



Sustainability • Report



SUSTAINABILITY
MANAGEMENT

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Presentation

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ABOUT
THE REPORT

GRI 2-3; 2-4; 2-14

Welcome to the 2024 Marista Group Sustainability Report, our third annual disclosure on our environmental, social, and governance (ESG) performance. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and is supplemented by proprietary indicators¹ to provide a comprehensive view of our progress. It stands as a cornerstone of our commitment to transparency and responsible management.

As a faith-based institution, our approach to sustainability extends far beyond regulatory compliance. For us, this report is a vital expression of our core mission: to generate lasting positive impact for society and the environment. It provides transparent disclosure on our actions and reaffirms our foundational values of responsibility, integrity, and solidarity.

The development of this report was coordinated by our Directorate of Institutional and Governmental Relations and has been endorsed by our President and

CEO. Its preparation involved collaboration across our core business areas and corporate leadership, with technical support from SEED Sustainability Consulting. We have adopted a structured methodology centered on the material topics most relevant to our organization and our stakeholders, ensuring this report reflects our most significant impacts and strategic priorities.

Covering the period from January 1 to December 31, 2024, this document details our performance against our strategic goals. It demonstrates our conviction that sustainable management is a fundamental component of our strategy, essential to honoring our history as we work to build a more responsible and socially just world.

¹Note: GRI and proprietary indicators are referenced throughout this document below section titles. A complete list and explanation are available in the Summary of Indicators section.



To interact with us about the report, please
contact: comunicacao@grupomarista.org.br



“Values such as simplicity, sustainability, and solidarity guide our vision and our actions.”

Brother Vanderlei Siqueira
PRESIDENT OF THE MARISTA GROUP

MESSAGE FROM OUR PRESIDENT

GRI 2-22

Reflecting on 2024, it is clear that our journey was defined by dynamic progress and strategic adaptation. The Marista Group continues to honor its mission of transforming lives through education and health, guided by a commitment to operational excellence, a clear strategic vision, and, above all, the enduring values that define us.

Over the past two years, we have taken a significant leap forward in formalizing our Environmental, Social, and Governance (ESG) strategy. We have moved ESG from a standalone concept to a core component of our enterprise. This has been a disciplined effort, involving professionalized planning and the full integration of the ESG agenda into the mandates of our Board of Directors, its committees, and our leadership development programs. Today, ESG is integral not only to our long-term strategy but to our daily operations.

This strategic focus extends beyond our corporate functions and is now deeply embedded within our operating units—from

PUCPR and FTD Educação to our University Hospitals, Cajuru and São Marcelino Champagnat, and the Marista Center for the Defense of Childhood (CMDI). While this represents a new level of strategic integration, it is built upon a strong foundation of existing social and governance practices that have long been part of our work.

We have also dedicated significant resources to strengthening our environmental stewardship. By making specific budgetary commitments to new initiatives, we are expanding our impact and acting on our responsibility to care for our Common Home—a call to action from Pope Francis that resonates deeply with our mission and our commitment to sustainability.

Ultimately, ESG is a natural extension of our identity. Foundational values of simplicity, sustainability, and solidarity guide our vision and reinforce our commitment to ethical and responsible practices. This strategic alignment amplifies our core values, bringing greater visibility to our long-standing work

while driving us to enhance our impact measurement and reporting.

Our commitment to synergy now extends globally. In 2024, I was honored to assume the role of Provincial Superior of the Marist Province of Brazil South-Central (PMBCS). This new responsibility, which I hold in addition to my role as President of the Marista Group, provides a broader strategic connection to the global Marist Institute. It enables greater institutional alignment, facilitates the exchange of best practices, and ensures the continuity of the Marist charism in everything we do.

To support this mission, we are strengthening our leadership pipeline through our “Prophetic and Servant Leadership” program. This essential initiative focuses on identity, mission, and vocation, ensuring our leaders possess both the technical competencies and the foundational Marist values required to carry our mission forward. In 2024, the program expanded to new cohorts of our middle management, reaching more than 500 managers and coordinators.

We recognize that our work faces significant challenges. As a philanthropic institution, we are fundamentally committed to social inclusion. This commitment is expressed through scholarships for low-income students and our service to patients within Brazil’s Unified Health System (SUS). This humanism is the defining characteristic of our work. At PUCPR, our scholarship program goes

far beyond tuition waivers to provide the holistic support students need to complete their educational journey. In our hospitals, we provide compassionate care with special attention to the human needs of every SUS patient. Our responsibility also extends to our local communities, such as our work in Vila Torres to expand social programs and support the environmental care of the Belém River in Curitiba.

Throughout 2024, we continued to strengthen the Marista Center for the Defense of Childhood (CMDI), our dedicated initiative to ensure the rights of children and adolescents are protected and respected through educator training, public awareness campaigns, and policy advocacy. At FTD Educação, we advanced the “Gier” project, our strategic plan through 2030, which is structured on three pillars: expanding market leadership, advancing digital innovation, and improving operational efficiency to double our impact on Brazilian education.

Our reach is amplified through partnership. The Marist Institute’s South America Region initiative allows us to share resources and develop joint projects across the continent. We are also deeply connected to the Marist Union of Brazil (Umbrasil), which for 20 years has coordinated strategic initiatives among the Brazilian provinces. These collaborations are vital to strengthening and scaling the Marista mission far beyond our own borders.

The Marist mission is dynamic, demanding

that we remain attentive to a changing world. Yet our purpose is unwavering: to provide education and health of the highest quality, forming citizens who are committed to making a difference.

I thank everyone who joins us on this journey. I invite you to explore the pages of this report, which demonstrate, with full transparency, our initiatives and results.

Thank you.

Brother Vanderlei Siqueira
President, Marista Group

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“Our ability to innovate across all fronts strengthens our value proposition and ensures long-term sustainability.”

Maurício Zanforlin
CEO, MARISTA GROUP

A MESSAGE FROM **Our CEO**

The year 2024 was a milestone in the consolidation of our strategic plan and ESG governance at the Marista Group. Building on the foundations established in 2023—such as the approval of our ESG Policy, the refinement of our materiality assessment, and the definition of strategic indicators—we have reached a new level of performance in a solid and sustainable manner.

The year’s achievements include the creation of technical groups and workstreams dedicated to cross-functional projects that permeate the entire institution—both corporate and our business areas—as well as proprietary projects being developed specifically within each Mission Front, involving multidisciplinary professionals in initiatives that are strategic and a priority for the Marista Group.

This progress represented a transition to a transversal ESG management model, which democratizes the implementation of our sustainability best practices while

simultaneously empowering our Mission Fronts with both responsibility and autonomy. This transformation was essential for scaling our results and increasing the engagement of our leadership, who have now incorporated the ESG Agenda into their core priorities.

Our next challenge is to expand this awareness to all levels of the organization, creating a solid cultural alignment around sustainability. We understand that a robust ESG program must be built responsibly, integrating itself into the organizational culture and daily practices. Therefore, we are working at a pace that is appropriate to the reality and maturity of our institution.

In 2024, I must also highlight important advances in corporate governance. All Mission Fronts closed the year with positive results, reflecting our sound management of resources. As a philanthropic institution, we understand that financial sustainability requires a balance between efficiency, continuous process improvement, and a

customer-centric focus, while maintaining our commitment to transforming challenges into opportunities.

Our capacity for cross-functional innovation strengthens our value proposition and ensures our long-term sustainability. With a clear and updated strategic vision, we follow a structured management model with rigor and discipline in monitoring projects and indicators, ensuring that planning translates into results.

In our Health division, 2024 was a year of excellence in patient care. Both of our hospitals, Cajuru University Hospital and São Marcelino Champagnat Hospital, advanced in their care capacity and sustainability, solidifying their positions as benchmarks in patient care. We also made important strides in training our clinical teams and in our investments in innovation and technology, with initiatives that promote greater precision and superior outcomes for patients.

In Higher Education, we celebrated standout recognitions, such as PUCPR being positioned as the third-best private university in Brazil and the leader in quality in the state of Paraná, among other important advances aimed at the student experience and teaching quality.

At FTD Educação, I highlight our digital initiatives, such as the launch of the Órbita 2 Program, focused on open innovation and connection with the startup universe. Additionally, we developed platforms to support students, reinforcing our position in educational innovation, and we achieved a virtuous cycle of financial results.

The Marista Center for Childhood Defense also had a standout year in 2024, reinforcing our role in transforming society through the protection of children and adolescents. We expanded the impact of the “Defenda-se” (Defend Yourself) program with the launch of its 15th video and new tools, such as the “Festa do Brincar” (Play Party) game and the Educational Practices platform. These initiatives strengthen a culture of prevention, promoting awareness and child safety to build a more welcoming and protected society.

On the social dimension, we consolidated strategies in diversity and inclusion, implemented initiatives that expanded the presence of Black people, women, and persons with disabilities within the institution, and strengthened training and educational literacy programs for our teams.

On the environmental front, we continued to promote initiatives focused on energy efficiency and waste management,

especially with the definition of our new cross-functional and proprietary projects.

The positive results of 2024 are a source of pride and reflect the dedication and engagement of our teams, who have balanced pace with consistency to overcome challenges and achieve our strategic targets. Looking ahead to 2025 and beyond, we reaffirm our commitment to the continuity of this work, fully aware that there is still much to be done. We are convinced that the progress achieved thus far serves as the foundation for a transformative journey. We are determined to maintain our focus on priority areas, expanding our capacity for impact with initiatives that translate the essence and values of the Marista Group.

We invite you to explore the following pages to learn how we are building a lasting legacy for society. More than a record of our actions and results, this report is an opportunity to share learnings, inspire other agents of change, and reaffirm our commitment to sustainable development.

Let us continue this journey together, guided by the values that define us.

Maurício Zanforlin
CEO, Marista Group

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OUR 2024 HIGHLIGHTS

PUCPR

43,600+

higher education students

5,200+

scholarships granted in
higher education

HEALTHCARE

118,000+

emergency and urgent care
services provided in hospitals

80% of services delivered
through Brazil's Unified
Health System (SUS)

FTD EDUCAÇÃO

40,000+

public and private schools served
by our education solutions

20 million+

basic education students
reached annually

PEOPLE

7,000+

direct jobs generated

59% of employees
are women

CHILD ADVOCACY

7,300+

people trained in child
and adolescent protection
and advocacy

218,000+

views on outreach campaigns

ENVIRONMENT

11,000+

metric tons of materials sent
for recycling and recovery

1st GHG Emissions
Inventory completed





Institutional

* CHAPTER 2

WHO We Are

GRI 2-1; 2-2; 2-6

The Marista Group is a diversified organization comprised of two core entities: Associação Paranaense de Cultura (APC), which manages our higher education, healthcare, and social impact initiatives, and FTD Educação, our K-12 educational solutions provider.

Headquartered in Curitiba, Brazil, the Group executes its mission through four primary operating areas:

- **Higher Education:** Delivered through the Pontifical Catholic University of Paraná (PUCPR).
- **Healthcare:** Provided by the São Marcelino Champagnat and Universitário Cajuru Hospitals.
- **K-12 Educational Solutions:** Developed and distributed by FTD Educação.
- **Child Advocacy & Rights Protection:** Advanced by the Marista Center for the Defense of Childhood (CMDI).

Structurally, the Marista Group is an integral part of the Marist Province of Brazil South-Central (PMBCS), one of the primary administrative units of the global Marist Institute in Brazil.



Our work today is the continuation of a legacy that began in 1817 with the founding of the Marist Institute by Saint Marcellin Champagnat. We remain committed to carrying this mission forward, serving those most in need in Brazil and around the world.

[Click here to learn more about our history.](#)



BASIC Education

GRI 2-28

Marista Brasil is an education network comprising 96 basic education institutions across 22 Brazilian states. Its mission is to form global citizens by inspiring them through Christian principles and the Marist charism, empowering them to be protagonists of positive change in the world.

In 2024, the final phase of the integration of basic education units was completed, with the inclusion of the Marist Province of Brazil Centro-Norte. The full school network is now organized into six regional hubs: Belo Horizonte (MG), Brasília (DF), Curitiba (PR), Porto Alegre (RS), Recife (PE), and São Paulo (SP).

MARISTA BRASIL AT A GLANCE

63
PRIVATE SCHOOLS

33
FREE SOCIAL
SCHOOLS

98,000+
CHILDREN, ADOLESCENTS,
AND ADULTS SERVED

83,000+
STUDENTS ENROLLED IN PRIVATE
SCHOOLS

14,000+
INDIVIDUALS SERVED BY SOCIAL SCHOOLS

The Marist pedagogical model promotes holistic education, combining the values of Saint Marcellin Champagnat with meaningful learning experiences. Focused on evangelization, social responsibility, academic excellence, innovation, and the defense of life, it prepares students to face the challenges of the modern world—equipping them to be courageous, collaborative, and purpose-driven leaders.

More than just a school network, Marista Brasil is a transformative movement committed to a more just, inclusive, and humane future.

Marista Schools, Social Schools, and Champagnat Schools located in the states of Santa Catarina, Paraná, São Paulo, Mato Grosso do Sul, the Federal District, and the city of Goiânia (GO)—which are part of the Associação Brasileira de Educação e Cultura (Abec)—remain under the governance of the Marist Province of Brazil Centro-Sul.





“Marista Brasil is the result of a strategic vision for the Marist Basic Education mission in Brazil. Our goal is to strengthen local operations through global thinking—this time in an integrated way—enhancing our evangelizing social impact across all territories. The combination of sound governance and effective management reinforces our integrated commitment to evangelizing education and drives us to contribute even more meaningfully to our students’ life journeys and to the development of our educational communities”

June Cruz
CEO, Marista Brasil

2024 Highlights

Humanitarian Campaign - Floods in Rio Grande do Sul

Following the floods that affected 478 municipalities in the state of Rio Grande do Sul in early 2024, Marista Brasil mobilized a broad solidarity network to provide support to victims—structuring emergency shelters and distributing donated goods collected nationwide.

10
FORMAL SHELTERS

1,200+
PEOPLE RECEIVED

50,000+
MEALS DISTRIBUTED

16 DONATION COLLECTION CENTERS
AND 3 DISTRIBUTION HUBS

19 million+
PEOPLE REACHED VIA SOCIAL MEDIA

Internal Campaign #SOSRS: an internal platform was created to connect employees affected by the floods with colleagues willing to help—enabling donations and direct support.

Psychosocial Care Guide for Emergencies and Disasters: Developed to offer compassionate support to communities affected by disasters, this guide provides best-practice guidelines for psychological care and emotional support.

Letters for the Future: A four-episode documentary series available on YouTube, capturing stories of resilience and solidarity during the most critical moments of the floods. [Click to learn more.](#)

The Marista ‘Esperança’ School

In April, Marista Brasil inaugurated a new Social School in Curitiba (Paraná), expanding access to free, high-quality education in the Vila Torres community. The initiative includes the adoption of innovative teaching methodologies and plans to expand into additional grade levels in the coming years.

Supplier Evaluation

Marista Brasil has adopted a more rigorous evaluation process for supplier qualification. This initiative prioritizes partners that adhere to ESG best practices and recognized sustainability frameworks. Since implementation, approximately 90 suppliers have been disqualified due to due to unresolved ESG compliance issues.



School Garden Project

Five Marist Social Schools in the state of São Paulo implemented educational gardens to promote sustainability, food security, and collaborative work—integrating environmental stewardship into the learning process. The initiative included community seminars, expansion of existing cultivation areas, and training for staff, students, and community members in sustainable farming practices and garden management.

1,700
PEOPLE DIRECTLY IMPACTED

5,000
INDIRECTLY BENEFITED

cor(Ação) Wellness Program
(a play on the words ‘heart’ and ‘action’).

This employee well-being initiative—part of the Marist Educator’s Journey—supports holistic care through benefits and actions in six dimensions: Physical, Emotional, Occupational, Spiritual, Human Development, and Financial.



Key programs include: Entrelaços (support for pregnant and adoptive employees); Gym access program; 24/7 online psychological support; Workplace health and safety awareness campaigns.

Climate Observatory

Launched in October, the Climate Observatory is a Marista Brasil initiative focused on experiential learning around Integral Ecology and climate change. It aims to foster environmental awareness and engage students in discussions on global climate issues, in preparation for COP30.

As part of the initiative, an in-person event will take place in Belém, Pará—the host city of COP30—bringing together 300 participants, including students and educators from all five Brazilian regions and biomes.

Participation in Forums and Commissions

In 2024, Marista Brasil reinforced its commitment to sustainable development and social justice by joining Brazil’s National Commission for the

Sustainable Development Goals (CNODS).

The organization contributed to the Governance and SDG 18 Subcommittees (focused on achieving racial equity in Brazilian society).

Marista Brasil also participated in the 3rd International Seminar on the Legal Framework for Civil Society Organizations (CSOs)—an official event of the G20 Social agenda—focused on strengthening public-CSO partnerships.

Marista Brasil Corporate Governance Guide: Transparency, Ethics, and Excellence

Launched in June and applicable to all Marista Brasil units, this guide outlines key governance principles aligned with the Marist Institute and the South America Region. It serves as a living framework that reinforces our commitment to transparency, ethics, and excellence in every aspect of corporate governance.

HVAC System Modernization

In 2024, Marista Brasil expanded the use of renewable energy and increased its participation in Brazil’s open energy market. As part of this process, the organization acquired new air-conditioning equipment to reduce energy consumption, improve operational efficiency, minimize environmental impact, and lower maintenance costs.

MARIST CENTER FOR THE DEFENSE OF CHILDREN (CMDI)

GRI 2-6; 413-1; GM 4010

Founded in 2010, the Marist Center for the Defense of Children (CMDI) is one of the Marista Group's Mission Fronts. Headquartered in Curitiba, Paraná, CMDI is dedicated to protecting and upholding the rights of children and adolescents.

CMDI works to transform the recognition of these rights into tangible respect by fostering a culture of nonviolence. Its initiatives focus on violence prevention, public policy advocacy, and the development of evidence-based approaches to strengthen Brazil's Child Rights Guarantee System.

Through educational, protective, and communication-driven actions, CMDI promotes safe environments aligned with international and national frameworks—such as the UN Convention on the Rights of the Child, the Brazilian Child and Adolescent Statute, and the Marista Group's Comprehensive Protection Policy for Children and Adolescents.

The Center structures processes and professional development programs to strengthen the application of the principles of the Best Interests of the Child and Absolute Priority.

CMDI also promotes the use of data in the planning and monitoring of public policies aimed at protecting the rights and well-being of children and adolescents—reaffirming our ongoing commitment to transforming society.



[Click to learn more.](#)



2024 IN NUMBERS

41
TRAINING SESSIONS
FOR EDUCATORS

100+
HOURS

7,300+
PARTICIPANTS

55
THOUSAND
WEBSITE USERS

218,000+
PAGE VIEWS

59
MEETINGS
IN REPRESENTATION
AND ARTICULATION
FORUMS

250+
HOURS DEDICATED

11
TRAINING
SESSIONS FOR
EMPLOYEES

523
PARTICIPANTS

Communication and Training on Child and Adolescent Protection

	Corporate	PUCPR	FTD Educação	Health
New employees briefed	81	526	317	720
Employees trained	71	37	355	60



CMDI: Key Initiatives

CADÊ Paraná

The CADÊ Paraná project enhances the development and monitoring of public policies aimed at protecting the rights of children and adolescents in the state. It uses data and evidence to support the work of rights councils, government departments, and civil society organizations.

