Caxias do Sul and the surrounding region (RS) in weekly meetings to exchange knowledge about health and well-being.



## Campaigns and donations

The HEIs carry out several donation campaigns, such as solidarity pranks, collections for vulnerable groups, donations of orthotics, electronic devices, food, clothes and rations to encourage staff, teachers and students to donate and collect. Here are some examples:



### Feijoada light for Lar da Velhice

Gastronomy students from the University Center of Serra Gaúcha (FSG) promoted a feijoada for 60 elderly residents of the Lar da Velhice in Caxias do Sul.



### Orthotics and Auxiliary Devices Bank

In partnership with the Municipal Health Department, the Cesuca University Center is collecting orthoses, prostheses and mobility aids for donation. The initiative aims to donate or lend devices to facilitate the mobility of low-income people with disabilities or physical limitations. Orthoses can be used to immobilize, mobilize, correct, relieve and stabilize body parts. Auxiliary devices include walkers, crutches and walking sticks.

During 2022, it should also be noted that various courses at all the HEIs mobilized campaigns to collect toys, clothes and food in solidarity to share with those most in need, demonstrating the commitment to citizen education.



### Adopt an Eye" campaign

Aiming to contribute to children's eye health and improve school performance, promoting social inclusion, Cruzeiro do Sul Educacional is launching the "Adopt an Eye" campaign.

The aim of Cruzeiro do Sul Educacional's action was to collect donations that will be used to buy glasses for students from public schools (elementary schools) in the municipality of Cajamar/SP. During the campaign, students from UNICID's Medicine Course took part in the screening and consultation of the children who benefited from the campaign.



### Ubuntu project

The Serra Gaúcha University Center (FSG) is developing the Ubuntu project in partnership with the Bento Gonçalves City Hall (RS). It's a cooperation network that involves training, marketing, sustainable and solidarity-based consumption and the generation of work and income. Participants provide support to those they help through home visits that include psychological assessments.



### Blood Drive

Centro Universitário Cesuca is holding a blood donation campaign in partnership with the Hemocentro do Estado do Rio Grande do Sul - Hemorgs. The institution provides transportation to the blood center for volunteer donors. The campaign was developed by students from the Biomedicine course, as part of the Clinical Hematology subject.



# Diversity

## GRI 3-3 Inclusion and diversity in the teaching environment

As an educational group, we believe that diversity should be widely discussed and encouraged in the academic world.

We are committed to promoting diversity, equity and inclusion across the whole of CSED's relations. Diversity in the teaching environment is one of our material themes and a focus of attention and debate within the Organization.

The affirmative actions implemented for our employees have been a guiding thread in our organizational strategy and have spread the understanding of our value of "Respect for identity and diversity".

In 2022, we created an area exclusively dedicated to diversity and inclusion issues, expanding our initiatives and advancing the institutionalization of inclusive approaches in all projects.

## Developments in 2023



Flows and procedures for the inclusion of **people with disabilities in the Company;**



All jobs advertised for the various **identity markers;**



Progress in meeting **legal quotas;**



**Cross-area work** to address the issue;



Approval of the **DEI Strategy;**



Institutional and academic actions for all **vulnerable groups;**



Focus on **attitudinal accessibility;**



**DEI (Diversity, Equity and Inclusion) training** at the UCC (Cruzeiro Corporate University) for all audiences at the Company's Onboarding.

## Students

We have regional accessibility centers, which facilitates the pedagogical organization of care for students with different needs. Promoting actions to protect human rights and zero tolerance policies in situations of prejudice strengthens the culture of welcome and an inclusive environment. This is because obsolete infrastructure and technology can discourage students and staff who need these resources.

From an organizational standpoint, technological and attitudinal accessibility covers all employees who need some form of assistive technology support to fully perform their activities. Training and campaigns on the various topics help to give employees a sense of belonging.

We believe that in addition to physical accessibility, attitudinal accessibility is essential for development. Therefore, regional, generational, cognitive and disabled accessibility are central to our inclusive actions.

The theme gained more ground in 2022 with the creation of a specific department to develop it internally. In addition to expanding diversity and inclusion initiatives, the idea is to institutionalize the approach of the various projects carried out at HEIs.

## Communities

### Indigenous peoples

Throughout 2023, UP developed an extension project focused on the Remaining Quilombola Communities of Lapa (PR), which aims to develop interventions and experiences in a participatory process in these traditional communities, with a view to valuing knowledge and community empowerment based on experiential tourism.

The project's significance is justified by the fact that this is a population group that has historically been vulnerable in socio-economic and environmental terms, facing basic sanitation problems and those arising from local agricultural production activities, which can also have an impact on the population's health and quality of life.

Processes are therefore needed that combine qualitative environmental tradition, valuing knowledge and community empowerment, and it is in this context that the extension project is embedded.

Another initiative carried out during the year was the study "Original Peoples of Brazil: culture, diversity and inclusion", in partnership with the Museum of Indigenous Art.

In this project, UP students had the opportunity to recognize and value the influence of the cultures of Brazil's indigenous peoples, with the aim of contributing to the dissemination of this influence, collaborating in bringing this debate closer to the emerging issues of today and thus reducing intolerance and inequality, getting students involved in a direct and dialogical way with the indigenous community in the region and in other places.



## Female entrepreneurship

During the year, we carried out an entrepreneurship project for detained women, advising them on the subject and helping them to define a business proposal and develop a business plan.

The Centro Universitário Cesuca also promoted the Feira das Arteiras (Artisans' Fair) to exhibit the work done by the association of craftswomen from the region of Cachoeirinha and Gravataí, who receive free advice from the Conecta Project in the Business area. International Women's Day was also celebrated on this day.

The project's main objectives were: to provide economic support for local women artisans by giving them a platform to sell their products; to raise awareness among the academic and local community of the importance of sustainable consumption and support for local initiatives; and to promote the preservation of culture and traditional crafts, valuing the knowledge and skills of the craftswomen.

## Vulnerable population

We have extended our partnerships with NGOs, especially those that work with the socially and economically vulnerable population of Curitiba, represented by the NGO Junta Mais, in order to understand their difficulties in the management routine and propose interventions aimed at collaborating with the problems raised, thus helping to qualify and optimize the provision of services to their target audiences.

## LGBTQIAPN+

The Entrepreneur Project with the Dignity Group was a project to build solutions for the development of business models for the LGBTQIAPN+ community, which is the political and social movement that defends diversity and seeks greater representation and rights. The project will be developed in partnership with the Dignity Group, which is a non-profit civil society organization, a pioneer in Paraná as it is the first organized group in the state to work in the area of promoting the citizenship of lesbians, gays, bisexuals, transvestites, transsexuals and intersexuals (LGBTQIAPN+)



## People with disabilities

The extension project entitled “Mothers to undertake with mothers of children with Down’s Syndrome” came about in conjunction with the Reviver Down Association, which helps people on low incomes to improve the quality of life of people with Down’s Syndrome and their families.

The proposal was to encourage those responsible for children with Down’s Syndrome to carry out income-generating activities, since they end up spending a lot of their days waiting for their children to be seen by the Association and are unable to work in formal jobs.

In 2023, UP also held a hybrid event with expert guests to debate the dimensions and reality of people living with Autism Spectrum Disorder (ASD).

We also carried out an employability project to positively impact society by proposing social solutions to include autistic adults in the job market, through dialogical interaction between Positivo University students and the Curitiba community supporting ASD (NGOs, family members, the civil community, companies and the government).

## People in prison situations

The “Employability of young offenders as a socio-educational measure” project at Positivo University (UP) has gradually raised students’ awareness of the reality of young offenders serving socio-educational measures in Curitiba.