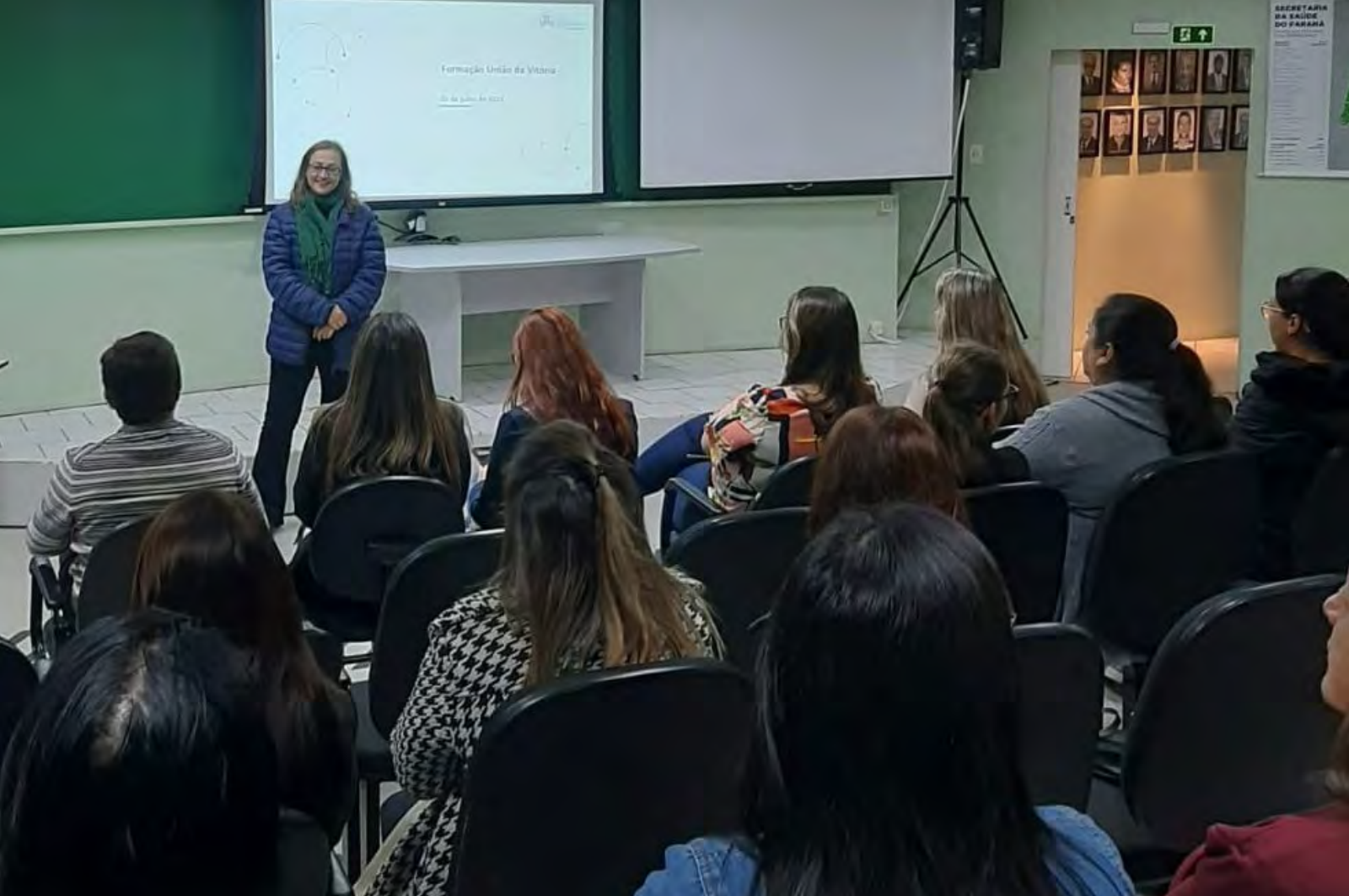
In 2024, the website was redesigned to improve access to content and enable easier data searches.



[Click to learn more.](#)

2024 HIGHLIGHTS

- Publication of the thematic report “Mental Health and the Rights of Children and Adolescents” and the study “Violence Against Children and Adolescents in Data.”
- Participation in panels and roundtables on violence against children and adolescents at national and state-level events in Paraná.



8,000+
WEBSITE VIEWS



1,400+
ACCESSES TO THE “VIOLENCE
AGAINST CHILDREN AND
ADOLESCENTS IN DATA” REPORT



250
ATTENDEES AT THE ROUNDTABLE
“VIOLENCE AGAINST CHILDREN
AND ADOLESCENTS IN DATA” HELD
DURING THE PARANÁ STATE SEMINAR
ON COMBATING VIOLENCE AGAINST
CHILDREN AND ADOLESCENTS IN
CURITIBA (PR)

Child and Adolescent Budget (OCA) - Municipal Panel

The Municipal OCA Dashboard, developed by the Marista Center for the Defense of Children in partnership with the Paraná State Public Prosecutor's Office (MPPR), uses data provided by the State Court of Auditors to monitor how municipalities in Paraná allocate and execute funding for children and adolescents.

Available on the CADÊ Paraná platform, the dashboard promotes transparency and public oversight, enabling analysis of how effectively the principle of absolute priority for children is being upheld.



[Click to learn more.](#)

2024 HIGHLIGHTS

- Trainings, livestreams, and workshops focused on the Child and Adolescent Budget (OCA).
- Publication of commitment proposals aimed at strengthening children's rights, to be presented as recommendations to mayoral candidates in the upcoming municipal elections.



1,200+
DASHBOARD VIEWS



980+
PARTICIPANTS ENGAGED
IN TRAINING EVENTS

Defend Yourself (Defenda-se) Campaign

The Defenda-se campaign focuses on preventing sexual violence against children and adolescents through awareness campaigns, knowledge-sharing, and educator training. The initiative includes educational videos for children on how to identify their rights and take preventive action.

2024 Theme: "Creating Safe Spaces for Children."

The campaign also collaborates with other organizations to offer training that raises awareness and improves violence prevention and response services.

2024 HIGHLIGHTS

- Release of the 15th educational video, titled *Ask for Help!*, also screened in movie theaters throughout Paraná. Access [here](#).
- Launch of the e-book *Through Their Eyes*, designed for adults seeking a deeper understanding of the messages in *Ask for Help!*. Access [here](#).
- Employee mobilization on May 18 (National Day to Combat the Abuse and Exploitation of Children and Adolescents), on Children's Day, and throughout the year—including Defenda-se Ambassadors leading awareness actions at Cajuru University Hospital, FTD, PUCPR, and other Marist institutions.



216,000+
YOUTUBE VIEWS



64,000+
WEBSITE VIEWS



790,000+
SOCIAL MEDIA IMPRESSIONS



106,000+
MOVIEGOERS VIEWED
THE VIDEO IN THEATERS



5,000+
PARTICIPANTS FROM 687 INSTITUTIONS
ATTENDED 26 TRAINING EVENTS



Ecosystem for the Defense and Protection of Children and Vulnerable Populations

Developed by CMDI in partnership with PUCPR, PUCRS, Porticus Latin America, Studium Theologicum Claretianum, and Núcleo Lux Mundi, the project was launched in 2024 to help prevent sexual violence against children, adolescents, and vulnerable populations by consolidating knowledge and promoting action in these contexts.



[Click to access the executive report.](#)

2024 HIGHLIGHTS

- Survey of legislation and academic output.
- Deployment of a questionnaire and focus group to understand how cases of violence are handled
- Publication of a bilingual executive report presenting the research findings

Learn more about this and other initiatives from the Marist Center for the Defense of Childhood. Click [here](#).

COMPLEMENTARY TOOLS

Our partnership with FTD Educação significantly expanded the *Defenda-se* Campaign in 2024 with the launch of two new tools designed to prevent violence against children and adolescents:

Educational Practices Platform:

This online platform provides educators with age-specific activity plans, recommended reading lists, videos, and other resources to support child and adolescent well-being.

PlayFest Game:

This interactive online game for children ages 6 to 10 uses engaging characters and settings to teach core concepts of consent, online safety, and violence prevention. It is designed to stimulate curiosity and learning, promoting awareness through play.



The 2024 Aberje Award - Southern Edition, in the category Community Relations, marked another recognition of the partnership between CMDI and FTD Educação. The award, which honors excellence in corporate communications in Brazil, acknowledged the Spontaneous Revelation campaign, part of the broader *Defenda-se* Campaign, for its innovative public engagement strategy.



Sustainability Management

MATERIALITY

GRI 3-1, 3-2

Materiality is the foundation of our sustainability strategy, providing a rigorous framework to identify the environmental, social, and governance (ESG) issues that have the greatest impact on the Marista Group and our stakeholders. This process not only informs the content of this report but also guides our overarching ESG strategy, ensuring our actions are focused on our most significant risks and opportunities.

Our work in 2024 was directed by the comprehensive materiality assessment completed in 2023. That assessment provided a deeper analysis of our ESG-related risks and opportunities, and its findings were directly integrated into our Group-wide strategic planning process.

This strategic focus strengthens our ability to respond effectively to evolving challenges and ensures that sustainability remains embedded in our core operations. By concentrating on our material topics, we ensure our actions consistently advance the Marist mission and our commitment to generating enduring value for society.

KEY MILESTONES IN THE MATERIALITY PROCESS

2021

Conducted foundational research—including senior leadership interviews, peer benchmarking, and stakeholder analysis—to identify and prioritize our most significant sustainability topics.

2023

Completed a Group-wide ESG maturity assessment guided by the ABNT PR2030 standard, which informed the strategic analysis and refinement of our corporate materiality matrix.

2024

ESG maturity assessment and qualification of material topics across the Group's Strategic Mission Areas.



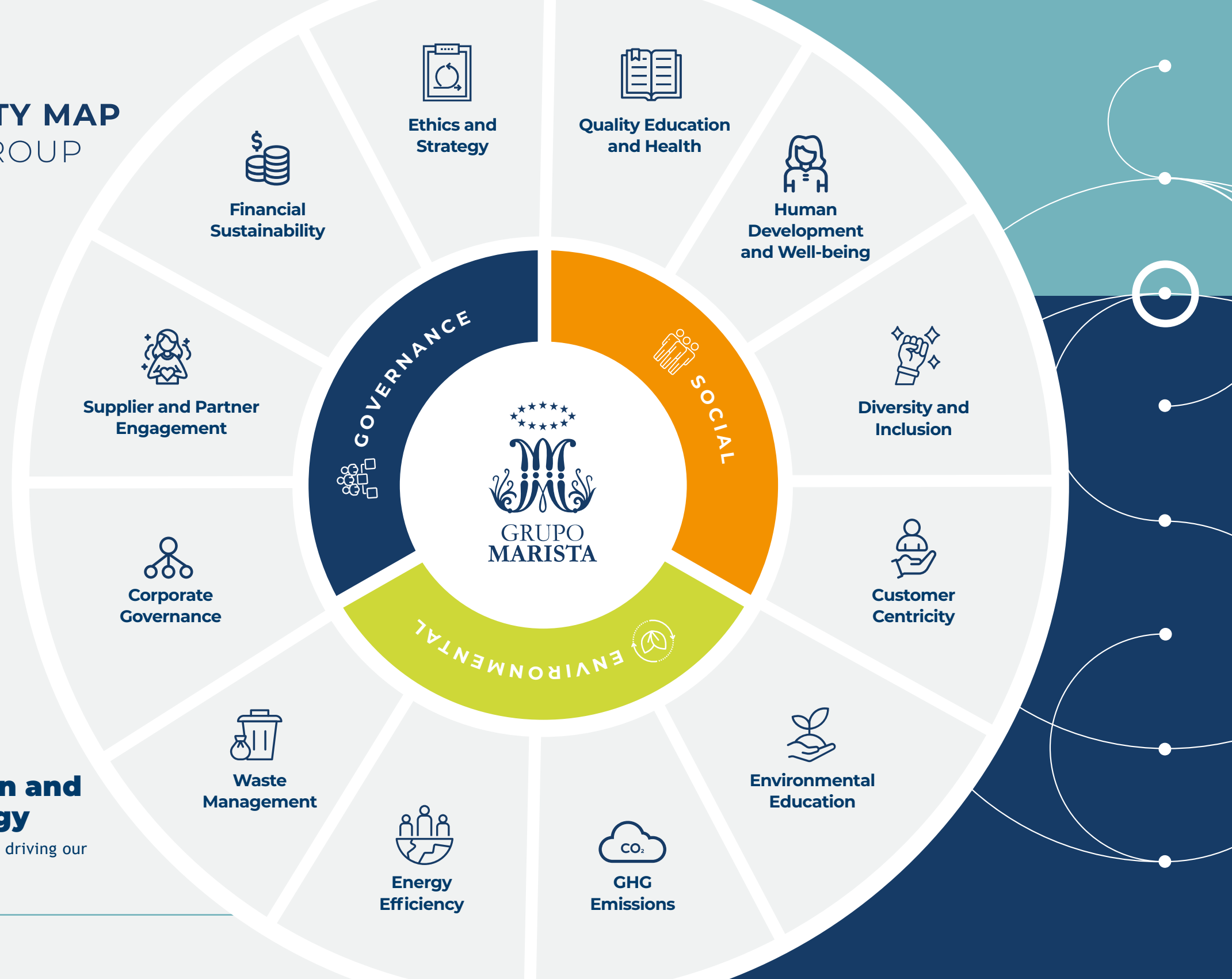
MATERIALITY MAP

MARISTA GROUP



Innovation and Technology

Transversal themes driving our
transformation.





“Fundamentally, ESG is an expression of the values that are foundational to our institution. Our social mission and Marist principles have always guided our commitment to societal transformation and environmental stewardship. In recent years, we have advanced this commitment by developing a robust strategic framework that integrates our environmental, social, and governance (ESG) initiatives with our core purpose: to deliver enduring positive impact.”

Carmem Murara

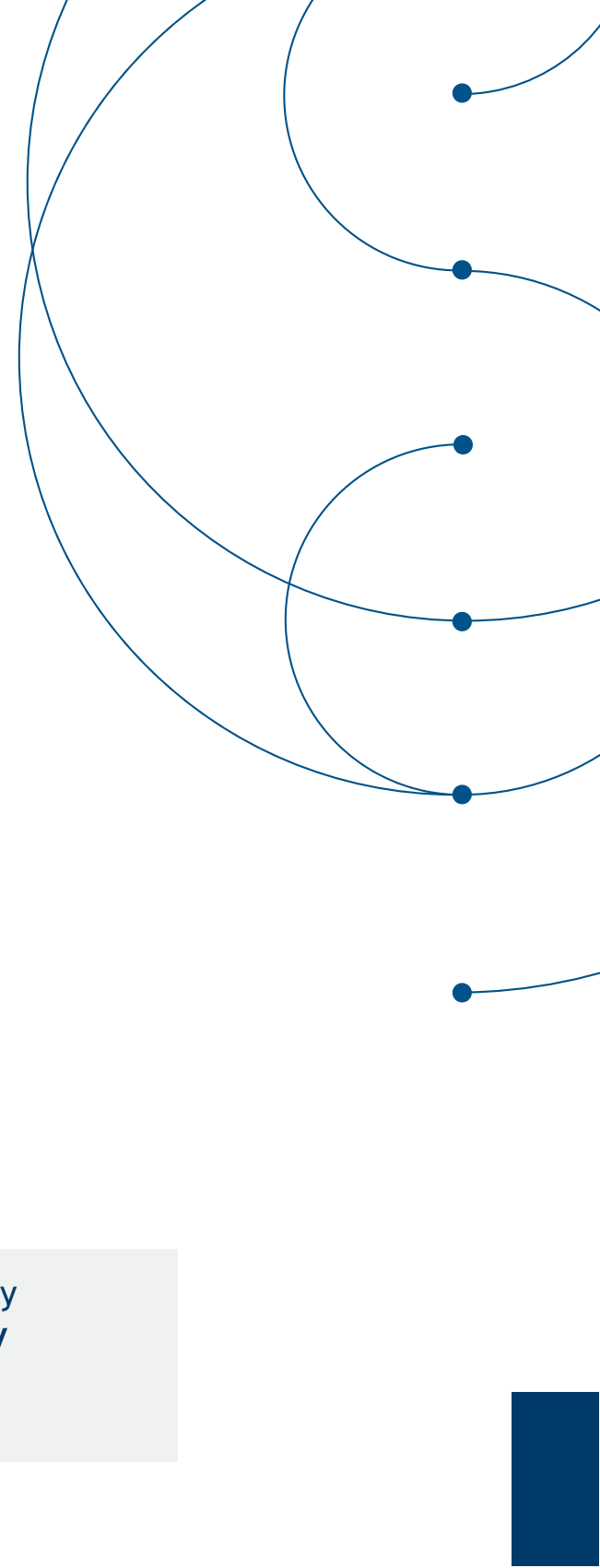
Director of Institutional and Governmental
Relations - Marista Group

STRATEGIC ESG PLAN

In 2024, we took a decisive step forward in operationalizing our ESG strategy and governance, transitioning from framework development to integrated execution. Building on the strategic pillars approved in 2023, our efforts centered on establishing the core infrastructure required to embed ESG principles into the fabric of our management systems. This work ensures the consistent application of our ESG strategy across all Group operations – both at the corporate level and within each of our business divisions – in direct alignment with stakeholder expectations.

We are pursuing this commitment through a disciplined, phased implementation designed to strategically balance investment with performance. This methodical approach ensures the long-term viability and impact of our initiatives, positioning the institution to meet future market demands and solidifying our standing as a benchmark for sustainability and social responsibility in Brazil.

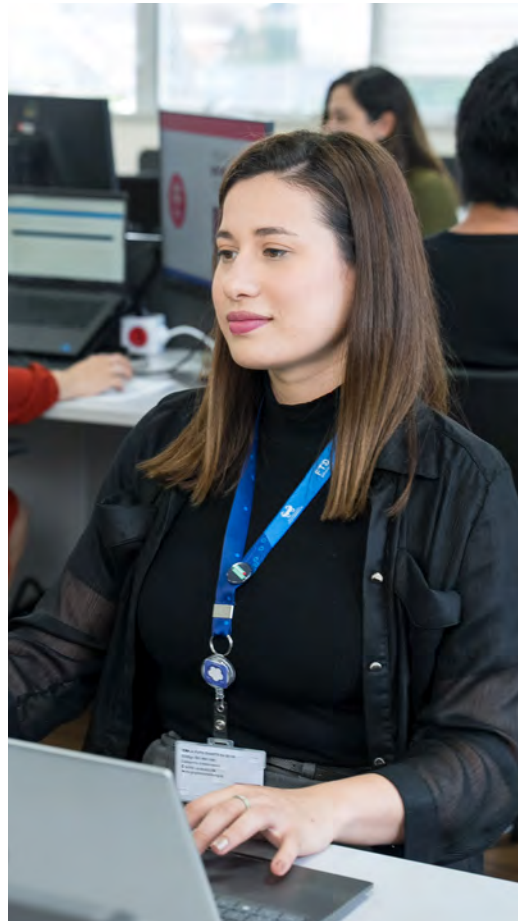
This structured governance framework directly links social impact and financial sustainability to the definition of technical workstreams and strategic projects planned through 2030.



OUR **ESG** JOURNEY

2021–2023

Conducted a comprehensive assessment of our ESG practices and maturity level. Defined and refined the Marista Group's materiality matrix.



2024

Establishing processes to integrate sustainability across daily operations, corporate functions, and all Mission-Aligned Business Units. This phase includes the ratification of the Group ESG Policy, definition of strategic KPIs, and the launch of the ESG Forum.

1. Board of Directors Approval: Secured Board approval for the ESG Strategic Plan.

2. Maturity Assessment: Deployed ESG maturity diagnostics for each Mission-Aligned Business Unit.

3. Project Definition: Established ESG projects with clear, measurable targets and initiatives to guide future progress.

4. Technical Workgroups: Formed dedicated workgroups to execute cross-functional and proprietary ESG projects within each Mission-Aligned Business Unit.

Learn more in the [Governance and ESG Project Management](#) section.

2025

Strengthening and consolidating the Group's ESG framework.

1. Corporate Education: Establishing corporate education as a core pillar, featuring a structured ESG literacy program to build team-wide competency from foundational to advanced concepts.

2. Data Governance: Enhancing data governance with new indicators and targets; consolidating project management and systematizing data reporting through new technology platforms.

3. Stakeholder Engagement: Deploying the ESG Stakeholder Engagement Plan across corporate functions and all Mission-Aligned Business Units.

4. Performance Metrics: Implementing an ESG maturity score as a key corporate performance metric, linking it to our core Identity, Mission, and Vocation indicators for all corporate areas and business units.

ESG PORTAL

Launched in 2024, our internally developed ESG Portal represents a key milestone in advancing data governance and strategic oversight of our sustainability performance. Designed to centralize and standardize data collection across diverse initiatives, the platform enhances analytical depth, facilitates cross-functional integration, and supports continuous improvement in ESG metric management.

During its initial rollout, the Portal supported data collection for this Sustainability Report—consolidating performance indicators aligned with the Global Reporting Initiative (GRI) Standards and our proprietary internal metrics. This initiative marks a significant evolution in governance capacity, particularly within the philanthropic and faith-based institutional context in which we operate.

Looking ahead to 2025, the Portal will be expanded to incorporate a broader set of internal key performance indicators (KPIs) and deliver a fully integrated ESG data environment—enabling more comprehensive, real-time visibility into organizational sustainability outcomes.

In parallel, we are developing a customized digital platform for ESG project management. Once fully integrated with the ESG Portal, this solution will provide a centralized dashboard for tracking the implementation and status of strategic initiatives. It will also equip senior leadership and key stakeholders with streamlined, decision-grade insights to guide long-term planning and impact evaluation.



ESG Forum GRI 2-17

In 2024, the Marista Group formally established the ESG Forum as its central sustainability governance body, designed to bridge corporate strategy with Mission-Aligned Business Units and ensure clear accountability for ESG outcomes.

Coordinated by the Directorate of Institutional and Governmental Relations, the Forum convened three times during the year to oversee the rollout of the ESG Policy, monitor strategic initiatives, and centralize sustainability reporting.

Its structure includes two appointed representatives from each Mission-Aligned Business Unit and designated members from ESG technical workgroups—promoting a unified and collaborative approach across all functions.

Forum deliberations are formally reported to the Strategy Committee, the Executive Directorate, and the Board of Directors (CAD), reinforcing alignment with corporate directives and risk oversight mechanisms.

In its inaugural year, the Forum prioritized:

- Official launch and onboarding of members
- Alignment of ESG strategic priorities
- Definition of project scopes and implementation roadmaps

These actions reinforced the role of the central corporate function as the Group's Strategic Architect—responsible for setting guiding principles—while empowering decentralized

teams with autonomy and responsibility to execute initiatives within their local contexts.

Looking ahead to 2025, the Forum will broaden its focus to:

- Enhance cross-functional collaboration through digital tools
- Track ESG maturity across business units
- Facilitate innovation-oriented sustainability dialogues

Meeting frequency will increase to a quarterly cadence to support these expanded objectives.



The Forum is empowered to analyze, deliberate, and recommend strategic pathways for sustainable development, in alignment with the Marist mission to create shared value for society.



Stakeholder Prioritization

GRI 2-29

As a core component of our 2024 ESG Stakeholder Engagement Plan, we conducted a strategic mapping exercise to prioritize engagement across our corporate functions and Mission-Aligned Business Units. This process utilized a standard influence-interest matrix to identify stakeholders who are most critical to our long-term value creation and operational success.

This framework ensures our engagement initiatives are structured, resource-efficient, and fully aligned with our governance principles and sustainability strategy. The resulting prioritization reinforces our commitment to transparency and to building strong, mutually beneficial stakeholder relationships.

For a detailed overview of specific actions and initiatives designed for each stakeholder group, please refer to the **PUCPR**, **FTD Educação**, and **Health** chapters of this report.

PRIORITY STAKEHOLDERS



Marista Group (Corporate)	PUCPR (Higher Education)	FTD Educação (K-12)	Health (Healthcare)
• Marist Brothers • Marist Institute • Executive Management • Employees • Faculty • Students • Patients • Physicians & Clinical Staff • Care Teams • Schools • Health Insurance Providers • Funding Agencies • Regulatory Bodies • Ministry of Education • Ministry of Health • Government & Public Agencies	• University Leadership & Administration • Students • Academic Deans & Leaders • Families • Employees • Faculty • Alumni • Hotmilk (Innovation Hub) • Government • Associations & Unions • Research Foundations • MEC/CAPES (Regulatory & Funding Bodies)	• Board of Shareholders • Employees • Schools & Administrators • Students • Families • Authors • Suppliers • Competitors • Media & Press • MEC/Public Agencies	• Employees • Healthcare Professionals • Patients & Clients • Contractors • PUCPR/Partner Academic Institutions • Technical Schools • Municipal & State Health Depts. • Suppliers & Service Providers • Health Insurance Providers • Regulatory Bodies • Public Authorities

ESG PROJECT

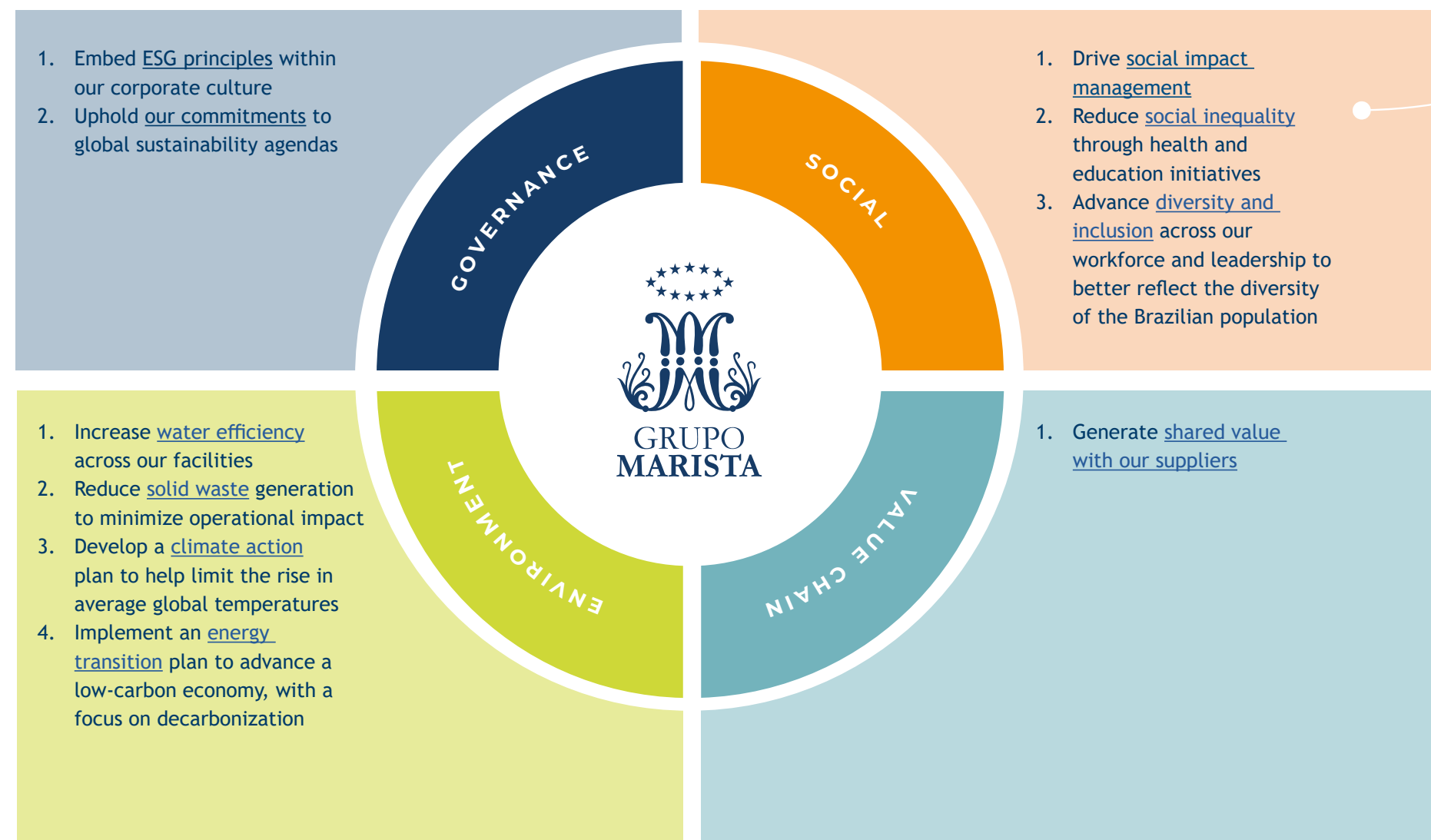
GOVERNANCE AND MANAGEMENT

As we advance our ESG agenda, we have established two primary project categories: cross-cutting corporate initiatives that span all our business areas, and proprietary projects tailored to our specific Core Mission Areas.

These initiatives are driven by dedicated multidisciplinary teams and technical leadership, ensuring a strategic and integrated approach. Key progress in 2023 included connecting and optimizing our priority performance indicators, reinforcing the Group's commitment to results measurement and creating value aligned with our institutional priorities.

Throughout this report, cross-cutting projects related to social, environmental, and value chain topics are detailed in their respective chapters. The following section focuses on our governance-related projects.

GROUP-WIDE STRATEGIC PROJECTS





EMBEDDING ESG INTO OUR CORPORATE CULTURE

Objective

Our objective is to integrate ESG principles into the fabric of our daily operations by establishing a structured governance framework for all initiatives across the Marista Group and our Core Mission Areas. This ensures our management approach is ethical, transparent, and fully aligned with the Group's corporate strategy and values.

This initiative drives a cross-functional cultural transformation designed to embed ESG into our organizational DNA—influencing behaviors, strategic decisions, and operational processes. Success requires deep internal engagement and direct alignment with our Strategic Plan, positioning ESG as a core, indivisible component of our value system and daily practices.

In 2024, we focused on building the foundational elements of this initiative, fostering internal alignment and establishing dedicated workgroups to define core guidelines. A key milestone for the year was a significant increase in ESG engagement across the organization. Teams from all functions and levels actively participated in ESG events, working sessions, and strategic discussions, demonstrating a collective commitment to our sustainability and transparency goals.

Next Steps

We will execute a comprehensive, Group-wide assessment of our ESG culture, using both qualitative and quantitative methods to establish a clear baseline. The findings will inform the development of a strategic roadmap for cultural integration and guide the embedding of key sustainability metrics into core organizational tools, such as our annual Climate and Culture Survey.

Expected Outcomes

The successful integration of ESG into our culture is expected to drive significant value across the organization, including: enhanced employee satisfaction, engagement, and talent retention; greater operational efficiency; improved access to capital and investment; and reduced risk exposure through robust legal and regulatory compliance.





Upholding Our Commitments

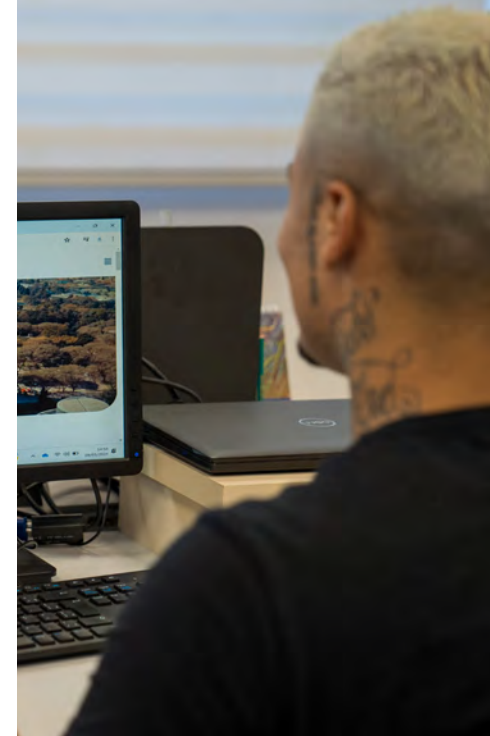
Objective

To drive accountability and performance against our public commitments, strengthening our market reputation and ensuring alignment with leading global sustainability frameworks.

The Marista Group is systematically enhancing the governance frameworks that support our institutional commitments. Key planned actions include a comprehensive mapping of all commitments across the Group, an assessment of the maturity of our related governance models, and the identification of strategic opportunities for industry leadership.

Expected Outcomes

- Strengthened governance and external recognition of our commitments
- Improved transparency, reputation, and stakeholder trust
- Enhanced access to sustainable finance and investment
- Increased operational efficiency and innovation
- Improved talent attraction, retention, and employee engagement.



ESG RECOGNITION

In 2024, our commitment to embedding sustainability across our operations earned significant industry recognition, reinforcing our brand reputation and positive societal impact.

We were recognized as finalists for both **ESG Governance** and **Best Company - Service Category** (for PUCPR and São Marcelino Champagnat Hospital) at the **2024 Paraná Regional Leaders Award**, presented by LIDE Paraná.

The leadership of Carmem Murara, our Director of Institutional and Government Relations, was highlighted with several key honors:

- **Best Corporate Communications Executive for the Southern Region** by Top Mega Brasil 2024.
- **ESG Personality of the Year** by the Top View 2024 Award.

She also represented the institution as a featured speaker at the Meeting Experience CWB 2024, a national summit for higher education leaders, participating in a panel on “ESG and the SDGs.”

Additionally, we earned one of Brazil’s most prestigious honors, the ECO Award, for our Pequenos Leitores (Little Readers) social impact project. Developed in partnership with Roda Educativa, the initiative was recognized in the Products and Services category. Further details are available in the **FTD Educação** chapter.

Mission-Aligned ESG Initiatives

Our ESG strategy empowers each of our Mission-Aligned Business Units to implement sustainability initiatives tailored to their unique operational contexts. By formalizing best practices and granting greater autonomy, we enhance their capacity to drive performance against our shared institutional directives.

In 2024, our focus was on defining the strategic scope and operational frameworks for these business-specific projects. This foundational work established clear objectives and aligned our teams for execution. In 2025, we will advance to full implementation, supported by defined targets, KPIs, and dedicated workgroups for each initiative.

Project oversight is managed through a collaborative model led by the ESG Forum, ensuring all outcomes are tangible, measurable, and directly aligned with the Group’s strategic objectives.



Environ-ment	• Reducing the environmental footprint of our campuses. • Integrating ESG criteria into the Campus Master Plan.	• Minimizing the environmental impacts of our manufacturing operations. • Enhancing product circularity through a Reverse Logistics Program.	• Implementing an environmental management system to drive continuous improvement via the PDCA¹ cycle.
Social	• Enhancing the First-Generation University Student Program. • Promoting inclusive, equitable, and high-quality education. • Strengthening well-being programs for faculty and staff.	• Promoting employee health and safety. • Expanding employee volunteer programs. • Leading the publishing sector in child protection and safety.	• Advancing professional development and well-being programs for all clinical staff. • Integrating a Quality, Safety, and Patient-Centered Care Program across all operations.
Governance	• Embedding sustainability into academic governance to enhance stakeholder engagement.	• Fostering a culture of sustainability in partner schools. • Driving client engagement to shape an innovative, human-centric future.	• Embedding ESG criteria across the employee, patient, faculty, and community experience. • Integrating ESG criteria into the institutional Master Plan.
Value Chain	• Creating shared value with local communities and key stakeholders.		• Developing shared value initiatives with the local communities served by our hospitals.

¹Note: PDCA stands for Plan, Do, Check, Act, a management framework for the continuous improvement of processes and products.

Presentation

Institutional

Sustainability
Management

Governance

People

Environmental

Summary of
Indicators

Appendices

PUCPR

FTD Educação

Health



Governance

* CHAPTER 4

GOVERNING BODIES

GRI 2-9; 2-10; 2-11

As our highest governing body, the Board of Directors is responsible for providing strategic oversight in alignment with our mission and cultivating a corporate culture rooted in our core values. The Board defines strategic directives, approves major investments and initiatives, and steers our Mission-Aligned Business Units toward operational excellence and accountability. A central element of its mandate is proactive risk and opportunity management to strengthen the institution's long-term resilience and sustainability, balancing social impact with

financial performance and stakeholder interests. Its core fiduciary duties include upholding the Marist mission and overseeing executive management, from selection and evaluation to compensation.

The Board is composed of the Marist Brothers of the Provincial Council, our CEO, and two independent external directors. It convenes monthly to review performance and guide strategy. Provincial Council members serve three-year terms, while the terms of all other directors

are subject to annual review. As stipulated in our bylaws, nominations for all committee and governing body members are submitted to and approved by the Provincial Council. The current Provincial Superior serves as Chairman of the Board and President of the Marista Group.



PROVINCIAL COUNCIL

As an integral governing body of the Marist Province of South-Central Brazil (PMBCS), the Provincial Council is composed entirely of Marist Brothers. Its primary responsibilities include advising the Provincial Superior on provincial administration, defining strategic directives, approving the strategic plan and budget, and overseeing leadership appointments and performance for PMBCS. Its mandate also includes providing spiritual and mission-focused leadership for the Brothers and extending pastoral support to the broader Marist community.