During the process, we had the participation of government agencies and other entities to demystify the stigma about young people serving socio-educational measures, in the same context as the adult population in the prison system, and that this view does not recognize the context of vulnerability that surrounds many young people.

Students had direct contact with the young people to talk to them and advise them on job and career opportunities, trying to understand their interests in work and identifying ways of enhancing these skills using content that is freely available on the internet.

We also carried out an initiative at UP to work with women deprived of their liberty who had already taken part in these previous cycles, in order to map out, in a more comprehensive way, their difficulties in the social reintegration process, proposing ways of dealing with or reducing these difficulties.

The project is based on dialogic interaction with the community, so that the participating students have the opportunity to get to know and learn from the reality of this public, helping to map the difficulties in the process of social reintegration and to devise strategies for dealing with these issues.

Within the same scope, UP also promoted the project “Re socialization of women in prison situations through employability”, meeting the demands requested by the Women’s Penitentiary of Paraná, we mapped partners in the municipality of Curitiba and the metropolitan region to create partnerships for employment within the prison itself and agreements with companies that can hire women who have left the system.

After a stage of research, the academics looked into all the legal and social procedures for starting a business in the prison system, as well as making a proper and responsible report to the women taking part in the project. In the end, three companies were selected and the academics contacted them so that they could take part in the project itself.



# Employees

GRI 2-7 | 2-8

The success of Cruzeiro do Sul Educacional and our hundreds of thousands of students is the result of the talent and dedication of our people, aligned with the group's values and mission to train citizens who effectively contribute to local and national development.

At Cruzeiro do Sul Educacional, everyone is essential. Regardless of their position, each person contributes to the student's success, either directly or indirectly. That's why we consider all our employees to be Educators.

People are the driving force behind our business. Therefore, we understand that it is essential to value our employees, providing quality of life and opportunities for career development, based on a healthy and inclusive ecosystem, in order to overcome the challenge of retaining talent.

With the direct eye of the People, Management and Sustainability Board, we seek to understand demands, identify gaps and opportunities for continuous improvement in our corporate culture and in the policy of attracting, hiring, training, valuing and retaining talent.

Find out about our main initiatives below.

## Attracting and retaining talent

GRI 2-19 | 2-20

Historically, our main gateway has been our Internship Program, aimed exclusively at students from our institutions. This program reflects our confidence in the comprehensive and quality training of our students, preparing them as technical and human professionals.

Over the years, several employees have started their careers as trainees and today occupy the most diverse positions within the organization, confirming the effectiveness of the program.

Our selection process goes beyond assessing specific technical skills; our premise is to identify people who share our culture and values, and who see the student's success as the central objective of their work.

We use integrated ATS platforms to disseminate our openings on the country's main channels, fostering a technology-supported selection process to ensure that we find the ideal candidates.

Our aim is for our employees to feel enthused and motivated to continue their journey with us. To that end, we offer a fair compensation policy, based on salary surveys to ensure





competitive earnings. We use external consultancies such as Korn Ferry and Carreira Muller to obtain the data that underpins our competitiveness analyses.

In 2023, we standardized our benefits package, offering all employees of our Higher Education Institutions (HEIs) the opportunity to have health insurance, dental insurance and life insurance. Another important step forward in 2023 was the implementation of the Profit and Result Program (PLR) for all our employees at Cruzeiro do Sul Educacional.

Still in 2023, the implementation of the Positions and Salaries Plan stands out, which fosters an appropriate balance and clarity in career opportunities, participation in the internal recruitment process, thereby strengthening opportunities for movement with promotions.



## Development and training

GRI 404-1 | 404-2 | 3-3

We believe that investing in the personal and professional growth of our team is critical to achieving our mission.

That's why we nurture a culture of continuous learning and excellence, offering a range of development opportunities for all our employees, with training, qualifications and encouragement for formal education, ensuring that everyone is entitled to scholarships at our HEIs.

**Everyone is entitled to scholarships at our HEIs. In 2023, 1,572 scholarships were offered to employees and 674 dependents.**

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# 89,282 hours

in training and development in 2023

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# 13,070 participants

average of 6.49 hours of training per employee

## Training

The Cruzeiro Corporate University (UCC) is our learning platform, offering personalized courses and programs in areas such as leadership, technology and innovation. The aim is to ensure that all employees have the tools and knowledge they need to develop and contribute to the success of the organization.

Our onboarding was migrated to the UCC platform, allowing new employees to get to know our way of being, our institutions and our institutional programs in detail.

In 2023, in addition to the University training, we held the People Cycle webinar with our leaders, Team Building actions, Team Alignment meetings, where skills such as teamwork, integration and communication were worked on.

## Developing outstanding leaders

**Identifying talents:** In 2023, we assessed 55 leaders, including directors, deans and managers, to map their strengths, skills and areas for improvement.

**Training for the future:** Through the People Cycle, we provide meetings and training focused on developing technical, behavioral and leadership skills, always in line with the Company's strategy and our values.

**Feedback training:** we held six training classes on leadership feedback, totaling 302 hours of training. Out of 455 eligible leaders, 151 leaders took part in the feedback training (33% participation), which had an NPS of 93 in the reaction evaluations, answered by 59 participants (39% response rate).

**Meetings with leaders:** we brought leaders together in these meetings, which totaled 2,126 hours of training with 337 leaders taking part in a variety of topics.

These figures underscore Cruzeiro do Sul's commitment to the professional and personal development of its employees and leaders and the importance given to communication, engagement and recognition within the organization. The initiatives highlighted reflect a strategic approach to fostering a positive organizational culture, encouraging continuous growth and aligning all team members with the Company's strategic objectives.

By investing in our employees' development, we are building an even brighter future for Cruzeiro do Sul and the entire educational community.



### MORE INFO

For more information on training, see [GRI Annexes](#)

# Health and safety

GRI 403-1 | 403-2 | 403-3 | 403-4 | 403-6 | 403-8 | 403-9 | 403-10 | 3-3 Health and safety

## Management

The aim of the Occupational Health and Safety department is to protect employees' physical and mental integrity, preventing accidents and occupational illnesses and promoting a safe and healthy working environment.

To this end, the area follows the Ministry of Labor's regulatory standards, monitors existing risks and implements preventive and corrective actions. It also seeks to raise awareness and train employees about the importance of health and safety at work, encouraging participation and commitment from everyone.

The Occupational Health and Safety department is essential for guaranteeing employees' quality of life, company productivity and compliance with the law.

To ensure the health, safety and well-being of our employees, we have a Health, Safety and Environment (HSE) Department and a Health, Occupational Safety and Environmental Protection Policy, in line with our Code of Conduct and applicable legislation.

We strictly follow all legal requirements, including the Ministry of Labor's Regulatory Standards (NRs). We also continuously identify and manage situations that may present risks, and act preventively by periodically monitoring indicators.

All professionals (100%) are covered by the occupational health and safety management system, with the exception of the 987 outsourced workers, who also comply with all legal requirements.

## Health services

We provide employees, students and other users of our facilities with healthy environments, subject to careful hygiene and cleaning processes, sterilization and bacteriological controls of the air, pests and water potability, using products that do not harm people or the environment.

Our units rely on teams of occupational safety technicians, outpatient clinics (at the HEIs in São Paulo, Curitiba, Franca and João Pessoa) or an accredited network of occupational health services.

Employees also have access to occupational health services. Medical examinations are carried out periodically to prevent and identify health problems. Medical certificates are assessed in order to identify situations and locations with a high incidence and the relationship between the cause and the work.