In March 2024, Brother Vanderlei Siqueira dos Santos began his 2024-2027 term as Provincial Superior of PMBCS. He also serves as President of the Marista Group and Chairman of the Board of Directors. As Provincial Superior, his responsibilities are dedicated to the religious organization, with oversight of areas central to the mission, including Consecrated Marist Life, Vocation Animation, and Spirituality.

This governance structure is defined by Article 127 of our Constitutions, which states: *“The Provincial governs with the support of his Council. He holds primary responsibility for fostering the religious life and mission of the Brothers... He ensures the existence of pastoral programs for lay members... In alignment with the Superior General, he ensures fidelity to the mission and holds ultimate responsibility for the stewardship of the Province’s assets.”*

Provincial Council COMPOSITION

Br. Vanderlei Siqueira dos Santos (Provincial Superior)

Br. Anacleto Peruzzo (Vice Provincial)

Br. Adilson José Janovski

Br. Délcio Afonso Balestrin (Bursar)

Br. Miguel Fernandes Ribeiro

Br. Rogério Renato Mateucci

Br. Valdir Gugiel

Br. Otávio Sarturi (Secretary to the Council)

Board of Directors COMPOSITION

Br. Vanderlei Siqueira dos Santos (Chairman)

Br. Adilson José Janovski (Vice Chairman)

Br. Anacleto Peruzzo (Vice Provincial)

Br. Délcio Afonso Balestrin (Bursar)

Br. Miguel Fernandes Ribeiro

Br. Rogério Renato Mateucci

Br. Valdir Gugiel

Mauro Amaral (Independent Director)

Regina Celia Esteves (Independent Director)

Maurício Zanforlin (CEO)

Dr. Bruno Orloski de Castro (General Counsel & Board Secretary)

COUNCIL ON ECONOMIC AFFAIRS & COMMISSION ON MISSION AFFAIRS

The Provincial Council and the Board of Directors are supported by two key advisory bodies chartered by the Marist Province of South-Central Brazil (PMBCS): the Council on Economic Affairs (CAE) and the Commission on Mission Affairs (CAM). The CAE, a canonical governance body chaired by the Provincial Bursar, provides critical financial oversight. The CAM provides strategic guidance on all initiatives related to our Core Mission Areas.

Key Responsibilities of the CAE include:

- Proposing corporate financial policies and strategic directives
- Reviewing and validating performance targets, budgets, and planning cycles
- Monitoring the financial performance of our business units

- Evaluating high-impact projects and capital investment proposals
- Advising the Provincial Council and the Boards on key financial and economic matters

Key Responsibilities of the CAM include:

- Recommending policies and directives regarding mission and identity.
- Validating performance targets and expectations for mission-related outcomes.
- Reviewing strategic plans related to mission and identity.
- Monitoring key performance indicators for mission and identity.
- Advising the Provincial Council and the Board of Directors on decisions related to mission and identity.

Board Committees GRI 2-9

To support the execution of its duties, the Board of Directors is supported by five advisory committees composed of corporate executives and independent experts:



Strategy Committee

Oversees the development and execution of the Group's long-term strategy, ensuring alignment across our education and health sectors.



People Management Committee

Oversees human capital strategy, including talent management, leadership development, and initiatives designed to foster an inclusive, high-performance culture.



Ethics and Compliance Committee

Oversees the Group's ethics and compliance programs, reinforcing a culture of integrity and ensuring all operations align with the Marista Group's core values.



Risk and Audit Committee

Oversees the integrity of financial reporting, the internal audit function, the external audit process, and the Group's enterprise risk management (ERM) framework.



Investment Committee

Advises the Board on financial and asset management strategies, focused on safeguarding the Province's endowment by ensuring all investments adhere to established risk and liquidity parameters.



Governance Composition & Diversity

GRI 2-9

The Marista Group is committed to enhancing the diversity of our governing bodies, with a strategic focus on improving gender representation across our committees and executive leadership. Our committee structure is designed to be both inclusive and effective, composed primarily of senior leaders from key functional areas whose expertise directly informs governance decisions.

Our governance framework includes structural safeguards that mitigate conflicts of interest. As a mission-driven religious institution, our leadership is subject to defined, three-year terms, and all major decisions require oversight from the Provincial Council. Furthermore, significant capital allocations or strategic actions that expand upon existing plans are subject to an additional layer of approval from the Marist Institute in Rome, ensuring alignment with our global mission.

	Executive Members	Independent Members	Men	Women
Board of Directors	9	2	10	1
Council on Economic Affairs (CAE)	6	1	6	1
Commission on Mission Affairs (CAM)	11	1	9	3
Strategy Committee	10	2	10	2
People Management Committee	9	1	10	0
Ethics and Compliance Committee	8	1	7	2
Risk and Audit Committee	5	3 ¹	6	2

Marista Group Board of Directors Composition by Region

GRI 2-7

	2022	2023	2024
Southeast Region	3	3	2
South Region	9	9	9
Total	12	12	11

Gender Diversity of the Board of Directors

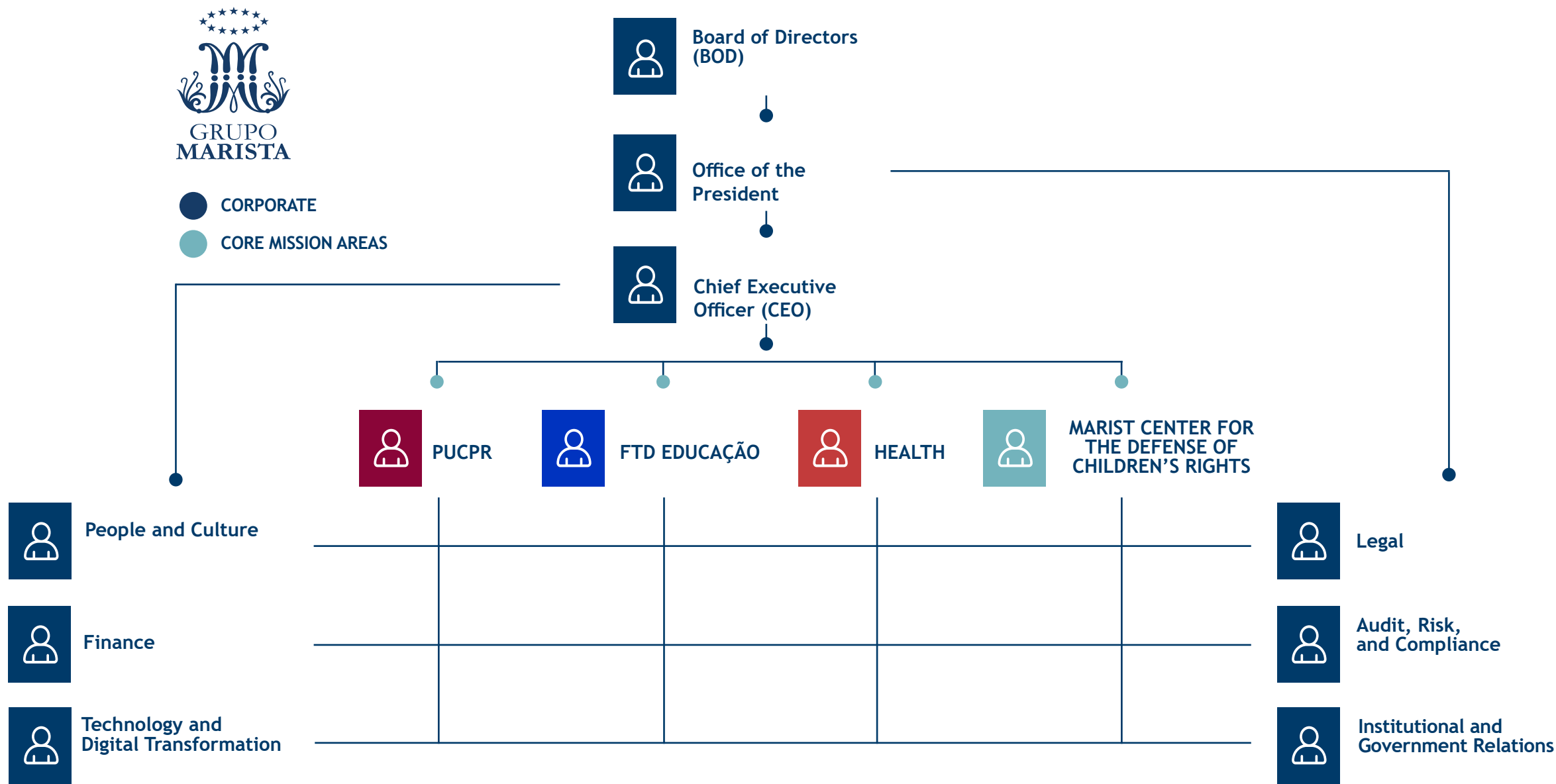
GRI 2-7

GOVERNANCE BODIES	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Board of Directors	10	2	12	10	2	12	10	1	11

¹Note: Comprised of two independent directors and one external expert.

Marista Group Organizational Structure

GRI 2-9



GOVERNANCE

MODEL

GRI 3-3: CORPORATE GOVERNANCE

Our corporate governance model balances our foundational legacy with a commitment to sustainable growth. By professionalizing our management and embedding best practices, we are ensuring the long-term viability of our mission.

Over the past several years, we have strategically shifted from a traditional, centralized structure to a collaborative framework that enhances the synergy between our corporate functions and Mission-Aligned Business Units.

Strengthening the Framework

A key milestone in this evolution was the 2023 consolidation of our K-12 operations under the Marist Brasil brand, a move that accelerated the implementation of our “Strategic Architect” model. Under this model, our central corporate function provides the guiding framework and institutional policies, empowering our business units to focus on operational execution and market-specific demands.

This ongoing transformation, which continues through 2025, is focused on driving efficiency, placing qualified professionals in key strategic roles, and strengthening oversight through our councils and committees. This work is supported by a robust financial strategy designed to ensure the Group’s long-term sustainability. The adoption of the Objectives and Key Results (OKR) framework aligns team efforts with strategic priorities, fostering an agile, integrated management approach that enables data-driven decisions and delivers measurable results.



This model provides our Mission-Aligned Business Units with the autonomy to meet their specific market needs, while the corporate center delivers strategic support, drives institutional synergy, and ensures brand alignment.

Cultural Evolution Journey

Our Cultural Evolution Journey, launched in 2022, is a key driver of this modernization. It is guided by three strategic pillars: agility, digital transformation, and customer-centricity. This initiative promotes innovation and decentralized decision-making while reinforcing our commitment to our core values, ethical principles, and compliance standards.

This transformation enhances our ability to meet the evolving needs of our employees, clients, and the market, positioning the Group to deliver sustainable, long-term value.



“Our mission and our financial performance are inextricably linked. Strong financial stewardship is what enables the continuity of our social initiatives and the fulfillment of the Marist mission. This creates a sustainable financial model where returns from our core operations are reinvested to expand access to high-quality education and health services, amplifying our positive impact on the communities we serve.”

Bruno Orloski de Castro
General Counsel, Marista Group

Financial Sustainability

Financial sustainability is a foundational pillar for the longevity and positive impact of our institution. As a philanthropic organization, the efficient allocation of resources—and the ability to translate them into measurable outcomes—are core fiduciary responsibilities, approached with strategic discipline across all our Mission-Aligned Business Units.

We manage our cash flow on a daily basis and track results monthly using Business Intelligence (BI) platforms, ensuring that leaders and decision-makers have access to accurate, real-time data. These indicators are reviewed within business units and then submitted to the Council on Economic Affairs (CAE) and the Board of Directors (BOD), reinforcing transparency and operational efficiency. In addition, our financial statements undergo quarterly review by the Fiscal Council and are subject to an independent external audit annually—underscoring our commitment to best-in-class governance.

Our governance framework—centered on a clearly defined strategy and shared priorities—ensures both disciplined execution and adaptability to changing market dynamics, without compromising our core values. All operations follow internal policies aligned with market best practices and are overseen by structured governance bodies.

The implementation of our Strategic Architect model—a framework designed to “see the whole, connect the parts, and build the future”—has centralized essential processes, restructured leadership teams, and strengthened engagement across all levels. This model promotes continuous learning, cross-functional alignment, and collaborative working methods aimed at achieving shared goals.

We regularly review our Long-Term Strategic Plan, which informs our annual budget and defines key targets. Throughout the year, we also conduct rolling forecasts to assess directional accuracy and adjust resource allocation as needed—always with a focus on mission alignment and institutional sustainability.

Our digital transformation and client-centric initiatives further support financial health by modernizing operations and reducing risk. Process automation, contract optimization, and disciplined cost controls collectively enhance efficiency while reinforcing our commitment to sound, sustainable financial management.



Our strategic focus on efficiency and innovation delivered a R\$261.5 million increase in Operating Cash Flow in 2024.



“The Marista Group’s outlook for the future is highly positive, driven by the strengthening of our governance framework and the consistency of our Strategic Planning. In 2025, we will implement a new dynamic for strategic review, supported by specialized consulting partners embedded within our Mission-Aligned Business Units. This initiative aims to ensure institutional unity, cross-functional synergy, and sustainable growth—while safeguarding alignment with our mission and reinforcing the long-term continuity of our institution.”

**Irmão Délcio
Afonso Balestrin**

Provincial Bursar and President,
Council on Economic Affairs



AWARD

In 2024, Marista Group CFO Diogo Benke was honored with the prestigious Equilibrista Award, a premier honor in the finance industry. This recognition is a significant milestone that validates the strength of our governance framework, demonstrating our success in integrating our mission-driven values with best-in-class financial management. It highlights a model that balances agile decision-making with the capacity to execute high-impact strategic projects.

ETHICS AND INTEGRITY

GRI 3-3: ETHICS, INTEGRITY,
AND STRATEGIC CONDUCT; 2-23; 2-24

In 2024, we reinforced a culture of ethical conduct and transparency across all areas of operation. Within this context, the Directorate of Audit, Risk, and Compliance (DARC) expanded its mandate by adopting a broader compliance perspective—incorporating strategic risk monitoring, the ongoing review of institutional policies, and the enhancement of governance systems. These actions consolidated a more robust foundation for integrated management.

DARC is also responsible for ensuring that our compliance and governance commitments are embedded at all levels of the organization. This includes the continuous review and approval of policies, internal communication campaigns, and the delivery of training under the Marist Integrity Program. In parallel, the Directorate actively monitors reports submitted through our internal ethics channels, oversees listening and engagement mechanisms, and continuously evaluates institutional processes—ensuring strong internal controls and effective risk mitigation.

The Marist Integrity Portal centralizes all policies approved by the Board of Directors and provides access to governance documents that reinforce our commitment to compliance, including internal regulations and operational guidelines.

The portal also offers detailed information on our corporate governance practices—highlighting our Code of Conduct, which defines expected behaviors in the workplace and guides employees in addressing ethical concerns.

It also features a dedicated section for clarifying questions related to Brazil’s General Data Protection Law (LGPD) and includes a Compliance Inquiry Tool, offering tailored support for teams seeking clarification on specific policies and procedures.



[Click to learn more.](#)

Respect for human rights is fully embedded in our policies and organizational culture and is addressed explicitly in our Code of Conduct. In addition, our Child and Adolescent Protection Policy reaffirms our commitment to the safety and well-being of children and youth. Further details are available through the Marist Center for the Defense of Children.

Ouvidoria Canal Direto Dívidas LGPD Dívidas Compliance



CÓDIGO DE CONDUTA POLÍTICAS E PROCEDIMENTOS BLOG CANAL INTEGRIDADE

Políticas e Procedimentos

Buscar em Políticas e Procedimentos...

Sumário

Política de Contratação de Parentes
Política de Auditoria Interna
Política de Brindes, Presentes e Lembranças
Política de Captação de Recursos
Política de Conflito de Interesses
Política de Controles Internos
Política de Elaboração de Documentos Normativos
Política de Gestão de Riscos
Política de Relacionamento com Entidades Públicas e Licitações
Política de Relacionamento com Fornecedores e Prestadores de Serviços
Política de Relações Institucionais e Governamentais
Política do Programa de Integridade Marista
Procedimento de Elaboração de Documentos Normativos
Política de ESG
Política de Proteção Integral de Crianças e Adolescentes



Ethical Reporting & Investigations

GRI 2-16; 2-25; 2-26;

The Marista Group's Code of Conduct establishes the foundational principles for all business dealings, reinforcing our commitment to ethics, transparency, and respect for individuals. To ensure these standards are upheld across our value chain, all contracts include compliance clauses aligned with Brazilian Anti-Corruption Laws, stipulating clear penalties for non-compliance. Furthermore, the Group is committed to providing prompt and precise information during audits, ensuring that only authorized personnel manage these procedures.

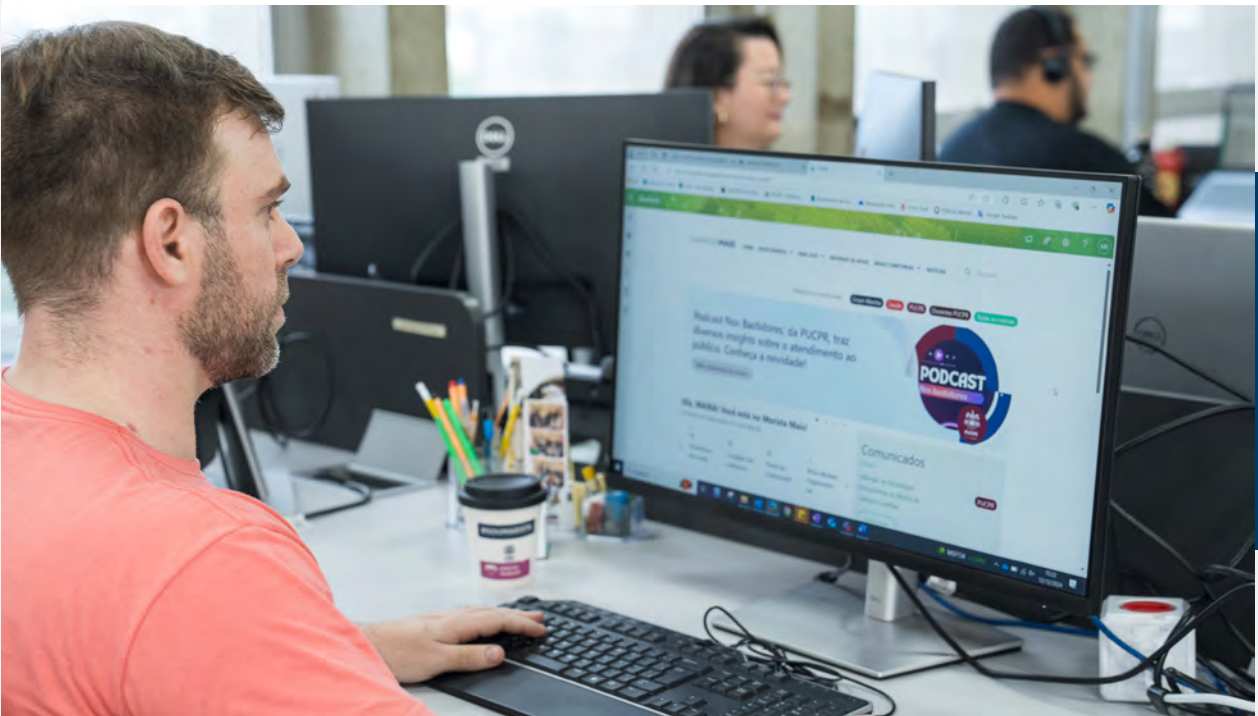
To maintain an environment of integrity, we provide the **Direct Channel**, a dedicated and confidential platform for reporting unethical conduct, corruption, legal violations, and

security incidents, including data privacy irregularities. This channel is managed by Aliant, an independent third party, to ensure absolute confidentiality and is accessible to all stakeholders, including employees, clients, suppliers, and partners. We maintain a zero-tolerance policy against any form of retaliation for good-faith reporting.

Critical reports are prioritized according to our corporate investigation methodology and forwarded to the Audit, Risk, and Compliance (DARC) Directorate for handling. The Ethics and Compliance Committee provides independent oversight, ensuring each case is managed appropriately and without conflict of interest. This Committee is also responsible

for monitoring the effectiveness of the Marist Integrity Program, guiding its continuous evolution to meet societal expectations.

The Ethics and Compliance Committee holds regular quarterly meetings and convenes for extraordinary sessions as needed. Sensitive matters are reviewed in these quarterly meetings and reported monthly via key performance indicators. In 2024, the Committee held four in-person meetings to analyze the most significant cases. The data collected from these processes drives continuous improvement in our operations and relationships, reinforcing our commitment to transparency, respect for people, and the core values that guide our institution.



DIRECT CHANNEL METRICS: 2024

1,352

TOTAL REPORTS
RECEIVED

476^(35%)

CASES
SUBSTANTIATED
& CLOSED

100%

RESPONSE
RATE

Reports can be submitted via the Direct Channel at:
<https://canalconfidencial.com.br/canaldiretomarista>

Reported Incidents and Actions Taken GRI 406-1

2024	Corporate	PUCPR	FTD Educação	Health
Total Reported Incidents of Discrimination	2	4	3	10
Remedial Actions Taken	0	3	2	5
Total Reported Incidents of Harassment	2	1	8	3
Remedial Actions Taken	0	0	4	1
Total Reported Incidents of Human Rights Violations	0	0	0	0
Remedial Actions Taken	0	0	0	0
Total Reported Incidents of Ethical Violations	56	168	70	991
Remedial Actions Taken	9	63	19	233

Ombudsman

In addition to the Direct Channel, we provide a dedicated Ombudsman service for stakeholders of PUCPR and the São Marcelino Champagnat and Universitário Cajuru Hospitals. This platform, accessible directly through our Integrity Portal, serves as an exclusive channel for submitting complaints, reports, suggestions, and requests for information.

[Click to learn more.](#)

These feedback mechanisms are integral to our strategy for cultivating a more inclusive and responsive organizational culture.

In 2024, we enhanced this process by implementing formal action plans designed to identify and address the root cause of reported issues, enabling a more proactive and effective approach to resolution.

Conflict of Interest GRI 2-15

Through our Marist Integrity Program, we employ a structured framework of policies and processes to proactively prevent and mitigate conflicts of interest. Our Conflict of Interest Policy, in effect since 2020 and most recently revised in December 2024, establishes clear guidelines for the identification, disclosure, and resolution of such situations. It includes formal reporting protocols to the highest levels of governance, reinforcing our commitment to best-in-class governance.

Our Compliance Help function, which guides employees on the Code of Conduct and procedures for topics like supplier and related-party contracting, conducted 1,529 analyses in 2024. Of these, 1,191 (78%) were directly related to mitigating potential conflicts of interest. In parallel, our confidential reporting channel received 16 allegations related to conflicts of interest, of which 6 (37.5%) were substantiated following investigation.

To ensure adherence to these directives and mitigate emerging risks, we conduct continuous analysis of our internal processes against more than 70 hypotheses of potential anomalies. These hypotheses are based on data cross-referencing designed to identify transactions that deviate from

expected patterns. It is important to note that an identified anomaly does not automatically indicate wrongdoing; rather, it flags a situation for further investigation to confirm its legitimacy or identify non-compliance. This automated monitoring is performed by Hércules, an internally developed tool that strengthens our commitment to transparency and integrity.

In our third-party compliance process, we screen all suppliers against restricted and sanctioned-party lists, enhancing our control environment and supporting the decision-making of our corporate functions and Mission-Aligned Business Units.

In 2024, there were no recorded instances of conflict of interest under hypotheses I, II, or III. Cases identified under hypothesis IV were formally reported to the relevant procurement authorities with a recommendation not to proceed, leaving the final disposition to their discretion.



Corruption and Fraud

GRI 2-23; 205-1;

Our Integrity Due Diligence process is a cornerstone of the Marist Integrity Program. Governed by our Integrity Due Diligence policy, which is accessible on our Integrity Portal, this process systematically assesses corruption, reputational, and integrity risks across our relationships with employees, suppliers, and other third parties to ensure transparency and compliance in all contractual engagements.

This rigorous assessment extends to the hiring of Politically Exposed Persons (PEPs), their family members, and close associates, as well as to senior leadership appointments, donations, sponsorships, and all merger, acquisition, and corporate restructuring activities. Our control

environment is further reinforced by specific policies governing interactions with public entities, bidding processes, and suppliers. We conduct daily monitoring of our supplier base against multiple sources, including the Federal Government’s Transparency Portal, to proactively mitigate risk and ensure alignment with our institutional values. For more information, please see the [Supply Chain chapter](#).

In 2024, we identified 23 companies with significant corruption risks due to their inclusion on the National Registry of Punished Companies (CNEP) and, as a result, blocked these entities from conducting business with the Marista Group.

During 2024, there were no employee terminations or disciplinary actions related to corruption, nor were there any contract terminations or non-renewals with business partners due to corruption-related violations. Furthermore, no legal proceedings concerning corruption were brought against the institution or its employees.

Operations Assessed for Corruption-Related Risks¹

GRI 205-1

2024	Corporate	PUCPR	FTD Educação	Health
Total number of operations assessed	66	1.036	43	37
Percentage of operations assessed	100%	100%	100%	100%

¹Note: The scope of operations includes all formal business units and corporate functions. Risk assessments are supported by data from internal control processes and our confidential reporting channel, which is managed by the independent third-party firm, Aliant.



In 2024, 100% of our operations were assessed for corruption-related risks. No confirmed incidents of corruption were recorded across the Marista Group or its Core Mission Areas.

Integrity Training

GRI 205-2

We communicate all policies of our Integrity Program to employees, suppliers, service providers, and partners across all Mission-Aligned Business Units through our Integrity Portal and periodic internal and external communications.

Throughout 2024, we expanded and enhanced our training and awareness programs on compliance, ethics, and integrity, focusing on embedding these principles into daily practice. We also reinforced internal communications on critical topics, such as anti-corruption and our commitment to transparency, to foster trust and engagement among our teams.

In 2024, all employees received communications regarding risks, compliance, corporate investigations, and reporting channels.

Annually, we reinforce our commitment to ethics by sending dedicated communications to our business partners and suppliers. In December 2024, to mark International Anti-Corruption Day, we sent 5,466 emails informing stakeholders about the most recent updates to our corporate policies, including our Anti-Corruption Policy and our Anti-Money Laundering Policy.

Communication and Training on Anti-Corruption Policies and Procedures

GRI 205-2

GOVERNANCE BODIES	2022		2023 ¹		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Total number of employees communicated/trained	13.134	265	7.076	709	7.278	2.590
Percentage of employees communicated/trained	100%	2.02%	100%	10.02%	100%	35.59%

¹Note: Beginning in 2023, following the consolidation of our K-12 operations under the Marist Brasil network, there was a reduction in the total number of employees compared to previous years.



INTEGRITY IN PRACTICE

In May 2024, our Audit, Risk, and Compliance directorate engaged 2,655 employees through our annual ethics awareness initiative, centered on the theme of embedding integrity into all daily operations. The program was deployed across all of our core strategic business units and featured interactive components designed to translate policy into practice.

In addition to live-streamed and in-person presentations on integrity, two key activations were implemented across all Mission-Aligned Business Units to reinforce ethics as a principle for daily practice:

- **Ethical Decision-Making Scenarios:** Employees participated in facilitated discussions and Q&A sessions focused on navigating complex ethical questions in the workplace.
- **The Integrity Marketplace:** We launched a behavioral economics exercise featuring an honor-system marketplace. This initiative reinforced personal accountability and demonstrated our team’s deep-rooted integrity, with all proceeds directed to the Group’s social programs.



For the sixth consecutive year, we earned the Top Employer certification, recognizing our adherence to the highest global standards of corporate conduct. This award validates the strength of our governance policies and the effectiveness of our internal control mechanisms.



Public Policy & Government Affairs

GRI 2-28

Our engagement with government institutions and public officials is governed by a stringent policy of transparency and ethics. We provide strategic support to our operating divisions by proactively analyzing regulatory risk and monitoring key legislative and executive developments to anticipate challenges and fortify our institutional presence.

To ensure full accountability and alignment with our corporate policies, all meetings with public officials, politicians, and entity representatives are formally registered.

In 2024, our policy advocacy focused on several strategic priorities:

- We defended the critical tax-exempt status of philanthropic institutions during the national Tax Reform debate.
- We successfully advocated for the inclusion of philanthropic education within the federal government’s Pé de Meia student aid program.
- We are actively monitoring key regulatory files, including those related to Distance Learning (EaD), the authorization of new medical school programs, and proposed legislation governing Artificial Intelligence.

Furthermore, our leadership in the education sector was demonstrated through our representation of the National Association of Catholic Education (ANEC) at the National Education Conference (Conae). During the conference, we helped establish the guiding principles for Brazil’s National Education Plan for the 2024-2034 period.

ENTERPRISE RISK MANAGEMENT (ERM)

GRI 2-12; 2-13; 2-17

We employ an integrated Enterprise Risk Management (ERM) framework that combines strategic governance with operational oversight. Our approach is structured around the globally

recognized Three Lines of Defense model to ensure clear accountability and comprehensive risk coverage.



This framework is supported by integrated technologies that enable detailed risk and control analysis, strengthening our continuous monitoring capabilities. See more under [Digital Transformation](#).

THE ENTERPRISE RISK

Our ERM framework is operationalized through the Enterprise Risk Forum, a body tasked with strengthening risk management culture and practice across all corporate functions and operating divisions. The Forum regularly assesses identified risks and escalates key findings to the Risk and Audit Committee, ensuring an integrated and strategic board-level response.

This decentralized structure promotes agility and efficiency in risk treatment and the implementation of corrective actions. All findings and deliberations are shared with the Board of Directors to provide transparent oversight of process efficacy and reinforce our commitment to responsible governance.

In 2024, we conducted targeted workshops to enhance the capabilities of Forum members, focusing on business-specific challenges and advancing the integration of governance and risk management. These initiatives have resulted in more robust and effective control practices throughout the year.

Our strategic roadmap includes an annual review of our corporate risk matrix and continuous monitoring of performance indicators. Building on the 2023 financial impact assessment of all known risks, in 2024 we further enhanced our resilience by establishing a dedicated risk mitigation fund to address emergent needs.

Looking ahead to 2025, we will launch a collaborative initiative to structure a formal ESG risk assessment matrix. This vital tool will be fully integrated into our corporate ERM strategy and governance framework.

DIGITAL TRANSFORMATION

GRI 3-3: INNOVATION & TECHNOLOGY; GM 2003

Our strategic imperative is to lead through change, leveraging technology and innovation to fundamentally transform how we operate. By deploying intelligent platforms and robust digital infrastructure, we are driving significant operational efficiency, mitigating enterprise risk, and elevating our standards for compliance and governance.

In 2024, our Technology and Digital Transformation Directorate (DTTD) invested over BRL 6 million in approximately 17 targeted projects. This investment was allocated to modernize our core infrastructure, advance our data governance framework, and strengthen information security across all business units.

Key strategic actions included:

- The development of an Enterprise Data Hub to streamline secure access to strategic information.
- A comprehensive infrastructure modernization program, highlighted by a full migration from our legacy datacenter to a more advanced environment.

- The enhancement of our cybersecurity posture through advanced data breach prevention protocols, the integration of our financial and procurement systems, and the development of robust technology risk management processes.

Artificial Intelligence (AI) was a key priority. We established a formal AI Governance Policy and Code of Conduct and launched a cross-functional AI Center of Excellence (CoE). This CoE, composed of more than 100 employees from across the organization, is executing Proofs of Concept (PoCs) to identify and scale high-value AI applications that can be safely and effectively deployed across our operations.

CASE STUDY: THE MARI AI-POWERED VIRTUAL ASSISTANT

A key innovation launched by our DTTD in 2024 is MARI, our enterprise virtual assistant. Fully integrated into Microsoft Teams, MARI provides our employees with an intuitive interface to get immediate, accurate answers regarding corporate policies and procedures.

Leveraging Artificial Intelligence, MARI instantly searches thousands of pages of internal documentation, including our Code of Conduct, policies, and operational manuals. This functionality streamlines access to critical information and significantly improves the overall employee experience.

The successful deployment of MARI reinforces our commitment to building a more connected, efficient, and accessible organizational culture. Furthermore, it serves as a technical and strategic blueprint for developing new external-facing applications, extending the benefits of our technology investments to all stakeholders.

The Marista Innovation Ecosystem

In 2024, we executed a major advancement in our corporate strategy with the launch of Rosey Ventures, our new BRL 30 million Corporate Venture Capital (CVC) fund. Beginning in 2025, Rosey Ventures will be established as a distinct business unit within the Marista Group, dedicated to investing in the next generation of transformative technologies.

This initiative formalizes our commitment to cultivating a vibrant innovation ecosystem, connecting technological advancement with social impact to shape the future of our core sectors. Rosey Ventures complements and amplifies our established open innovation programs, including the Órbita program with FTD Educação and the Hotmilk innovation hub at PUCPR.

Strategic Investment Focus

The fund's mandate is to deploy capital into high-potential EdTech and HealthTech startups. We prioritize companies at the Seed and Pre-Series A stages that have achieved market validation with a minimum viable product (MVP) and are positioned for accelerated growth and market traction.

Our core investment theses are:

- **Lifelong Learning:** We are investing in platforms that strengthen the entire learner journey. Our objective is to expand access to continuous learning opportunities, enabling professionals to adapt to a rapidly changing

labor market and prepare for the challenges of the future. Our portfolio targets include ventures focused on adaptive learning technologies and AI-driven tools that optimize processes like lead generation and student enrollment.

- **Innovation in Health:** We seek startups developing novel data management and digital health products that measurably improve the patient and physician experience across our hospital network, including the São Marcelino Champagnat and Universitário Cajuru hospitals. This thesis includes technologies designed to optimize clinical workflows, advance diagnostic and treatment tools, and enhance the overall efficiency of care delivery.

These initiatives reflect our disciplined strategy to invest in emerging technologies that are transforming education and health, creating a powerful connection between financial return and positive social impact.



Cybersecurity & Data Privacy

GRI 418-1

In 2024, we made significant investments in technology and innovation to modernize our infrastructure and strengthen our information security posture. A central element of this effort is our formal Cybersecurity Program, a comprehensive framework of technologies and best practices for threat prevention, detection, and response, ensuring that all business initiatives are executed securely.

Our key strategic actions in 2024 included:

- **Technology Stack Modernization:** We reviewed and simplified our cybersecurity solutions suite to enhance operational management and effectiveness.
- **Continuous Threat Monitoring:** We deployed a 24x7 Security Operations Center (SOC) to provide a persistent, real-time cyber threat monitoring environment.
- **Resilience and Recovery:** We developed and consolidated disaster recovery plans for our critical systems to ensure business continuity.
- **Advanced Access Control:** We implemented a new Identity and Access Management (IAM) platform, enabling advanced control over system permissions and access protocols.

- **Data Loss Prevention (DLP):** We deployed a dedicated platform for mitigating the risk of data exfiltration.
- **Security Awareness:** We delivered continuous training and awareness programs for all employees, including interactive modules integrated directly into our new-hire onboarding process.

Governance and Privacy by Design

Our security strategy is integrated with a robust data privacy framework. In 2024, we formalized our enterprise-wide Data Privacy function, establishing a new Data Privacy Policy and standardized processes for all our business units. We have also adapted our security ecosystem to support the secure development and deployment of new Artificial Intelligence projects.

We recognize that data protection is a constant and evolving challenge. Our commitment is to guarantee an increasingly secure and reliable digital environment, continuously investing in our capabilities to protect the privacy and earn the trust of our clients and stakeholders.



SUPPLY

Chain

GRI 3-3: RESPONSIBLE SUPPLY CHAIN MANAGERMENTS; GRI 308-1; 414-1; 414-2

Our governance framework for suppliers and third parties is built on a foundation of integrity and compliance. We are committed to developing a resilient and sustainable supply chain by embedding ESG principles into every stage of the partner lifecycle, from initial selection to continuous performance evaluation. This commitment is operationalized through a dedicated enterprise-wide initiative focused on advancing our sustainable procurement practices.

Technology-Enabled Due Diligence

To reinforce our governance, we have deployed the Hercules system, a proprietary platform that provides continuous monitoring of all suppliers and service providers. The system automatically screens our partners against official government watchlists to ensure compliance and mitigate risk. This includes verification against registries for:

- Sanctioned or debarred companies (CNEP)
- Forced labor (the Ministry of Labor and Employment’s “Dirty List”)
- Other legal and compliance restrictions

This automated mechanism ensures legal conformity, strengthens our commitment to human rights, and guarantees our partnerships align with the highest standards of ethics and sustainability. The Hercules system also provides our compliance team with actionable intelligence by mapping potential conflicts of interest and supporting detailed risk analysis to inform decision-making.

Risk-Based Oversight and Engagement

Our process for managing supplier risk is continuous and risk-based. All

suppliers are subject to periodic, systematized evaluations based on our established social criteria.

While we are in the process of standardizing the adoption of social criteria in the initial selection of new suppliers across all business units, all existing supplier contracts are monitored through a comprehensive risk matrix. This allows us to identify critical suppliers who are then subject to intensive oversight, including monthly performance meetings, indicator monitoring, and audits that assess quality, compliance, process efficiency, and sustainability practices.



100% of our suppliers are evaluated periodically and systematically based on established social criteria.

Procurement Modernization

Our supplier agreements contractually mandate adherence to critical business and ethical standards, including confidentiality, compliance, and a zero-tolerance policy for child labor, forced labor, and discriminatory practices.

Supplier performance is formally reviewed on an annual basis against key indicators such as service quality, timeliness, adherence to contract scope, partnership engagement, and Service Level Agreement (SLA) compliance.

While social and governance criteria are well-established in our procurement process, we are now working to systematically integrate environmental performance standards. To achieve this, we are developing a new pre-qualification questionnaire that will establish mandatory environmental criteria as a condition for the approval of all new partners.