We also promote campaigns for periodic health examinations; integration of the Psychology and Nursing clinics for colabs; health pills published on the intranet; live casts with themes related to emotional health; actions on Children's Day and on dates such as White January, Pink October and Blue November.

The Centro Universitário Módulo is still running a multidisciplinary project aimed at improving the ergonomics and health of workers in various sectors of the campus.

In weekly meetings, instructors offer guidance on ergonomics, stretching exercises and quick massages to employees.

## Risk identification

We have an institutional conservation and safety plan, as well as reports on risks and hazardous situations identified by labor legislation - such as contact with flammables and explosives, ionizing radiation and electrically energized systems.

The risks of typical accidents and commuting accidents are when working with electricity in an unprotected environment, identified in reports made by the Occupational Safety team and reinforced by a specific report. The risks of occupational diseases (exposure to chemical, biological and physical agents) are identified by occupational safety assessments (PGR) and then the preparation of documents for the occupational health medical control program (PCMSO).



## Raising awareness

All employees receive training to mitigate risks and adopt Personal Protective Equipment (PPE) and Collective Protective Equipment (CPE) whenever necessary.

Since 2019, we have maintained a hazardousness report, which includes an analysis of the risks and the possibility for professionals to report situations they believe to be dangerous.

They also undergo refresher training in the NR-10 and NR-35 standards and take part in the Internal Accident Prevention Week (Sipat).

The Internal Accident Prevention Committee (Cipa) members meet monthly and receive relevant information on accidents at work and control measures.

We also have a Health and Well-being Center (Nubem), which seeks to provide institutional, material and human resources for research and extension in the area of employee health and well-being.

The body encourages the participation of the academic community, promoting a better understanding of issues related to health, quality of life and the development of socio-emotional skills.

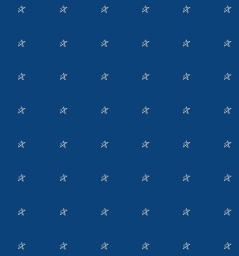


## Union relations

In 2023, the Labor and Union Relations department was set up in the company with a focus on monitoring Collective Bargaining Agreements and Labor Consultancy.

Currently, the department carries out the Company's Trade Union Management, in addition to monitoring Collective Bargaining Agreements, acting directly in Collective Bargaining, actively participating in negotiating committees with voting power in decisions.

The department supports the cross-functional teams and the budget team in building the parameters for salary adjustment provisions. The work also includes monitoring labor legislation, drafting opinions, inspections, notifications, building policies, updating the company's internal documents, projects, among other activities.



CHAPTER 7

# Environmental responsibility

› Environmental management

67





# Environmental management

Our commitment to the environment goes beyond the efficient management of natural resources in our operations, a basic premise pursued at all our educational institutions, through projects and campaigns aligned with good preservation practices, eco-efficiency in processes and resource savings, with promising results.

In 2023, all of our educational institutions had their environmental licenses and exemptions updated, which is vital for the operation of our units and laboratories and therefore essential from a strategic business point of view.

The quest to mitigate negative impacts and generate environmental value also involves research by universities and raising awareness among students and communities around our campuses about the importance of preservation.

All our contracts with suppliers and other partners also include clauses relating to environmental respect, commitment to protection and the prevention and eradication of harmful practices.

## Environmental Policy

Our Corporate Environmental Policy establishes the guidelines and responsibilities of the Environmental Management System (EMS), aimed at minimising the environmental impact of operations and foster ethical and sustainable behaviour for the business and society, in line with the Code of Code of Conduct, legislation and environmental preservation requirements applicable to the company's business and operations.

In this way, we reinforce our commitment to environmental education, contributing to a more engaged community in protecting the planet.



## Awareness campaigns

In 2023, we have developed several awareness campaigns to make our employees and students aware of the importance of eco-efficiency in relation to:

- **Water** - consumption, rational use, reuse and reducing the flow of taps;
- **Energy** - consumption, rational use, use of natural light and strategies to reduce consumption;
- **Waste** - selective collection, food waste and reuse and recycling of materials;
- **Environmental policy** - we have published an institutional video presenting our Policy and disseminated it among our employees for their knowledge, engagement and awareness raising.

We have also applied visual communication to unit expansions informing everyone about these issues in order to raise awareness.

During the year we implemented recycling garbage cans in all HEIs, supporting selective collection, and installed automatic computer shutdowns, promoting energy efficiency.

### Energy Consumption | GRI 302-1c

	Total (MWh)	Percentage of total by source (%)
Energy consumed from renewable sources	19.082.392,310	78.3%
Energy consumed from non-renewable sources	5.295.977,006	21.7%
<b>Total energy consumed</b>	<b>24378369,31</b>	





## Environmental projects at the units

### Toxic waste collection

The activity "The impact of the disposal of chemical and toxic waste on the environment: an analysis of human socio-environmental behavior in a vulnerable community in the metropolitan region of Curitiba", developed by Positivo University, had the proposal of bringing an action for the correct disposal of chemical and toxic waste with this community to the city hall, given that this population almost always does not have access to environmental services and policies.

### Recycling electronic waste

In partnership with Tech Girls and AMA (Agents of the Environment), we organized a campaign to collect electronic waste, making ecopoints available at Positivo University so that everyone could dispose of their waste correctly and be in with a chance of winning prizes.

### Solid waste management

The extension class in Applied Research and the Environment at Positivo University has identified problems with the management of solid waste in the Quilombola Remnant Community of Feixo (Lapa, PR), which was left exposed until it was collected by the collection truck and, in 2023, designed strategies to solve it.

## Supporting the Environment Secretariat

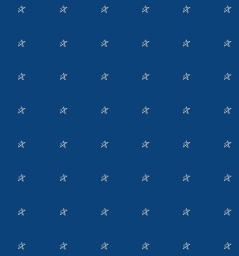
Within the theme of solid waste, we carried out a survey of the user profile in environmental conservation units in the city of Curitiba with the aim of contributing to the Environment Secretariat with up-to-date data so that it can develop strategies for controlling, prioritizing and standardizing these spaces according to the needs and profile of the users. As well as contributing to each student's academic training, the activity promoted the dissemination of good practices in the city's public spaces.

### Proper disposal of cosmetics

Students from Positivo University studied the impact of the irregular disposal of cosmetics and packaging by beauty salons due to their chemical composition and high consumption. Targeting the beauty production sector (small and large beauty and aesthetics salons), consumers and recycled waste collectors, the initiative, in partnership with the city hall, aims to support the process of collecting and disposing of packaging in the correct way.



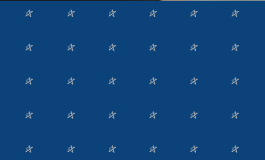
Apart from communication, awareness-raising campaigns aim to better engage society in changing its habits, provoking reflection and encouraging the adoption of practices with a lower environmental and social impact.



CHAPTER 8

# Financial performance

› Outlook	71
› Operational indicators	72
› Financial results	73







## Outlook

In 2023, we made great strides that positively impacted the year's financial performance, with process automation, risk mapping and budget control.

We refinanced debts without the need for new collections, centralized our purchasing stages, our pricing strategy proved to be effective and, at the end of the period, our profitability and revenue expectations were exceeded.

**To keep operations financially sustainable, promoting economic returns for shareholders, we have a robust operational and governance structure, with strategic and financial committees that monitor the execution of the strategic plan and business continuity.**

Since 2021, following the Company's IPO, we have made a strategic change to hire market professionals for management, while family professionals have joined the Board of Directors. As a result of our progress, we have achieved the highest corporate governance level, becoming part of B3's Novo Mercado segment. As a result, we have made progress on management reports to comply with the Novo Mercado, which provide timely and transparent decision-making on management and investment.