As part of our commitment to innovation and corporate governance aligned with ESG principles, we are deploying a new e-Procurement platform to modernize our entire purchasing process. The platform, developed by leading Latin American provider Mercado Eletrônico, will digitize, automate, and optimize our procurement lifecycle.

The new tool, scheduled for full implementation by mid-2025, will deliver several strategic advantages:

- **Enhanced Efficiency and Productivity:** Automating the procurement process will significantly reduce lead times, optimize operational costs, and increase productivity.
- **Expanded Supplier Marketplace:** In addition to our existing partners, the platform provides access to a broad marketplace of pre-vetted suppliers, increasing competition and enabling more favorable commercial terms.

- **Greater Security and Transparency:** Standardized processes and full transaction traceability will facilitate audits and ensure compliance with all norms and regulations.
- **Risk Reduction and Fraud Prevention:** The platform enables more rigorous supplier evaluation, including verification of potential irregularities against public databases.

This modernization will strengthen control and transparency across our purchasing functions, guaranteeing compliance, traceability, and alignment with market best practices.

SUPPLIER CONTRACT GOVERNANCE

In 2024, as a key governance initiative, we systematically reviewed our entire portfolio of supplier contracts to embed critical clauses related to Brazil's General Data Protection Law (LGPD), anti-corruption, and human rights. This initiative fully aligns our supplier agreements with our Code of Conduct, ensuring compliance with internal directives and our principles of social and ethical responsibility.

Beyond ensuring transparency and commitment in every partnership, this measure has a significant impact on our ongoing contract management, reinforcing strong governance throughout our entire value chain.



Shared Value with Suppliers Program

Objective

To embed ESG principles into our supplier relationship and development practices, fostering a more sustainable, ethical, and resilient supply chain.

This program moves beyond traditional risk analysis to cultivate deeper, more collaborative partnerships. We are shifting our focus to better understand the suppliers in our most critical segments, identifying opportunities for partnership, and fostering innovation and growth that aligns with our core Marist values.

With actions planned to launch in 2025, the program will leverage our Hercules technology platform to develop sophisticated risk maps and systematic evaluations. This will integrate data on supplier conduct and risk directly into our contract and relationship management processes, providing a comprehensive, transparent view of every partnership.

Expected Outcomes

- Increased operational efficiency and a strengthened, collaborative relationship with our suppliers.
- The development of resilient, long-term partnerships.
- Amplified positive social and environmental impact across our entire supply chain.



Presentation

Institutional

Sustainability
Management

Governance

People

Environmental

Summary of
Indicators

Appendices

PUCPR

FTD Educação

Health



People

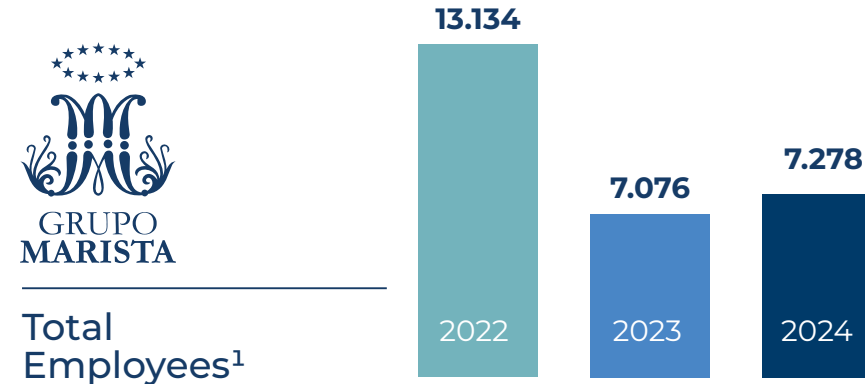
* CHAPTER 5

OUR PEOPLE

GRI 2-7; 2-30

At the Marista Group, we believe our people are the foundation of our success. They are the heart of our organization, sustaining our operations and strategies and enabling us to deliver meaningful impact through education, health, and a deep commitment to community development.

We incorporate our values into our daily work, strengthening our culture and partnering with our employees to fulfill our shared mission. We are proud of our team's commitment to excellence in education and health and their dedication to promoting positive change in the communities we serve.



¹Note: Headcount as of December 31, 2024. The change in total employees between 2022 and 2023 reflects a structural reorganization, in which our K-12 education operations were unified under the Marista Brasil national structure.



A CULTURE OF PURPOSEFUL ACTION

Our operating philosophy, “*People Who Do Good,*” is defined not by good intentions, but by concrete actions that transform lives. The Marista Group team understands that contributing to our mission every day is part of a greater purpose.

To that end, we are committed to the personal and professional development of every individual who builds this journey with us. We value each team member, fostering authentic professional relationships within an inclusive and flexible work environment that unites our shared humanity with a drive for excellence.

[Click here to watch our manifesto.](#)



Total Employees by Business Unit GRI 2-7

Corporate			PUCPR			FTD Educação			Healthcare		
2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
489	278	281	3,095	3,118	3,151	16,75	1,714	1,818	1,832	1,966	2,028

Employees by Functional Category¹ GRI 2-7; 405-1

FUNCTIONAL CATEGORY	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive/Strategic	52	14	66	44	10	54	53	13	66
Tactical/Management	425	464	889	307	302	609	331	360	691
Operational Staff	2,198	3,481	5,679	1,439	1,964	3,403	1,539	2,072	3,611
K-12 Educators	668	2,120	2,788	N/A	N/A	N/A	N/A	N/A	N/A
Higher Education Faculty	846	660	1,506	807	624	1,431	784	623	1,407
Administrative Staff	252	1,120	1,372	253	1,139	1,392	177	1,135	1,312
Apprentices	78	116	194	63	71	134	51	72	123
Interns	79	561	640	30	23	53	29	39	68
Total	4,598	8,536	13,134	2,943	4,133	7,076	2,964	4,314	7,278

¹Nota: All employees are hired on permanent or temporary employment contracts under Brazil’s labor code (CLT), with the exception of apprentices and interns, who are engaged under specific legal frameworks for their respective programs.

Employees by Employment Type and Gender GRI 2-7; 405-1

TYPE OF CONTRACT	2022			2023			2024		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Men	4,394	204	4,598	2,800	143	2,943	2,811	153	2,964
Women	7,815	721	8,536	3,957	176	4,133	4,125	189	4,314
Total	12,209	925	13,134	6,757	319	7,076	6,936	342	7,278

2024 Employee Turnover Rate GRI 401-1

Corporate	PUCPR	FTD Educação	Healthcare	Consolidated
17.41	16.21	11.39	34.36	19.56

Employees by Employment Type and Gender GRI 2-7; 405-1

Contract type	2022			2023			2024		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Men	2,921	1,677	4,598	1,953	990	2,943	1,669	2,306	3,975
Women	4,730	3,806	8,536	2,454	1,679	4,133	2,008	1,295	3,303
Total	7,651	5,483	13,134	4,407	2,669	7,076	3,677	3,601	7,278

Employees by Employment Contract and Region GRI 2-7; 405-1

Region	2022			2023			2024		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
North	0	0	0	16	0	16	22	0	22
Northeast	182	0	182	180	0	180	186	0	186
Central-West	12,209	925	13,134	6,757	319	7,076	75	0	75
Southeast	2,693	177	2,870	1,347	1	1,348	1,436	1	1,437
South	8,481	624	9,105	5,137	318	5,455	5,217	341	5,558
Total	12,209	925	13,134	6,757	319	7,076	6,936	342	7,278

¹Note: The majority of our corporate, higher education (PUCPR), and healthcare employees are based in Brazil’s South Region. Our K-12 education (FTD Educação) employees are distributed across various units throughout the country.

Total Employees by Employment Type and Region GRI 2-7; 405-1

Region	2022			2023			2024		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
North	0	0	0	16	0	16	22	0	22
Northeast	182	0	182	180	0	180	181	5	186
Central-West	557	420	977	77	0	77	75	0	75
Southeast	2,234	636	2,870	1,335	13	1,348	1,345	92	1,437
South	4,665	4,440	9,105	2,799	2,656	5,455	2,054	3,504	5,558
Total	7,638	5,496	13,134	4,407	2,669	7,076	3,677	3,601	7,278

Compensation Philosophy and Policy

GRI 2-19; 2-20; 2-21

Our Remuneration Policy is grounded in market analysis to ensure our compensation standards are aligned with the median for each role within our sector. We utilize specific salary grades to determine fixed compensation, with all positions undergoing an annual review supported by external specialists. Our overall compensation strategy is approved by the People Management Committee and the Board of Directors, with adjustments made through a collaborative process.

For leadership positions, including executives, directors, and managers at both the corporate level and within our operating business units, salary structures are benchmarked against the national market. The compensation for these roles is also linked to the achievement of organizational and individual performance goals, ensuring alignment with our corporate strategy and objectives. Learn more in [Performance Management](#).

Annual Total Compensation Analysis GRI 2-21

	2023	2024
Ratio of highest-paid individual's annual total compensation to the mean annual total compensation of all other employees ¹	11.2	22.33
Percentage increase in annual total compensation for the highest-paid individual	2.5%	10%
Percentage increase in mean annual total compensation for all other employees	1.8%	11.58%
Ratio of the percentage increase of the highest-paid individual to the percentage increase of all other employees	1.3%	0.86%

¹Methodology Note: The data for the “highest-paid individual” is drawn from within the APC legal entity (encompassing our Corporate, PUCPR, and Healthcare operations) for the full calendar year. The “mean annual total compensation for all other employees” is calculated by taking the sum of the 12-month total accumulated remuneration for all other employees and dividing it by the total number of those employees.



Employee Benefits GRI 401-2

Our comprehensive benefits package is reviewed annually to align with the needs and expectations of our employees, reflecting our commitment to promoting their holistic well-being and quality of life.

CORE BENEFITS

- **Health & Dental Plans:** Comprehensive medical and dental coverage for employees.
- **Life Insurance:** Including a funeral assistance benefit
- **Retirement Savings Plan:** A private pension plan to support future financial planning.
- **Meal Subsidies:** On-site cafeteria access or meal vouchers, depending on eligibility.

ADDITIONAL WELLNESS & LIFESTYLE BENEFITS

- **Family Support:** Childcare reimbursement to assist with expenses during a child's first year and dedicated, private lactation rooms for employees and students at PUCPR.
- **Healthcare Access:** An on-site Family Medicine Clinic providing free consultations and preventive exams for members of the Unimed Health Plan.
- **Financial Wellness:** Access to payroll-deducted loans with attractive rates and extended payment terms
- **Physical Well-being:** Discounts on gyms, sports programs, and wellness services through Gympass
- **Educational Assistance:** Significant tuition discounts for employees and their dependents on undergraduate, graduate, continuing education, and language courses at PUCPR (both in-person and online).
- **Discount Program:** Access to an employee discount club for a wide range of partner products and services.



OUR EVOLVING CULTURE

In 2024, we reaffirmed our commitment to our people through dedicated initiatives focused on capability-building and professional development. These actions strengthen our culture and foster an environment where our employees feel valued and connected to our shared purpose.

The consolidation of our Cultural Evolution Journey as a strategic pillar has been a key advance for our organization. This process, anchored in our core Marist values, is driving the development of a more agile, client-centric culture that embraces digital transformation. It prioritizes the continuous development and engagement of our people, promoting more effective integration between all areas and strengthening our alignment with our strategic objectives.

This cultural transformation is advanced through a range of initiatives, including targeted capability-building programs, leadership forums, thematic workshops, and campaigns focused on employee engagement, well-being, and diversity & inclusion. Through these efforts, we continue to make consistent, sustainable progress.



Our commitment is to continuous evolution—facing challenges and implementing improvements to ensure the care and development of our people.

THE PILLARS OF OUR **CULTURAL EVOLUTION**



Agility

1. Promoting cross-functional collaboration.
2. Fostering transparent communication.
3. Maintaining an openness to new ideas and better ways of working.
4. Empowering our teams with greater autonomy.
5. Treating errors as valuable learning opportunities.



Digital Transformation

1. Responding strategically to opportunities in the digital landscape.
2. Designing products and services that enhance the digital customer experience.
3. Adapting our management practices for a digital-first world.
4. Simplifying and automating internal processes
5. Upskilling our people with the digital and productivity tools they need to succeed.



Customer Centricity

1. Placing the customer at the center of our strategy, goals, and decision-making.
2. Developing a shared, deep understanding of our customers and their needs.
3. Systematically reviewing customer feedback and satisfaction metrics at all levels.
4. Driving integration and collaboration between areas to better serve our customers.
5. Committing to the continuous improvement of customer satisfaction.



Looking ahead to 2025, our cultural evolution will focus on accelerating our digital transformation, with a primary emphasis on fostering a culture of continuous learning around new digital and productivity tools. Furthermore, we are actively embedding our core ESG principles into the foundation of our organizational culture.

Governing Our Cultural Evolution

To strengthen our organizational culture and ensure it evolves in alignment with strategic priorities, the Executive Board created the Culture Connection Tactical Committee in October 2023. This committee brings together representatives from all Mission Fronts and is focused on advancing our cultural pillars.

The committee meets monthly to foster the strategic implementation of cultural initiatives and to accelerate cultural transformation across the organization, with a focus on three core pillars: agility, digital transformation, and customer

Objectives of the Culture Connection Initiative

Curate the
most relevant
cultural
initiatives.

Identify and share
best practices and key
challenges related to
the cultural pillars.

Engage business
units in the pillars:
agility, digital
transformation, and
customer centricity.

Be accountable
for achieving the
cultural goals.

Critically assess key
aspects of the Cultural
Evolution Journey.

Measuring Our Progress

GM 2008

To ensure all our teams are moving in the same direction, the Culture Connection committee continuously monitors progress against key indicators. This data-driven approach allows us to identify opportunities for improvement and guarantees our organizational values are reflected in concrete, daily actions

Our primary measurement tool is our annual Culture Survey. In November 2024, we conducted our 3rd annual survey to assess employee perception of our organizational evolution across the pillars of digital transformation, customer centricity, and agility.

The results demonstrated significant progress:

- Overall positive perception among employees increased by 7 percentage points, rising from 66% in 2023 to 72% in 2024.
- Our higher education division, PUCPR, showed the most significant evolution, registering an 8-percentage-point increase in positive perception. This advance is directly related to strategic initiatives implemented in recent years, such as a new self-management model and other organizational enhancements.



STAKEHOLDER ENGAGEMENT & REPUTATION INDEX

GM 2007; GM 2008

To better understand how the Marista Group is perceived, a reputation survey was conducted in 2024 across ten stakeholder groups, reaching a total of 1,108 respondents. The study included both internal and external audiences and was designed with a 95% confidence level and a 5% margin of error.

Internal participants included corporate employees and leadership from all Mission Fronts. Among external audiences, the survey engaged: brothers from the Marist Province of Brazil South-Central (PMBCS), members of the religious congregation, PUCPR students, FTD Educação clients, patients from Cajuru and São Marcelino Champagnat University Hospitals, members of the media, sector organizations, and suppliers.

2024 Reputation Index Results

OVERALL REPUTATION INDEX:	RATIONAL ATTRIBUTES SCORE:	EMOTIONAL ATTRIBUTES SCORE:
4.45	4.48	4.39

Scoring scale:

- Above 4.7: Excellent
- Up to 4.7: Good
- Up to 4.4: Average
- Up to 3.7: Weak
- Up to 3.0: Critical



This annual survey reinforces our commitment to maintaining a continuous dialogue with our stakeholders and using these data-driven insights to improve our performance.



Recognition Initiatives

Appreciation and recognition are essential to building a positive and inclusive workplace. Through recognition programs, celebrations of achievement, and the sharing of best practices, we aim to strengthen engagement, promote well-being, and reinforce our cultural pillars by fostering a sense of belonging among our teams.

“I Act, We Evolve” Award

Launched in 2024, the Agents of Transformation Award is a new initiative designed to foster entrepreneurial thinking and recognize employees who are driving our cultural evolution. The program promotes projects aligned with our core cultural pillars of agility, digital transformation, and customer-centricity.

Employees from all Mission-Aligned Business Units are invited to submit projects for consideration. Finalists are then selected by a committee of senior leaders.

Winning projects in the award’s inaugural year included initiatives that delivered significant impact across our operations, such as enhancing contract management with improved controls and security, advancing digital literacy in elementary education, automating core academic processes, and digitizing medical records. For 2025, we will enhance the program by implementing an AI-powered triage system to streamline the project evaluation process.



Your Journey, Our Story!

In 2024, we launched a new initiative to celebrate our employees’ service milestones. By honoring team members reaching their 5, 10, 15, and 20-year anniversaries with the Marista Group, we recognize the people who have shaped our history and strengthened our core purpose.



SHARING & LISTENING

Throughout 2024, we held our Sharing & Listening initiative, hosting three open forums for all employees. These sessions provide an opportunity to share strategic updates, celebrate achievements, discuss key objectives and projects, and clarify questions on various topics. This initiative reflects our agile management model, which prioritizes transparency, adaptability, and continuous dialogue.

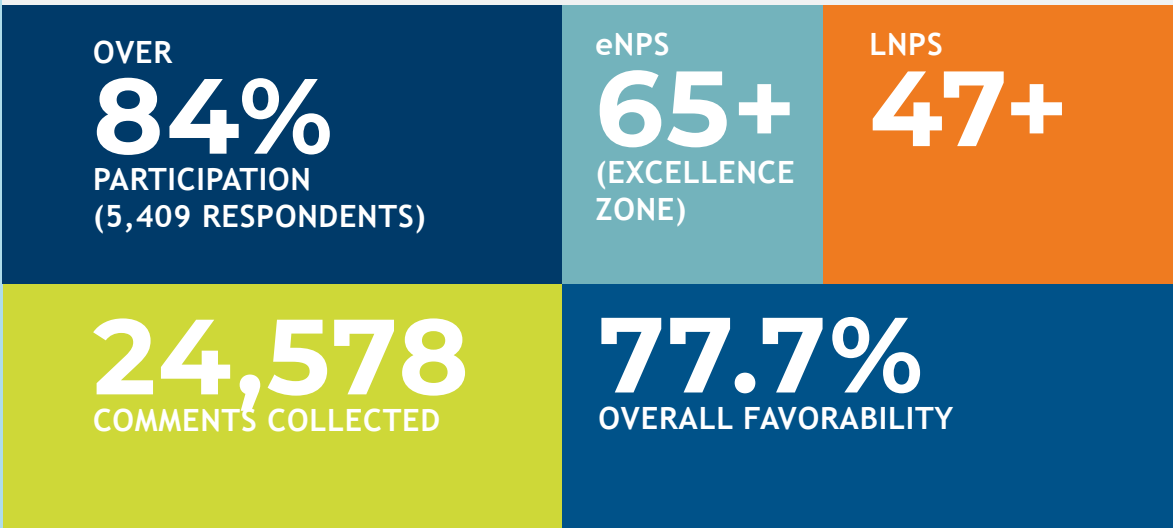
Employee Journey

As part of our cultural evolution, we are building a more agile and seamless employee journey, leveraging tools that provide detailed, segmented insights into the daily experience of our teams.