We periodically monitor and report monthly and quarterly results, in line with the Executive Board and Board of Directors.

We have action plans and quick responses to any mapped risks or negative performance, triggering the responsible areas and being resolute and efficient.

# Operational indicators

GRI 3-3 Continued operational growth

With regard to operational and financial performance, 2023 was a year of important achievements:

## On-campus graduation:

- We ended the year with 141,000 students, an increase of 10.6% vs. 2022, the second consecutive year of growth in the post-pandemic (15.4% growth vs. 2021) vs. a significant drop in the On-Campus segment in Brazil.
- In re-enrollment, we renewed our record, growing 3.8 p.p. vs. 2022 and reaching 91.2% in 2H23, as a reflection of our employee retention and incentive alignment initiatives.
- With regard to the On-Campus ticket, we managed to grow throughout the year, recovering 2H22 levels.

## Online graduation:

- We renewed the record of 25.6% more students than in 2022, ending the undergraduate base with 296,000 students, an expansion of 24.7% vs. the previous year.
- In Online Re-enrollment, we grew 1.9 pp in 1H23 and 1.4 pp in 2H23, reaching 78.5% re-enrollment in 2H23.
- With regard to the Online ticket, we also grew throughout the year, but the greater participation of freshmen in the base (+11.3 p.p. in 1H23 and +0.7 p.p. in 2H23) and the greater demand for 100% online courses, impacted the ticket with a drop of 1.7% in 1H23 and 2.0% in 2H23.

## Operational Highlights

### On-campus graduation:

+5.9%

On-campus Intake

+10.6%

On-campus student base

+3.8 P.P.

On-campus Re-enrollment

### Online graduation:

+25,6%

Online Intake

+24.7%

Online student base

+0.7 P.P.

Online Re-enrollment



## Financial results

We closed the year with net revenue of **R\$2.3 billion, 13.3% higher than in 2022, reflecting the expansion of all the Company's business lines.**

Adjusted EBITDA reached R\$684 million, with a margin of 29.8%, an expansion of 1.2 p.p. vs. the previous year, as a reflection of (i) efficiency gains in general and administrative expenses, (ii) the 1pp improvement in PDA, which mitigated the impact of higher marketing expenses in the period.

Net Profit reached R\$100 million, with a net margin of 4.4%, one of the highest in the sector, and operating cash generation was R\$370 million, an expansion of 21.6% vs. 2022.

Finally, the Company's leverage remained stable at 1.6x (vs. 2022), even after the distribution of R\$121 million in dividends to shareholders and share buybacks in the last 12 months, which represented a distribution to shareholders (Dividends plus Buybacks on EBITDA ex-IFRS-16) of 26%, the highest level since the IPO in 2021.



### MORE INFO

Discover the results in detail in our [Financial Statements](#)

## Financial Highlights

Net Revenue

**R\$ 2.3 BI**  
↑ 13.3%  
2023 vs. 2022

Net Earnings

**R\$ 100 MM**  
in 2023, 15x ↑  
to 2022

Adjusted EBITDA

**R\$ 684 MM**  
↑ 17.8%  
2023 vs. 2022

Oper. Cash Flow<sup>1</sup>

**R\$ 370 MM**  
80% of  
EBTIDA Ex-IFRS

Adjusted EBITDA Margin

**29.8%**  
↑ 115 bps  
2023 vs. 2022

Net Debt

**1.6x<sup>2</sup>**  
Adjusted EBITDA  
(Ex IFRS-16)

<sup>1</sup> EBITDA Ex-IFRS 16 - Working Capital - Taxes

<sup>2</sup> Net Financial Debt/EBITDA LTM ex-IFRS-16

## Consolidated statement of Cruzeiro do Sul's results

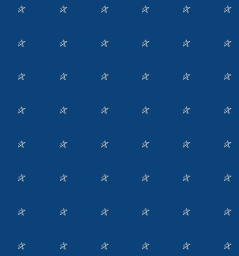
Income statement (in thousands of reais, except %)	2023	2022	Var. % 23/22	2021	Var. % 22/21
Net Revenue	2.297.787	2.028.320	13.3%	1.820.615	11.4%
Cost of services provided	(1.198.011)	(1.080.179)	10.9%	(962.746)	12.2%
<b>Gross Profit</b>	<b>1.099.776</b>	<b>948.141</b>	<b>16.0%</b>	<b>857.869</b>	<b>10.5%</b>
<b>Gross Margin</b>	<b>47.86%</b>	<b>46.75%</b>	<b>1.1 pp</b>	<b>47.1%</b>	<b>-0.4 pp</b>
<b>Operating income (expenses)</b>	<b>(687.637)</b>	<b>(636.495)</b>	<b>8.0%</b>	<b>(544.528)</b>	<b>16.9%</b>
General and administrative expenses	(451.097)	(409.485)	10.2%	(366.039)	11.9%
Depreciation and amortization	(137.219)	(118.413)	15.9%	(93.898)	26.1%
PECLD (Provision for doubtful accounts)	(131.439)	(135.354)	-2.9%	(98.446)	37.5%
Other operating revenues, net	32.118	26.757	20.0%	13.855	93.1%
<b>Operating profit</b>	<b>412.139</b>	<b>311.646</b>	<b>32.2%</b>	<b>313.341</b>	<b>-0.5%</b>
<b>Operating margin</b>	<b>17,9%</b>	<b>15,4%</b>	<b>2.6 pp</b>	<b>17.2%</b>	<b>-1.8 pp</b>
(+) Depreciation and amortization <sup>1</sup>	(264.400)	(238.772)	10.7%	(195.526)	22.1%
<b>EBITDA</b>	<b>676.539</b>	<b>550.418</b>	<b>22.9%</b>	<b>508.867</b>	<b>8.2%</b>
<b>EBITDA margin</b>	<b>29.4%</b>	<b>27.1%</b>	<b>2.4 pp</b>	<b>28.0%</b>	<b>-0.7 pp</b>
(+) Non-recurring items <sup>2</sup>	7.690	30.225	-74.6%	26.997	12.0%
<b>Adjusted EBITDA</b>	<b>684.229</b>	<b>580.643</b>	<b>17.8%</b>	<b>535.864</b>	<b>8.4%</b>
<b>Adjusted EBITDA margin</b>	<b>29.8%</b>	<b>28.6%</b>	<b>1.1 pp</b>	<b>29.4%</b>	<b>-0.9 pp</b>
<b>Net financial result</b>	<b>(307.783)</b>	<b>(303.606)</b>	<b>1.4%</b>	<b>(233.804)</b>	<b>29.9%</b>
Financial income	103.862	127.976	-18.8%	57.900	121.0%
Financial expenses	(411.645)	(431.582)	-4.6%	(291.704)	48.0%
<b>Profit (loss) before income tax and social contribution</b>	<b>104.356</b>	<b>8.040</b>	<b>1198.0%</b>	<b>79.537</b>	<b>-89.9%</b>
income tax and social contribution	(3.901)	(1.434)	172.0%	3.418	n.a.
<b>Net profit (loss)</b>	<b>100.455</b>	<b>6.606</b>	<b>1420.7%</b>	<b>82.955</b>	<b>-92.0%</b>
<b>Net margin</b>	<b>4.4%</b>	<b>0.3%</b>	<b>4.9%</b>	<b>4.6%</b>	<b>-4.2 pp</b>

<sup>1</sup> The amount of "Depreciation and amortization" considered for EBITDA purposes (R\$ 75,029 thousand in 4Q23 and R\$ 69,984 thousand in 4Q22; R\$ 264,400 thousand in 2023 and R\$ 238,772 thousand in 2022) includes, in addition to the amounts of this item in the "(Expenses) and operating income" group (R\$ 43,185 thousand in 4Q23 and R\$ 39.455 thousand in 4Q22; R\$ 137,219 thousand in 2023 and R\$ 118,413 thousand in 2022), the effects of depreciation of the right of use, which in the income statements are allocated to the "Costs of services rendered" group (R\$ 31,844 thousand in 4Q23 and R\$ 30,529 thousand in 4Q22; R\$ 127,181 thousand in 2023 and R\$ 120,359 thousand in 2022).