To achieve this, we conduct an annual Employee Experience Survey based on two key methodologies: the Employee Net Promoter Score (eNPS), which measures the likelihood that employees will recommend the organization as a great place to work, and the Leadership Net Promoter Score (LNPS), which assesses employee perception and trust in their direct leadership.

The survey is structured around foundational pillars designed to understand and enhance the employee experience: Climate & Culture, Growth & Development, Engagement, Leadership, People & Team, Organizational Justice, and Organizational Processes.

RESULTS



Our 2024 organizational climate survey, conducted in August and September, saw strong employee participation. The results affirm our teams’ deep engagement with our mission and indicate that we are delivering an increasingly positive employee experience. Key strengths identified include Pride and Impact of Work, Organizational Contribution, and a Positive Work Environment. The survey also highlighted opportunities for improvement, particularly in Leadership Motivation and Incentives, and Trust in Management’s Responsiveness and Action.

Looking ahead, we are enhancing the 2025 survey by incorporating more granular demographic filters. This will enable a deeper analysis of the experience of specific employee groups, including Black employees, employees with disabilities, employees aged 50+, and Gen Z. This evolution will help us identify specific gaps and more precisely align our initiatives to foster a safe, human-centric, and high-trust work environment.

The survey will also be established as an annual strategic goal, with regular monitoring to enable a continuous, detailed analysis of employee sentiment. Our primary action plans will focus on developing more effective leadership, as the relationship between leaders and their teams is a key driver of our employee Net Promoter Score (eNPS). This aligns with our strategic Marist premise of people-centric, servant leadership. We will also implement periodic pulse surveys to monitor specific issues identified in the main survey, enabling targeted actions that directly impact the employee experience.



UNIFYING THE EMPLOYEE EXPERIENCE

We are advancing the modernization and integration of critical HR processes, including payroll, employee self-service, and predictive management, leveraging people analytics to drive more efficient and strategic workforce management. We have already implemented key enhancements, including the automation of internal tasks with bots and improved systems integration, but we continue to address challenges in achieving our strategic objectives.

Top Employer

For the sixth consecutive year, we have been recognized with the international Top Employer certification, which certifies excellence in people management practices across 121 countries. We are the only company in the education sector in the Americas to earn this certification, with distinction in areas such as leadership, diversity, inclusion, and ethics. We were also ranked among the top 10 employers in Brazil, reaffirming our commitment to the sustainable development of our employees and the quality of our work environment. For more details, please see our [2023 Sustainability Report](#).



Identity, Mission, and Vocation

GM 4008

In 2024, we expanded our efforts to reinforce the Marist mission through our Identity, Mission, and Vocation (IMV) working groups. These groups promote training programs, immersive experiences, and solidarity initiatives for our internal community, strengthening our organizational culture and employee engagement.

The IMV groups are composed of employees from across the organization who have a strong interest in the Marist mission and act as internal ambassadors for our values. Each Mission-Aligned Business Unit and our corporate office has a dedicated IMV group, and each includes a Marist Brother to provide spiritual guidance and deepen the connection to our heritage.

Key Initiatives

Vocational Moments: A series of reflections on the call to Marist life, featuring letters from the Marist Brothers that explore our core mission and values.

Visits to the Francisco and Clara House: An initiative led by PUCPR to foster community integration and strengthen social bonds.

Champagnat Week: Shared gatherings and moments for spiritual reflection among employees.

Solidarity Week: Volunteer initiatives at the Casa de Francisco e Clara and the Marisa Esperança Social School in Curitiba (PR).

Training for Entrepreneurs from Vila Torres: A social development and training program for residents of the community neighboring PUCPR.

Immersion at the Marist Memorial: A vocational training program for 129 healthcare employees, offering an immersive experience into the history of Marcellin Champagnat and our institutional heritage.

Marist Week: A series of outreach activities including “*Vamos de Kombi*,” where employees visit Marist schools for recreational activities and book donations, and “*Vamos de Ambulância*,” where corporate employees visit our hospitals to strengthen connections with our Health division.

Travessia Project: An FTD Educação initiative where employees facilitate reading circles for students in local community schools.



PROJECTS DEVELOPED AT FTD EDUCAÇÃO IN 2024

Mundo Escolar Magazine: Featured a dedicated column to share updates from the Identity, Mission, and Vocation (IMV) initiative.

FTD Pastoral Program: Year-round campaigns promoting evangelization and solidarity, including Marist Day, São Marcelino Day, Refugee Month, and Bible Month.

CMDI/FTD Engagement: Participation in key events such as Gestão e Liderança and Integra Nacional, with special involvement in the September edition of the Semear conference.

Executive Leadership Development: Integration of IMV topics into leadership training programs.

Young Readers Project: In the 2023/24 edition, implemented in the municipalities of Potim and Redenção da Serra (SP), the project included content on Marist identity, mission, and vocation.

	Corporate/PUCPR	FTD Educação	Health
IMV Initiatives Implemented	7	8	4
Employee Participation Rate	85%	80%	89%



Prophetic and Servant Leadership

GM 4008

Our leaders serve as the primary drivers of our cultural transformation, responsible for translating strategy into daily practice by aligning their teams around clear communication, purpose, and a client-centric focus.

Since 2023, we have implemented the Prophetic and Servant Leadership (PSL) Program, a global initiative of the Marist Institute designed to cultivate leaders who act with responsibility, purpose, and deep alignment with Marist values.

The program's inaugural cohort, comprising our C-suite executives, completed three immersive learning modules in Brazil, followed by a ten-day pilgrimage to historic Marist sites in France. The curriculum is rooted in the values of Jesus Christ, Mary, and Saint Marcellin Champagnat, promoting personal and professional growth toward a leadership model that is prophetic, servant-oriented, and attuned to the needs of our teams, communities, and broader mission.

In 2024, directors and senior leaders from previous cohorts took an active role in cascading the program to mid-level leaders across our Corporate, PUCPR, FTD Educação, and Health business units. This expansion included adapting the curriculum to meet the specific operational needs of each area. In recognition of its growing impact, the initiative was elevated to an official strategic program, reflecting its importance to the Marist mission and our long-term leadership development agenda.

In total, 529 mid-level managers participated in the program in 2024, with active participation rates exceeding 90%, signaling a strong commitment to growth, reflection, and mission-driven leadership. In 2025, the program will expand to include PUCPR academic coordinators, ensuring even greater continuity and impact.



Leaders in Training – 2024

CORPORATE

71

FTD EDUCAÇÃO

222

PUCPR

161

HEALTH

75

The Prophetic and Servant Leadership model represents the Marist vision of leadership. Through this program, our managers are invited to grow their capacity to lead with humanity, purpose, and a focus on our people and the future of our mission.



LEARNING & DEVELOPMENT

GRI 3-3: HUMAN CAPITAL DEVELOPMENT AND WELL-BEING

Developing our people and integrating them into a modern, dynamic management framework are core strategic priorities. Our commitment is to cultivate professionals prepared for future challenges, thereby advancing our Cultural Evolution Journey and strengthening the long-term sustainability of our organization.

To achieve this, we provide training and development experiences designed to reinforce our values in daily practice. This development is guided by the seven core Marist competencies—client centricity, innovation, digital skills, autonomy, collaboration, courage, and purpose alignment—which serve as essential pillars of our cultural evolution. These learning paths are

delivered through a blended model, combining our e-learning platform, Transformar, with in-person sessions, allowing employees to customize their development journey. In 2024, we launched new tracks designed for apprentices and interns, as well as programs focused on Agility and Onboarding. This ongoing investment in continuous learning and knowledge-sharing reflects our commitment to empowering professionals to achieve ambitious goals and drive the sustainable evolution of our business.

The Marista Group employs a matrix management approach to our development strategies. The development of behavioral competencies (soft skills) and leadership training is managed centrally by our Talent Management area, part of the People and Culture Directorate, ensuring a consistent approach across all Core Mission Areas. However, each Mission Area retains the autonomy to develop technical training initiatives (hard skills) tailored to the specific needs of its business.

In 2024, we deployed our Leadership Development Program (LDP) within our Health and FTD Educação business units. The program was structured to meet the specific needs of each Mission Area and its distinct leadership levels, focusing on essential soft skills, including delivering effective feedback, leading change management, driving results, and fostering emotional intelligence, vulnerability, and influence.

Development Initiatives

GRI 404-2

In 2024, our primary development initiatives were designed to advance our Cultural Transformation Journey and its core pillars: digital transformation, client centricity, and agility. These programs were implemented cross-functionally, engaging employees at all levels across our Mission Fronts.

Ongoing Dialogues

Delivered in partnership with PUCPR's Business School, this program offered in-person and online sessions through our Transformar platform to foster employee development. The curriculum focused on core competencies including Courage and Collaboration, Digital Skills, and Innovation and Autonomy.

274
PARTICIPANTS
(ONGOING
DIALOGUES)

41 CORPORATE
121 PUCPR
12 HEALTH
100 FTD EDUCAÇÃO

Throughout the year, we also launched four new courses on the Transformar platform that reflect our commitment to diversity and innovation. The content addresses key strategic themes for the Marista Group, with a focus on agility, digital transformation, an innovation mindset, and a commitment to equity and inclusion.

Agility in Practice Training

Led by in-house experts between March and November 2024, this training program on agile methodologies was delivered in 10 cohorts (5 in-person and 5 online) across all Mission Fronts.

714
PARTICIPANTS
(AGILITY IN
PRACTICE
TRAINING)

109 CORPORATE
352 PUCPR
100 HEALTH
153 FTD EDUCAÇÃO

Mentoring Program

Designed to foster a culture of continuous learning, this internal program accelerates the development of Marist talent and competencies. It promotes social learning through networking and knowledge sharing while championing our internal talent.

The program is structured around four strategic pillars:

- **Evolution:** Aligned with our cultural transformation, this pillar focuses on professional development and core competencies.
- **Purpose:** Fosters a deeper connection to the Marist experience, exploring our institutional identity and spirituality.
- **Leadership:** Develops critical capabilities for current and emerging leaders.
- **Diversity:** Introduced in 2024, this pillar is dedicated to the professional advancement of women, supporting their development into strategic and senior leadership roles. For more information, please see the Diversity and Inclusion section.

The internal mentoring program is a key component of our learning ecosystem, reinforcing our culture of continuous development by strategically aligning employee growth with the Marist identity. The program’s success is driven by its focus on leveraging internal expertise, providing structured training to define mentor and mentee roles, and securing the active sponsorship of our senior leaders, who often serve as mentors. A distinctive feature is the use of a technology platform to optimize mentor matching and streamline session management.

Development Week

Our annual Development Week is a key strategic initiative that communicates the Marista Group’s organizational priorities and connects employees from the corporate office, Mission-Aligned Units, and external experts.

In 2024, the event offered a dynamic environment focused on both personal and organizational development. Participants engaged with keynote speakers—such as Olympic gymnast Daiane dos Santos and leadership coach Eduardo Zugaib—as well as interactive experiences, including the “Cultural Evolution Journey Game.”

This year’s theme emphasized agility, encouraging reflection on more efficient, adaptable, and collaborative practices that drive growth and organizational resilience.



+1,900

PARTICIPANTS
HYBRID FORMAT: IN-PERSON AND ONLINE
SESSIONS WITH LIVE BROADCASTS

Total training hours completed by employees during the reporting period, disaggregated by gender GRI 404-1

	PUCPR	FTD Educação	Health
Men	308	1,234	64
Women	800	1,078	241
Total	1,108	2,312	305

¹Note: Hours recorded based on completed training (in-person and online), tracked by each Mission Front through the Transformar platform.

Total training hours completed by employees during the re-
porting period, disaggregated by job category GRI 404-1

	PUCPR	FTD Educação	Health
Executive/Strategic	11	80	0
Tactical/Management	216	888	60
Faculty - Higher Education	38	NA	NA
Operational Staff	820	1,243	198
Support Staff	6	2	40
Apprentices	6	72	1
Interns	11	27	6

Performance Management GRI 2-18

Our performance management model is a key enabler of our transformation into a more agile, digital, and client-centric organization. This strategic framework, deployed across all corporate and Core Mission Area employees, is built on [Objectives and Key Results \(OKRs\)](#) and emphasizes continuous feedback, a digital-first approach, and the development of our core Marist competencies.

The model is designed to integrate organizational performance with individual development. It

includes the definition of strategic and business-unit objectives through OKRs, 90-degree performance reviews, 360-degree development assessments, and recognition and reward systems directly linked to performance and professional growth.

Leadership engagement is fundamental to this process. Our framework fosters a culture of continuous dialogue between managers and their teams, supported by robust feedback and monitoring practices that allow for real-time adaptations.

[The OKR Methodology](#)
The strategic OKR framework, implemented in 2023, marked a significant evolution in our performance management system. This approach replaced our legacy individual goals model to enhance results analysis, enable agile adjustments, and strengthen collaborative, data-driven management.

Performance & Career Development Review Coverage¹ GRI 404-3

	Corporate			PUCPR			FTD Educação			Health		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive/Strategic	100%	100%	100%	90%	100%	93%	68%	100%	73%	100%	0%	100%
Tactical/Management	100%	100%	100%	87%	90%	89%	88%	85%	86%	95%	97%	96%
Operational Staff	88%	91%	89.9%	71%	77%	75%	84%	85%	84%	92%	86%	87%
Support Staff	NA	NA	NA	100%	76%	77%	100%	100%	100%	89%	83%	84%
Apprentices	100%	67%	89%	67%	90%	80%	0%	0%	0%	80%	82%	81%
Interns	75%	100%	83%	79%	84%	82%	0%	0%	0%	100%	100%	100%

¹Note¹: Data reflects employee participation rates in formal performance reviews, sourced from the Aprimora (LG) performance management system.

- Presentation
- Institutional
- Sustainability Management
- Governance
- People
- Environmental
- Summary of Indicators
- Appendices
- PUCPR
- FTD Educação
- Health

Career Transition GRI 404-2

To support professionals during critical career transitions, we offer structured outplacement services to managers and directors across the Corporate Office, PUCPR, Health, and FTD Educação. This initiative is designed to ensure continuity for employees exiting due to retirement, voluntary departure, or organizational restructuring.

In partnership with a specialized external consultancy, we provide personalized career coaching and tools that help former leaders navigate their next professional steps and identify new opportunities.

Career Transition Program Participation GRI 404-3

2022	Corporate			2022	PUCPR			2022	Health	
	2023	2024			2023	2024			2023	2024
4	19	1	0	1	0	2		2		6



DIVERSITY AND INCLUSION

GRI 3-3: DIVERSITY AND INCLUSION; GRI 405-1

As part of our expanding ESG agenda, we have made meaningful progress in fostering an inclusive workplace where diverse perspectives are valued and respected. Over the past two years, we have been deliberate in shaping a more equitable and representative culture, aligned with our core principles of human dignity, fairness, and respect.

Milestones

2022	2023	2024
Launched the first Marist Diversity Census and officially established the Diversity & Inclusion (D&I) Program.	Formed a cross-functional D&I Working Group with representatives from all Mission-Aligned Business Units and corporate functions to design a formal strategy and governance structure.	Elevated D&I to a strategic cross-cutting ESG priority. Key actions this year include advancing D&I strategy implementation, setting 2025 organizational targets, drafting the official D&I Policy, and planning targeted training and awareness campaigns for leaders and teams across the organization.



“Since formally integrating ESG into our corporate framework, we have achieved substantial progress in our diversity and inclusion efforts. We are especially proud of the measurable increases in representation of Black and Brown individuals and people with disabilities—well beyond the thresholds set by law. We are now implementing dedicated career development pathways and targeted support for individuals transitioning into new roles, reinforcing our commitment to responsible, equitable inclusion.”

**Leandro
Figueira Neto**
Director of People,
Marista Group

We believe that increasing representation across our organization requires sustained effort, inclusive practices, and ongoing education. Guided by this commitment, we have prioritized the development of metrics and targets that support racial equity and gender equality, particularly in expanding leadership opportunities for women and Black professionals.

In 2024, we strengthened initiatives across the four pillars of our Diversity & Inclusion Program. These pillars were renamed to more clearly reflect the communities and dimensions of diversity they are designed to support:

Ethno-Racia: Focuses on combating structural racism and ensuring equitable hiring, retention, and advancement of Black and Brown professionals.

Generations: Promotes collaboration across age groups by encouraging intergenerational exchange and mutual learning.

Include: Dedicated to accessibility and the inclusion of people with disabilities, fostering equity and improved quality of life in the workplace.

With Her (Com Elas): Advances gender equity through programs and policies that promote leadership development and equal opportunity.

Our mission is to embed equity into the fabric of our workplace culture. Through targeted education and structured initiatives, we empower teams to recognize and actively address racism, sexism, ableism, and ageism—building a more just and inclusive environment for all.

Ethno-Racial Equity

We continue to embed anti-racism as a strategic priority. Key initiatives in 2024 included internal awareness campaigns, listening sessions, targeted training programs, and the expansion of our affirmative action framework.

In November, we hosted programming for Black Consciousness Month, including curated film screenings and dialogues focused on racial identity and intersectionality—such as the relationship between autism spectrum disorder (ASD) and racial experience.

As part of our affirmative action efforts, we prioritized the recruitment of Black professionals, resulting in the hiring of 475 Black and Brown employees across our operations—152 of whom joined [FTD Educação](#). We also advanced equity in higher education through [PUCPR's](#) scholarship program for Black students, which incorporates structured verification processes and specialized training for racial self-declaration review committees.

Generations

At the Marista Group, we recognize that generational diversity is a source of strength. By combining the wisdom of experience with emerging perspectives, we promote mutual learning, creative thinking, and a more adaptable workforce.

As of 2024, employees over the age of 50 represent 21% of our workforce—highlighting the importance of longevity and intergenerational dialogue in our culture.

We also continue to invest in early-career development through our Young Apprentice Program. Over the course of two years, apprentices receive training across technical and behavioral competencies. In 2024, 123 young professionals participated in this initiative.

Include

Creating a workplace that genuinely welcomes and supports people with disabilities (PWD) is a strategic priority for the Marista Group. Our goal is to ensure full integration of PWD employees into the corporate environment, break down barriers, promote knowledge exchange, and broaden the perspectives of our teams.

We are committed to building a culture of inclusion and supporting employee development. This includes preparing leaders and recruitment teams to attract, hire, and retain PWD talent—recognizing and valuing each individual’s career journey.

From the recruitment process onward, we offer dedicated openings for people with disabilities and tailor our approach to meet the specific needs of each candidate. Our actions include hosting awareness talks, offering customized training and mentorship programs, and making structural

and process adjustments to ensure accessible and welcoming workspaces.

In 2024, we established a cross-functional working group focused on accessibility and inclusive practices. This team met 18 times, bringing together 24 members to evaluate and implement key measures, such as the creation of exclusive job positions and improvements in internal workflows.