<sup>2</sup> Non-recurring items: (i) Restructuring costs, (ii) Inauguration and Expansion of Units and Centers, (iii) M&A costs, (iv) strategic planning consultancies, and (v) retroactive IPTU for three campuses.

## Added value distributed (in R\$ thousand)

Value	2023	2022	2021
Total Added Value to be Distributed	1.503.853,00	1.364.698,00	1.216.356,00
Amount distributed: Personnel	738.117,00	702.498,00	643.446,00
Amount distributed: Taxes, Fees and Contributions	251.383,00	222.163,00	196.837,00
Amount distributed: Remuneration of Third Party Capital	413.898,00	433.431,00	293.118,00
Amount distributed: Return on Equity	100.455,00	6.606,00	82.955,00



CHAPTER 9

# Annexes

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# GRI Content Index

Statement of use: Cruzeiro do Sul Educacional has reported in accordance with the GRI Standards for the period from 01.01.2023 to 12.31.2023.

GRI 1 used: GRI Standard 1 - Fundamentals 2021.

Conceptual details on the indicators, where applicable, are detailed in the [preparation base](#).

Indicators labeled with an asterisk (\*) were assured by PwC.

GRI Standard	Direct answer	Page	Omission	
			Omitted requirements	Reason
<b>General Disclosures</b>				
The organization and its reporting practices				
<b>GRI 2: General Disclosures 2021</b>				
2-1	Organizational details	10		
2-2*	Entities included in the organization's sustainability reporting			All the entities that are part of the Cruzeiro do Sul Educacional group, as explained in the 2023 <a href="#">Financial Statements</a> pg. 71. The information from the entities was consolidated using integrated systems for some indicators and collection spreadsheets. When information is not applicable to all entities, this will be highlighted in the presentation.
2-3	Reporting period, frequency and contact point	4		The report is annual and covers the period from January 1 to December 31, 2023, the same period as the Financial Statements. The 2023 Annual and Sustainability Report was released in July 2024.
2-4*	Restatements of information			There were no restatements of information disclosed in previous reports.
2-5*	External assurance			All the selected content of this document is externally verified by PwC. This practice is requested by the Company's leadership, subsequently analyzed by the Audit Committee and, finally, approved by the Board of Directors.
<b>Activities and workers</b>				
<b>GRI 2: General Disclosures 2021</b>				
2-6	Activities, value chain and other business relationships	10, 13 e 29		
2-7*	Employees	10, 61, 88 and 89		Methodology: total number of employees at the end of the period.

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
2-8	Workers who are not employees	61			
	<p>Temporary employees are hired through a partner agency and predominantly work in academic areas, such as teachers and preceptors. As temporary staff work in the academic area, the numbers vary throughout the year depending on the academic months. The year 2023 ended with a total of 987 categorized as third parties, and 132 as temporary staff.</p> <p>Third parties are also workers who are not employees, hired through a partner company to work as professionals mainly in the areas of gardening, cleaning and access control. The 128 trainees and apprentices are considered employees and are therefore not included in the group of workers who are not employees, reported in GRI 2-8..</p>				
<b>Governance</b>					
<b>GRI 2: General Disclosures 2021</b>					
2-9	Governance structure and composition	18			
2-10	Nomination and selection of the highest governance body	18			
2-11	Chair of the highest governance body				The Chairman of the Board of Directors does not hold an executive position in the Company.
2-12	Role of the highest governance body in overseeing the management of impacts	18 and 33			
2-13	Delegation of responsibility for managing impacts		2-13-a-ii	Not applicable	Responsibility for managing impacts has not been delegated to other employees
2-14	Role of the highest governance body in sustainability reporting				The Materiality Matrix, carried out in 2020, was approved by the Board of Directors and by the Board of Directors.

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
2-15	Conflicts of interest	25			
2-16*	Communication of critical concerns				There were no critical concerns related to the scope of Compliance that required communication to the highest governance body.
2-17	Collective knowledge of the highest governance body	18			
2-18	Evaluation of the performance of the highest governance body	18			
2-19	Remuneration policies	18 and 61			
2-20	Process to determine remuneration	18 and 61	2-20-b	Not applicable	There are no stakeholder votes on compensation policies and proposals.
2-21*	Annual total compensation ratio				The ratio between the annual total compensation of the highest paid individual in the organization and the average annual total compensation of all employees (excluding the highest paid) is 62.55. The ratio between the percentage increase in the annual total compensation of the highest paid individual in the organization and the average percentage increase in the annual total compensation of all employees (excluding the highest paid) is 0, as there was no salary increase for the highest paid individual.

#### Strategy, policies and practices

#### GRI 2: General Disclosures 2021

2-22	Statement on sustainable development strategy	5			
2-23	Policy commitments	10 and 16			
2-24	Embedding policy commitments	26			
2-25*	Processes to remediate negative impacts	24			

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
2-26*	Mechanisms for seeking advice and raising concerns	24			
2-27	Compliance with laws and regulations				There were no significant cases of non-compliance with laws and regulations in the reporting period, or fines relating to significant cases recorded in previous periods, with an associated value above R\$10 million, in accordance with the impact matrix contained in the Company's Risk Management Policy.
2-28	Membership associations				National Association of Private Universities (ANUP)
<b>Stakeholder engagement</b>					
<b>GRI 2: General Disclosures 2021</b>					
2-29	Approach to stakeholder engagement	35 and 36			
2-30	Collective bargaining agreements				100% of employees are covered by collective bargaining agreements.
<b>Material Topics</b>					
<b>GRI 3: Material Topics 2021</b>					
3-1*	Process to determine material topics	34	3-1-a- ii	Not applicable	CSED's current materiality was drawn up in 2020, prior to the GRI 2021 standard. As such, an impact study related to materiality has not been carried out. CSED will carry out an impact study in the next materiality review.
3-2*	List of material topics	34			There was no change in the material topics compared to the previous year.



GRI Standard	Direct answer	Page	Omission	
			Omitted requirements	Reason
<b>Continued operational growth</b>				
<b>GRI 3: Material Topics 2021</b>				
3-3	Management of material topics	72 and 75		
<b>GRI 201: Economic Performance 2016</b>				
201-1*	Direct economic value generated and distributed	75		
<b>Innovation and technology</b>				
<b>GRI 3: Material Topics 2021</b>				
3-3	Management of material topics	46		The effectiveness of actions is tracked using the PDCA method (Plan, Do, Check and Act), which includes evaluating progress and satisfaction indicators and NPS. The stakeholders involved are invited to position themselves as evaluators and are called upon to improve processes, methods, etc.
<b>GRI 3: Indirect economic impacts 2016</b>				
203-1	Infrastructure investments and services supported	52		
<b>Regional development and support</b>				
<b>GRI 3: Material Topics 2021</b>				
3-3	Management of material topics	52		
<b>GRI 203: Indirect economic impacts 2016</b>				
203-2*	Significant indirect economic impacts	52		
<b>GRI 204: Procurement Practices 2016</b>				
204-1	Proportion of spending on local suppliers	29		Suppliers were classified by geographical region and local suppliers were those belonging to the same region where the purchase was made. All the companies in the group were considered.

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
<b>GRI 413: Local Communities 2016</b>					
413-1	Operations with local community engagement, impact assessments, and development programs	100% of our operations include engagement, social impact assessments and development programs aimed at the local community. Environmental impact assessments are not yet carried out. As channels for complaints to the community, we offer Reclame Aqui, Ombudsman and Safe Channel.	413-1-a-ii, 413-1-a-iii, 413-1- a-v and 413-1-a-vi	Information unavailable	There has been no publication of the environmental and social impact assessment results. There are currently no stakeholder engagement plans based on stakeholder mapping, nor committees and processes for broad consultation with the local community, including vulnerable groups; working groups are being set up for 2023 to fill these gaps.
<b>Health and safety</b>					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics		64		
<b>GRI 403: Occupational Health and Safety 2019</b>					
403-1	Occupational health and safety management system		64		
403-2	Hazard identification, risk assessment, and incident investigation		64		
403-3	Occupational health services		64		

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
403-4	Worker participation, consultation, and communication on occupational health and safety	64			
403-5	Worker training on occupational health and safety	64			
403-6	Promotion of worker health	64			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				
403-8	Workers covered by an occupational health and safety management system	64			
403-9*	Work-related injuries	64	403-9-b-i, 403-9-b-ii, 403-9-b-iii, 403-9-b-iv and 403-9-b-v	Not applicable	We don't monitor accidents involving temporary workers and third parties.
403-10*	Work-related ill health	64			
<b>GRI 416: Customer Health and Safety 2016</b>					
416-1	Assessment of customer health and safety impacts of product and service categories				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
Infrastructure transition and restructuring of professionals to online teaching					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics	42			
<b>GRI 401: Employment 2016</b>					
401-1*	New employee hires and employee turnover	89 and 94			
<b>GRI 404: Training and Education 2016</b>					
404-1	Average hours of training per year per employee	63			
404-2	Programs for upgrading employee skills and transition assistance programs	63			
404-3	Percentage of employees receiving regular performance and career development reviews				The practice is being developed in a process that began in 2024.
Diversity and inclusion in the education environment					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics	57			
<b>GRI 202: Market presence 2016</b>					
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	94			
<b>GRI 401: Employment 2016</b>					
401-1*	New employee hires and employee turnover	89 and 94			



GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
<b>GRI 405: Diversity and Equal Opportunity 2016</b>					
405-1*	Diversity of governance bodies and employees	19 and 90			
405-2*	Ratio of basic salary and remuneration of women to men	All units were considered in the report.	95		
<b>GRI 406: Non-discrimination 2016</b>					
406-1*	Incidents of discrimination and corrective actions taken	Two cases of discrimination were recorded. In one case, the employee was dismissed for just cause and in the second, the parties reached a settlement; the person involved was welcomed and the supervisor was given feedback.			
<b>Student support</b>					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics	45			
<b>GRI 418: Customer privacy 2016</b>					
418-1*	Substantiated complaints concerning breaches of customer privacy and losses of customer data	28			
<b>Research and scientific production</b>					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics	48			
<b>Social Inclusion through Higher Education</b>					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics	51			

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
<b>Teaching quality</b>					
<b>GRI 3: Material Topics 2021</b>					
3-3	Management of material topics	40			
Additional disclosure - indicators not included in materiality, but that Cruzeiro do Sul Educational S.A. has decided to report to maintain historical series and comparability					
<b>GRI 205: Anti-corruption 2016</b>					
205-1*	Operations assessed for risks related to corruption	Out of a total of 27 HEIs, 100% are assessed for risks related to corruption.	25	205-1b	Information unavailable
205-2*	Communication and training about anti-corruption policies and procedures	Out of a total of 7,751 people (employees and members of the governance structure) 100% are communicated about anti-corruption policies and procedures and all are included in the mandatory learning path. The breakdown by gender, region and functional category is shown in indicators 2-7 and 405-1, since 100% of employees are communicated.	25	205-2d and 205-2e	Information unavailable
205-3*	Confirmed incidents of corruption and actions taken		25		
<b>GRI 302: Energy 2016</b>					
302-1	Energy consumption within the organization	24,378,369.31 MWh consumed in our units.	68	302-1-a and 302-1-b	Information unavailable We still don't monitor consumption

GRI Standard	Direct answer	Page	Omission		
			Omitted requirements	Reason	Explanation
<b>GRI 303: Water and Effluents 2018</b>					
303-1	Interactions with water as a shared resource	Water is collected from rainfall, lakes, rivers in the water company's water treatment process and discharged through the sewage system.			
303-2	Management of water discharge related impacts	We monitor the quality of discharged water, treat water, control effluents to avoid contamination and comply with the emission limits set by environmental legislation. Standards are usually set by non-governmental organizations, environmental bodies, companies and local communities that have an interest in preserving the environment. These standards can be set through voluntary agreements, internal guidelines, sustainable practices and/or environmental responsibility policies.			
303-3	Water withdrawal	In 2023, in our units, 98.93 megaliters of water (36.3%) came from third-party water (supply networks) and 173.24 megaliters (63.7%) came from groundwater (water tables).			
303-5	Water consumption	The total water consumed in our units in 2023 was 272.17 megaliters.			
<b>GRI 410: Security Practices 2016</b>					
410-1	Security personnel trained in human rights policies or procedures		410-1a and 410-1b	Information unavailable	

# GRI annexes

GRI 2-7

## Employee information

### By Region

Midwest	613
Northeast	732
Southeast	4,908
South	1,492
<b>Grand Total</b>	<b>7,742</b>

### Employee information by age group

-	4
Under 30 years old	1,637
Over 50 years old	1,557
From 30 to 50 years old	4,544
<b>Grand Total</b>	<b>7,742</b>

### Employee information by gender

Male	3,328
Female	4,414
<b>Grand Total</b>	<b>7,742</b>

GRI 2-7

## Employee information, per region, per contract type

### Full-time

Midwest	270
Northeast	441
Southeast	2,977
South	692
<b>Full-time total</b>	<b>4,380</b>

### Part-time

Midwest	344
Northeast	378
Southeast	1,944
South	800
<b>Part-time Total</b>	<b>3,464</b>

### Grand Total

7,742



## GRI 2-7

## Employee information, by gender, by contract

	Female	Male	Total
Permanent employees	4,324	3,286	7,610
Temporary employees	90	42	132
<b>Total</b>	<b>4,414</b>	<b>3,328</b>	<b>7,742</b>

## Information on employees, by region, by type of contract | GRI 2-7

## Permanent

Midwest	601
Northeast	725
Southeast	4,837
South	1,450
<b>Total Permanent</b>	<b>7,610</b>

## Temporary\*

Midwest	12
Northeast	7
Southeast	71
South	42
<b>Total Temporary</b>	<b>132</b>
<b>Grand Total</b>	<b>7,742</b>

\*Trainees and Apprentices

## GRI 401-1

## New hires, by age group

	2023	Rate
Under 30 years old	762	0.47
From 30 to 50 years old	241	0.15
Over 50 years old	1,102	0.24
<b>Total</b>	<b>2,105</b>	<b>0.27</b>

## New hires, by gender

	2023	Rate
Female	1,328	0.30
Male	777	0.23
<b>Total</b>	<b>2,105</b>	<b>0.27</b>

## New hires, by region

	2023	Rate
Midwest	166	0.27
Northeast	146	0.20
Southeast	1,432	0.29
South	361	0.24
<b>Total</b>	<b>2,105</b>	<b>0.27</b>

Calculation of the rate: total new hires/total people per category.

Percentage of employees by functional category, by color and/or ethnicity

	Counting	%
<b>01. Board</b>		
White	12	0.15%
Brown	2	0.03%
<b>02. Deans</b>		
White	8	0.10%
Brown	1	0.01%
<b>03. Managers</b>		
White	40	0.51%
Not self-declared	2	0.03%
Brown	9	0.11%
Black	1	0.01%
<b>04. Academic Coordinators</b>		
White	85	1.08%
Not self-declared	2	0.03%
Brown	10	0.13%
Black	4	0.05%
<b>05. Administrative Coordinators</b>		
White	49	0.62%

Percentage of employees by functional category, by color and/or ethnicity

	Counting	%
Brown	19	0.24%
Black	4	0.05%
<b>06. Supervisors</b>		
White	36	0.46%
Not self-declared	2	0.03%
Brown	18	0.23%
Black	3	0.04%
<b>07. Teaching staff</b>		
Asian	35	0.45%
White	2,468	31.46%
Indigenous	1	0.01%
Not self-declared	100	1.27%
Brown	664	8.47%
Black	68	0.87%
<b>08. Mentors</b>		
Asian	4	0.05%
White	57	0.72%
Indigenous	1	0.01%

Percentage of employees by functional category, by color and/or ethnicity

	Counting	%
Brown	37	0.47%
Black	6	0.08%
<b>09. Administrative</b>		
Asian	36	0.46%
White	2,338	29.81%
Indigenous	3	0.04%
Not self-declared	76	0.97%
Brown	1,230	15.68%
Black	285	3.63%
<b>10. Other</b>		
White	88	1.12%
Not self-declared	1	0.01%
Brown	26	0.33%
Black	13	0.17%
<b>Grand Total</b>	<b>7,742</b>	<b>100.00%</b>

Percentage of workers by functional category, by gender

	Counting	%
<b>01. Board</b>		
Male	12	0.15%
Female	2	0.03%
<b>02. Deans</b>		
Male	4	0.05%
Female	5	0.06%
<b>03. Managers</b>		
Male	27	0.34%
Female	25	0.32%
<b>04. Academic Coordinators</b>		
Male	37	0.47%
Female	64	0.81%
<b>05. Administrative Coordinators</b>		
Male	41	0.52%
Female	31	0.40%
<b>06. Supervisors</b>		
Male	34	0.43%
Female	25	0.32%

Percentage of workers by functional category, by gender

	Counting	%
<b>07. Teaching staff</b>		
Male	1,562	19.91%
Female	1,774	22.62%
<b>08. Mentors</b>		
Male	37	0.47%
Female	68	0.87%
<b>09. Administrative</b>		
Male	1,581	20.16%
Female	2,387	30.43%
<b>10. Other</b>		
Male	42	0.54%
Female	86	1.10%
<b>Grand Total</b>	<b>7,742</b>	<b>100.00%</b>

Percentage of employees by functional category, by PwD

	Counting	%
<b>01. Board</b>		
People without disabilities	14	0.18%
<b>02. Deans</b>		
People without disabilities	9	0.11%
<b>03. Managers</b>		
People with disabilities	2	0.03%
People without disabilities	50	0.64%
<b>04. Academic Coordinators</b>		
People with disabilities	1	0.01%
People without disabilities	100	1.27%
<b>05. Administrative Coordinators</b>		
People with disabilities	1	0.01%
People without disabilities	71	0.90%
<b>06. Supervisors</b>		
People with disabilities	1	0.01%
People without disabilities	58	0.74%

Percentage of employees by functional category, by PwD

	Counting	%
<b>07. Teaching staff</b>		
Not self-declared	2	0.03%
People with disabilities	34	0.44%
People without disabilities	3,300	42.15%
<b>08. Mentors</b>		
People without disabilities	105	1.33%
<b>09. Administrative</b>		
Not self-declared	2	0.03%
People with disabilities	209	2.74%
People without disabilities	3,757	47.74%
<b>10. Other</b>		
People without disabilities	128	1.63%
<b>Grand Total</b>	<b>7,742</b>	<b>100.00%</b>



Percentage of employees by functional category, by age group

	Counting	%
<b>01. Board</b>		
From 30 to 50 years old	9	0.11%
Over 50 years old	5	0.06%
<b>02. Deans</b>		
From 30 to 50 years old	4	0.05%
Over 50 years old	5	0.06%
<b>03. Managers</b>		
From 30 to 50 years old	42	0.53%
Over 50 years old	10	0.13%
<b>04. Academic Coordinators</b>		
Under 30 years old	5	0.06%
From 30 to 50 years old	77	0.98%
Over 50 years old	19	0.24%
<b>05. Administrative Coordinators</b>		
Under 30 years old	1	0.01%
From 30 to 50 years old	64	0.81%
Over 50 years old	7	0.09%

Percentage of employees by functional category, by age group

	Counting	%
<b>06. Supervisors</b>		
Under 30 years old	8	0.10%
From 30 to 50 years old	42	0.53%
Over 50 years old	9	0.11%
<b>07. Teaching staff</b>		
Under 30 years old	130	1.65%
From 30 to 50 years old	2,210	28.26%
Over 50 years old	994	12.69%
-	2	0.03%
<b>08. Mentors</b>		
Under 30 years old	36	0.46%
From 30 to 50 years old	64	0.81%
Over 50 years old	5	0.06%
<b>09. Administrative</b>		
Under 30 years old	1,335	17.04%
From 30 to 50 years old	2,102	26.73%
Over 50 years old	529	6.72%
-	2	0.03%

Percentage of employees by functional category, by age group

	Counting	%
<b>10. Other</b>		
Under 30 years old	123	1.56%
From 30 to 50 years old	5	0.06%
<b>Grand Total</b>	<b>7,742</b>	<b>100.00%</b>

## GRI 401-1

## Turnover

Age group	Total terminated	Rate
-	4	-
Under 30 years old	629	0.42
Over 50 years old	290	0.17
From 30 to 50 years old	1,027	0.23
<b>Grand Total</b>	<b>1,950</b>	<b>0.26</b>

Gender	Total terminated	Rate
Male	777	0.23
Female	1169	0.28
<b>Grand Total</b>	<b>1,946</b>	<b>0.26</b>

Region	Total terminated	Rate
Midwest	127	0.10
Northeast	124	0.08
Southeast	1296	0.13
South	425	0.14
<b>Total</b>	<b>1,960</b>	<b>0.13</b>

Calculation of the turnover rate: [(hires + dismissals) by category / 2] / total number of employees in the category in the previous period.

## GRI 202-1

## Variation of lowest salary paid and minimum wage, by gender

	Male	Female	Grand Total
BRAZ CUBAS	118.10%	120.24%	118.10%
CESA	154.92%	149.39%	149.39%
CESUCA	135.90%	130.85%	130.85%
CEUNSP	117.42%	117.42%	117.42%
CRUZEIRO DO SUL	117.42%	116.74%	116.74%
FASS	139.75%	117.42%	117.42%
FSG	130.85%	130.85%	130.85%
MODULO	119.07%	117.42%	117.42%
POSITIVO	137.62%	137.62%	137.62%
UDF	111.70%	111.70%	111.70%
UNICID	117.42%	117.42%	117.42%
UNIFRAN	117.42%	114.96%	114.96%
UNIPE	106.97%	106.97%	106.97%
<b>Grand Total</b>	<b>106.97%</b>	<b>106.97%</b>	<b>106.97%</b>

2023 minimum wage of R\$1,320.00.

Calculation: Salary mass / Working hours \* 220. Excludes teachers, trainees and apprentices, as well as everyone who has a zero wage bill.

## GRI 405-2

## Ratio between men's and women's pay

## Group position

01. Board of Directors	99%
02. Rectors	114%
03. Managers	112%
04. Academic coordinators	114%
05. Administrative coordinators	131%
06. Supervisors	93%
07. Teachers	95%
08. Mentors	104%
09. Administration	118%
10. Other	107%

Basis used: 2023 salary base

## GRI 403-9

## Health and safety

Number of deaths resulting from accidents at work	0
Death rate resulting from accidents at work	0
Number of accidents at work with serious consequences (excluding fatalities)	0
Index of accidents at work with serious consequences (except fatalities)	0
Number of compulsorily reportable accidents at work	33
Index of reportable accidents at work	2.58
Number of hours worked	12,803,628.82

# Assurance letter

## Independent auditor's limited assurance report on the non-financial information included in the Annual and Sustainability Report 2023

To the Board of Directors and Stockholders  
Cruzeiro do Sul Educacional S.A.  
São Paulo - SP

### Introduction

We have been engaged by Cruzeiro do Sul Educacional ("Company" or "Cruzeiro do Sul") to present our limited assurance report on the non-financial information included in the Annual and Sustainability Report 2023 of Cruzeiro do Sul for the year ended December 31, 2023.

Our limited assurance does not cover prior-period information, or any other information disclosed together with the Annual and Sustainability Report 2023, including any images, audio files or videos.

### Responsibilities of Cruzeiro do Sul's management

The management of Cruzeiro do Sul is responsible for::

- selecting or establishing adequate criteria for the preparation and presentation of the information included in the Annual and Sustainability Report 2023;
- preparing the information in accordance with the GRI Standards and with the basis of preparation developed by the Company;

- designing, implementing and maintaining internal controls over the significant information used in the preparation of the Annual and Sustainability Report 2023, which is free from material misstatement, whether due to fraud or error.

### Our independence and quality control

We comply with the independence and other ethical requirements of the Federal Accounting Council (CFC) in NBCs PG 100 and 200 and NBC PA 291, which are based on the principles of integrity, objectivity and professional competence, and which also consider the confidentiality and behavior of professionals.

We apply the Brazilian and international quality control standards established in NBC PA 01, issued by the CFC, and thus maintain an appropriate quality control system that includes policies and procedures related to compliance with ethical requirements, professional standards, legal requirements and regulatory requirements.

### Independent auditor's responsibility

Our responsibility is to express a conclusion on the non-financial information included in the Annual and Sustainability Report 2023, based on our limited assurance engagement carried out in accordance with the Technical Communication CTO 01, "Issuance of an Assurance Report related to Sustainability and Social Responsibility", issued by the Federal Accounting Council (CFC), based on the Brazilian standard NBC TO 3000, "Assurance Engagements Other than Audit and Review", also issued by the CFC, which is equivalent to the international standard ISAE 3000, "Assurance engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we comply with ethical requirements, including independence requirements, and other responsibilities of these standards, including those regarding the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system,



including documented policies and procedures regarding the compliance with ethical requirements, professional standards and relevant legal and regulatory requirements.

Moreover, the aforementioned standards require that the work be planned and performed to obtain limited assurance that the non-financial information included in the Annual and Sustainability Report 2023, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with the Brazilian standard NBC TO 3000 and ISAE 3000 mainly consists of making inquiries of management and other professionals of Cruzeiro do Sul involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information, taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead him to believe that the information disclosed in the Annual and Sustainability Report 2023 taken as a whole might present material misstatements.

The procedures selected are based on our understanding of the aspects related to the compilation, materiality, and presentation of the information included in the Annual and Sustainability Report 2023, other circumstances of the engagement and our analysis of the activities and processes associated with the material information disclosed in the Annual and Sustainability Report 2023 in which significant misstatements might exist. The procedures comprised:

- (a) planning the work, taking into consideration the materiality and the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the Annual and Sustainability Report 2023;
- (b) understanding the calculation methodology and the procedures adopted for the compilation of indicators through inquiries of the managers responsible for the preparation of the information;
- (c) applying analytical procedures to quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the Annual and Sustainability Report 2023; and

- (d) when non-financial data relate to financial indicators, comparing these indicators with the financial statements and/or accounting records. .

The limited assurance engagement also included the analysis of the compliance with the GRI Standards and the criteria established in the basis of preparation developed by the Company.

Our procedures did not include assessing the adequacy of the design or operating effectiveness of the controls, testing the data on which the estimates are based or separately developing our own estimate to compare with Cruzeiro do Sul's estimate.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

## Scope and limitations

The procedures applied in a limited assurance engagement vary in nature and timing, and are less detailed than those applied in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the level that would be obtained in a reasonable assurance engagement. If we had performed a reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the Annual and Sustainability Report 2023. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate and estimate these data. Qualitative interpretations of the relevance, materiality, and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we did not consider in our engagement the data reported for prior periods, nor future projections and goals.

The preparation and presentation of non-financial information and indicators followed the definitions of the basis of preparation developed by the Company and the GRI Standards, therefore, the information included in the Annual and Sustainability Report 2023 does not aim to provide

assurance with regard to the compliance with social, economic, environmental or engineering laws and regulations. However, the aforementioned standards establish the presentation and disclosure of possible cases of non-compliance with such regulations when sanctions or significant fines are applied. Our assurance report should be read and understood in this context, inherent to the criteria selected and previously mentioned in this paragraph.

The absence of a significant set of established practices on which to base the evaluation and measurement of non-financial information allows for different but acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

The contents included in the scope of this assurance engagement are presented in the GRI Summary of the Annual and Sustainability Report 2023.

## Conclusion

Based on the procedures performed, described herein, and on the evidence obtained, no matter has come to our attention that causes us to believe that the non-financial information included in the Annual and Sustainability Report 2023 of Cruzeiro do Sul has not been prepared, in all material respects, in accordance with the criteria established in the basis of preparation and with the GRI Standards.

## Other matters

The limited assurance of the non-financial information for the year ended December 31, 2022 was conducted under the responsibility of other independent auditors who issued a limited assurance report, dated July 31, 2023, without qualifications.

São Paulo, July 31, 2024

**PricewaterhouseCoopers**  
Auditores Independentes Ltda.  
CRC 2SP000160/O-5

**Maurício Colombari**  
Contador CRC 1SP195838/O-3



# Credits

## Headquarters

**Cruzeiro do Sul Educacional**  
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## Coordination

**People, Management and Sustainability**  
**Cruzeiro do Sul Educacional**

People, Management and Sustainability Director  
– Márcia Baena

People, Management and Sustainability Manager  
– Carla Alessandra Marques

People, Management and Sustainability Consultant  
– Cristiane Santos

## Editorial project: consulting, writing and translation

Ricca Sustentabilidade  
<https://www.linkedin.com/company/riccasustentabilidade>

## Graphic design: layout, design and translation

Ricca Sustentabilidade  
<https://www.linkedin.com/company/riccasustentabilidade>

## Photos & illustrations

Cruzeiro do Sul Educational Image Bank  
Adobe Stock





**Cruzeiro do Sul**  
Educatonal