We also advanced our affirmative hiring agenda for PWD talent, including the maintenance of an active talent bank. Additionally, we held five editions of our PWD Job Fairs in 2024, in partnership with the Curitiba City Government and the PWD Chamber of Commerce, resulting in 12 direct hires. Candidates who registered for future openings also received career coaching and professional development guidance.

In 2024, we hired 84 people with disabilities, exceeding legal requirements and reaching 6.05% PWD representation in our workforce. We also promoted 37 PWD professionals, reinforcing our commitment to development, recognition, and truly equitable opportunities for all.

Employee Headcount by Age Group GRI 2-7; 405-1

Age Group	2022	2023 ¹	2024
Under 30 years	2,825	1,353	1,394
30 to 50 years	8,015	4,187	4,339
Over 50 years	2,294	1,536	1,545
Total	13,134	7,076	7,278

¹Note: Starting in 2023, the unification of Basic Education under the Marista Brasil network led to a decrease in the total number of employees compared to previous years.



FOSTERING AN INCLUSIVE WORKPLACE

Career Workshop: As part of the “PCD Advocacy Month” campaign aligned with Brazil’s National Day of Persons with Disabilities, we hosted a public workshop focused on hard and soft skill development, inclusive résumé building, and talent empowerment.

Listening Circles: We held 13 dialogue sessions with employees with disabilities—six at PUCPR and Corporate, six in the Health division, and five at FTD Educação. These sessions gathered feedback on accessibility, communication, and engagement, shaping actionable improvements.

Cordões de Girassol: We distributed 77 lanyards to help identify employees with non-visible disabilities and foster greater empathy across teams.

Workplace Accessibility

- **Parking:** Reserved and accessible spaces were implemented across PUCPR and corporate facilities to improve proximity and ease of access
- **Meal Delivery:** A food delivery service was introduced on the PUCPR campus for employees with limited mobility who face barriers accessing the on-site restaurant.

Café & Conversation: We facilitated sessions with leadership teams to reframe how we view disability in the workplace and explore strategies to recognize and elevate the talents of all employees.

With Her (Com Elas)

At Marista Group, women already constitute the majority of our total workforce. Our strategic imperative now is to increase their representation at senior leadership levels, empowering them with targeted competency development to assume a leading role in our institution’s cultural evolution.

To accelerate this goal, we have implemented a strategic succession planning framework that actively identifies and prepares high-potential women for prominent leadership roles. We have also reinforced our talent acquisition processes, directing both internal and external recruiting partners to prioritize diverse slates of female candidates in our selective hiring processes.

In 2024, our data confirms that women represent 59.2% of our total employee base, a significant increase of 0.8 percentage points over 2023. Progress in our leadership ranks was even more pronounced, with women now holding 49.2% of all leadership positions—a substantial leap from 47% in the previous year.

Beyond representation, we are fundamentally committed to equality of opportunity. This commitment is demonstrated through our rigorous enforcement of equitable pay practices and the deployment of targeted

initiatives designed to positively influence our corporate culture, making it a more just and inclusive environment.

In 2024, the Ministry of Labor and Employment released its inaugural Gender Pay and Transparency Report, mandated by Law No. 14.611/23, which requires companies to disclose information on salary disparities. Marista Group’s corresponding data was shared internally and is publicly available on our corporate and Mission Front websites, serving as a critical benchmark for our ongoing initiatives.

Throughout the year, we executed a dedicated Mentorship for Women program as part of our broader corporate Mentoring Program. This initiative is designed to formally support and guide women within our organization who have expressed a clear interest in their professional advancement.

The program successfully matched eight mentors from our PUCPR, FTD, Health, and corporate divisions with ten female collaborators. The curriculum focused on three core competencies essential for professional growth: self-worth and confidence, navigating the balance between maternity and a career, and overcoming the distinct challenges women face in leadership.

Ratio of Female to Male Basic Salary and Total Remuneration GRI 405-2

	2022	Corporate		2022	PUCPR		2022	FTD Educação		2022	Consolidated	
		2023	2024		2023	2024		2023	2024		2023	2024
Executive/Strategic	79	61.63	60	91.9	297.4	106	87	90	76	0	0	0
Tactical/Management	76.7	84.6	88	76.6	78.8	92	83	84	90	63.4	87.1	79
Operational Staff	85.03	81.8	84	95.7	97.7	95	-19	-19	112	86.4	83.7	84
Faculty - Higher Education	N/A	N/A	N/A	90.44	93.63	96	NA	N/A	N/A	N/A	NA	NA
Support Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	85.7	85.58	92
Apprentices	0	0	0	0	0	0	0	0	95	0	0	0
Interns	0	0	102	0	0	89	0	0	98	0	0	102

¹Note: The ratio is calculated by dividing the average female employee salary by the average male employee salary, based on the arithmetic mean of hourly wages.

²Note: 2022 and 2023 figures have been restated to align with the 2024 methodology, which is based on a direct calculation of the ratio.

New Hire Demographics GRI 401-1

		Corporate		PUCPR		FTD Educação		Health		Consolidated	
		Total	Rate %	Total	Rate %	Total	Rate %	Total	Rate %	Total	Rate %
Gender	Men	23	47	230	45	145	48	94	18	492	35.45
	Women	26	53	285	55	159	52	426	82	896	64.55
Age Group	Under 30	25	51	212	41	84	28	225	43	546	39.34
	30 to 50	23	47	267	52	192	63	273	53	755	54.39
	Over 50	1	2	36	7	28	9	22	4	87	6.27
Region	North	0	0	0	0	2	0.66	0	0	2	0.14
	Northeast	0	0	0	0	23	7.57	0	0	23	1.66
	Central-West	0	0	0	0	15	4.93	0	0	15	1.08
	Southeast	0	0	0	0	248	81.58	0	0	248	17.87
	South	49	100	515	100	16	5.26	520	100	1.100	79.25
Race/Ethnicity	Black and Brown	16	33	105	21	152	50	202	38.85	475	34.22
	White	32	65	398	77	141	46.38	300	57.69	871	62.75
	Asian	1	2	12	2	10	3.29	16	3.08	39	2.81
	Indigenous	0	0	0	0	1	0.33	1	0.19	2	0.14
	Not disclosed	0	0	0	0	0	0	1	0.19	1	0.07
Other Underrepresented Groups	People with Disabilities	5	10	29	6	31	10	19	3.65	84	6.05

Promotion Rate by Demographic Group GRI 401-1

		Corporate		PUCPR		FTD Educação		Health		Consolidated	
		Total	Rate %	Total	Rate %	Total	Rate %	Total	Rate %	Total	Rate %
Gender	Men	8	26	90	45	78	41	19	0.21	195	37.86
	Women	23	74	111	55	113	59	73	0.79	320	62.14
Age Group	Under 30	15	48.39	49	24.38	23	12	45	0.49	132	25.63%
	30 to 50	15	48.39	135	67.16	149	78	46	0.50	345	66.99
	Over 50	1	3.22	17	8.46	19	10	1	0.01	38	7.38
Region	North	0	0	0	0	1	1	0	0	1	0.19
	Northeast	0	0	0	0	24	13	0	0	24	4.66
	Central-West	0	0	0	0	8	4	0	0	8	1.55
	Southeast	0	0	0	0	148	77	0	0	148	28.74
	South	31	100	201	100	10	5	92	100	334	64.85
Race/Ethnicity	Black and Brown	7	23	36	18	63	33	33	0.36	139	26.99
	White	23	74	162	81	123	64	59	0.64	367	71.26
	Asian	1	3	3	1	5	3	0	0.00	9	1.75
Other Underrepresented Groups	Persons with Disabilities	3	10	16	8	12	6	0	0	31	0

Internal Hiring Rate for Available Positions GRI 401-1

		Corporate		PUCPR		FTD Educação		Health		Consolidated	
		Total	Rate %	Total	Rate %	Total	Rate %	Total	Rate %	Total	Rate %
Gender	Men	0	0	17	45	1	50	11	0.20	29	30.53
	Women	1	100	21	55	1	50	43	0.80	66	69.47
Age Group	Under 30	1	100	9	24	1	50	25	0.46	36	37.89
	30 to 50	0	0	27	71	1	50	29	0.54	57	60.00
	Over 50	0	0	2	9	0	0	0	0	2	2.11
Region	Southeast	0	0	0	0	2	100	0	0	2	2.11
	South	1	100	38	100	0	0	54	1.00	93	97.89
Race/Ethnicity	Black and Brown	0	0	4	11	1	50	19	0.35	24	25.26
	White	1	100	34	89	1	50	35	0.65	71	74.74
	Asian	0	0	0	0	0	0	0	0	0	0
Other Underrepresented Groups	Persons with Disabilities	0	0	4	11	0	0	0	0	4	0

Diversity in Governance Bodies and Employees GRI 405-1

Percentage of employees by job category within the following diversity categories

		Corporate			PUCPR			FTD Educação			Health		
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Executive/Strategic	Men	76%	90%	89%	65%	72%	72%	75%	83%	85%	100%	100%	100%
	Women	24%	10%	11%	35%	28%	28%	25%	17%	15%	0%	0%	0%
	Under 30	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	30 to 50	48%	40%	33%	60%	61%	55%	65%	38%	54%	0%	50%	50%
	Over 50	52%	60%	67%	40%	39%	45%	35%	63%	46%	77%	50%	50%
	PCD	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Others	0%	10%	0%	0%	6%	0%	5%	4%	0%	0%	0%	0%
Tactical/ Management	Men	54%	52%	50%	48%	49%	46%	58%	55%	51%	28%	35%	41%
	Women	46%	48%	50%	52%	51%	54%	43%	45%	49%	72%	65%	59%
	Under 30	0%	2%	2%	2%	1%	2%	2%	3%	2%	0%	0%	2%
	30 to 50	88%	90%	88%	77%	72%	74%	72%	73%	78%	95%	91%	85%
	Over 50	12%	8%	10%	21%	27%	24%	26%	25%	20%	5%	9%	13%
	PCD	1%	2%	2%	1%	2%	1%	0%	0%	1%	3%	3%	0%
	Others	1%	10%	0%	3%	10%	0%	15%	18%	0%	3%	14%	0%
Operational Staff	Men	43%	41%	43%	37%	39%	39%	56%	55%	55%	22%	21%	22%
	Women	57%	59%	57%	63%	61%	61%	44%	45%	45%	78%	79%	78%
	Under 30	22%	22%	27%	25%	27%	27%	8%	9%	10%	36%	36%	33%
	30 to 50	64%	65%	60%	15%	55%	57%	69%	69%	68%	55%	52%	53%
	Over 50	14%	13%	13%	60%	18%	16%	22%	21%	22%	9%	12%	14%
	People with Disabilities	7%	5%	7%	11%	11%	10%	3%	4%	6%	13%	12%	13%
	Others	5%	24%	0%	4%	20%	0%	31%	32%	0%	2%	22%	0%

¹Note: Data based on payroll records from the HR system as of December 2024. The data is monitored throughout the year to assess disparities across diversity levels and job categories.

Percentage of employees by job category within each of the following diversity categories

		Corporate			PUCPR			FTD Educação			Health		
		2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Faculty - Higher Education	Men	0%	0%	0%	56%	58%	56%	0%	0%	0%	0%	0%	0%
	Women	0%	0%	0%	44%	44%	44%	0%	0%	0%	0%	0%	0%
	Under 30	0%	0%	0%	2%	2%	0%	0%	0%	0%	0%	0%	0%
	30 to 50	0%	0%	0%	59%	55%	55%	0%	0%	0%	0%	0%	0%
	Over 50	0%	0%	0%	39%	43%	45%	0%	0%	0%	0%	0%	0%
	Persons with Disabilities	0%	0%	0%	1%	1%	1%	0%	0%	0%	0%	0%	0%
	Others	0%	0%	0%	2%	4%	0%	0%	0%	0%	0%	0%	0%
Support Staff	Men	0%	0%	0%	0%	0%	0%	0%	0%	0%	14%	14%	14%
	Women	0%	0%	0%	0%	0%	0%	0%	0%	0%	86%	86%	86%
	Under 30	0%	0%	0%	0%	0%	0%	0%	0%	0%	33%	32%	31%
	30 to 50	0%	0%	0%	0%	0%	0%	0%	0%	0%	59%	58%	59%
	Over 50	0%	0%	0%	0%	0%	0%	0%	0%	0%	8%	10%	10%
	Persons with Disabilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	1%
	Others	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	14%	0%
Apprentices	Men	34%	70%	67%	34%	53%	43%	32%	42%	38%	47%	40%	37%
	Women	66%	30%	33%	66%	47%	57%	68%	58%	62%	53%	61%	63%
	Under 30	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	30 to 50	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Over 50	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Persons with Disabilities	0%	0%	0%	0%	2%	0%	0%	4%	0%	0%	0%	0%
	Others	0%	50%	0%	0%	49%	0%	47%	60%	0%	0%	61%	0%
Interns	Men	57%	67%	67%	48%	58%	50%	100%	0%	25%	0%	25%	25%
	Women	43%	33%	33%	52%	43%	50%	0%	0%	75%	100%	75%	75%
	Under 30	99%	100%	100%	90%	95%	100%	100%	0%	100%	86%	100%	100%
	30 to 50	1%	0%	0%	7%	5%	0%	0%	0%	0%	14%	0%	0%
	Over 50	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%
	Persons with Disabilities	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Others	0%	44%	0%	0%	10%	0%	100%	0%	0%	0%	0%	0%

¹Note: Data sourced from the HR payroll system as of December 2024. Figures are monitored throughout the year to assess variations in diversity representation across job categories.

While we have made significant progress in our Diversity & Inclusion metrics and initiatives, our primary objective is to achieve proportional representation for our Black and Brown employees internally. We are focused on ensuring these groups, in parallel with our efforts for women, have increasing access to leadership positions. According to the most recent IBGE census data (2022), Black and Brown individuals comprise 34.3% of the population in the state of Paraná, while women represent 51.3%.

We also face challenges related to turnover among our employees with disabilities, a fact that reinforces the critical importance of prioritizing strategic actions to promote the inclusion and retention of these professionals. Consequently, the theme of diversity and inclusion is directly integrated into one of the core cross-functional projects of our ESG strategy, reflecting our commitment to building a safer, more equitable, and sustainable environment.



EMPLOYEE PERCEPTION GM 400

In 2024, we launched our first-ever survey to understand employee perceptions of diversity and inclusion, achieving a participation rate of 81.98% with responses from 3,976 individuals across our entire workforce. The objective was to analyze how different aspects of this agenda are perceived internally, thereby providing strategic intelligence for the continuous improvement of our initiatives.

The favorability score was calculated from the proportion of positive responses (“Agree” or “Strongly Agree”) relative to the total number of answers received. This methodology allows for an objective and precise analysis of the general perception across the organization. The survey was administered using the Pinpeople system, ensuring a structured and reliable process.

Furthermore, our Diversity & Inclusion projects are aligned with a dedicated strategy for the advancement and retention of minoritized communities, reinforcing our commitment to building an increasingly inclusive and representative environment.

RESULTS

CORPORATE	FTD EDUCAÇÃO
86.5	83.1
HEALTH	PUCPR
70.5	84.5



Diversity and Inclusion

Principal objective

Our principal objective is to achieve higher metrics for diversity and inclusion by maintaining focus on our defined priority equity groups. This commitment contributes to reflecting the full plurality of the society in which the Marista Group and our Mission Fronts are embedded.

Progress in 2024

- We formalized the guiding principles and strategy for Diversity & Inclusion, taking into account the specific contexts of our Mission Fronts and supported by a detailed needs assessment and the creation of a dedicated governance framework for the theme.
- We evaluated the Group's maturity on this topic by conducting internal interviews with leadership and performing comprehensive benchmarking against the market.
- We established our Diversity & Inclusion risk matrix, which directly informed the development of the theme's Strategic Plan, featuring 13 priority initiatives for 2025. These initiatives encompass organizational culture, anti-ableism, communication, training, and inclusive leadership, among other key areas.
- We created the Diversity Guidebook, a practical resource designed to foster more inclusive practices within the work environment.

Roadmap for 2025/2026

- We will formalize a comprehensive Corporate Diversity & Inclusion Policy.
- We will cascade the policy and its related initiatives for dissemination across all our Mission Fronts.
- We will update the Marist Diversity Census.
- We will establish clear, measurable goals that are directly aligned with our strategic assets in this domain.
- We will advance accountability by updating performance indicators and prioritizing voluntary commitments and partnerships related to diversity.
- We will monitor progress and measure our social impact with greater precision and structure, ensuring this work is directly connected to the other ESG projects within our social pillar.

Expected Outcomes

The result will be more effective governance of this theme, with decisions based on reliable data and standardized methodology, thereby promoting transparency and confidence in our reported information. We also expect an increase in the diversity of our workforce composition, aligned with our priority areas, and the construction of a safe environment free from prejudice, consolidating consistent diversity and inclusion practices across all Mission Fronts.



MANAGEMENT OF SOCIAL IMPACT AND INEQUALITY

Advancing inclusion and equity is central to our mission and the social pillar of our ESG strategy. In 2024, we intensified our efforts to reduce inequality, reinforcing our commitment to representation and societal transformation to drive meaningful and enduring change.

We have established two ESG Projects designed to meet this objective, reflecting our commitment to delivering positive, sustainable impact. Two working groups initiated a collaborative effort focused on social impact management and the reduction of inequality. This partnership seeks to align concepts, optimize existing initiatives, and develop effective strategies to advance our social impact measurement and management capabilities, demonstrating the results of the Group's investments through a structured methodology that enhances our mission-driven contribution to society.



Projects: Social Impact Management and Reducing Social Inequality

Core Objective

To deliver effective education and health programs to beneficiary communities and the public, implemented through a strategic social impact plan that includes clear metrics and ongoing analysis. This will enable a consistent and balanced approach to community engagement.

The two project groups are tasked with monitoring methodologies and defining priorities among actions already underway within the Group, with a dedicated focus on reducing inequality and vulnerability. Each working group has specific themes and initiatives aligned with their distinct mandates and strategic goals, reinforcing the intentionality and authenticity in the adoption of systematic and structured tracking of social initiatives.

Expected Outcomes

Greater operational efficiency from the allocation of resources to high-impact initiatives. We also anticipate enhanced market differentiation, access to social impact investment capital, and deeper integration with communities, resulting in a measurable decrease in social inequality indicators.

One of the activities planned for 2025 is the implementation of a pilot project at FTD Educação to apply the social impact measurement methodology, designed for the development and validation of performance indicators. This initiative will serve to refine the methodology; in a second phase, it will be scaled across our other Mission-Aligned Divisions.

HEALTH AND SAFETY

GRI 403-1; 403-6

The health and safety of our employees are non-negotiable priorities. Across all Mission-Aligned Divisions, we maintain an Occupational Health and Safety Management System that adheres to internationally recognized standards and best practices. This structure ensures legal compliance and provides a consistent, effective framework for risk mitigation—preventing workplace accidents and occupational health issues.

The system was developed in alignment with Brazilian Regulatory Standard NR-01, which allows for the implementation of a Risk Management Program (PGR) through certified management systems, provided all occupational safety and health requirements are met.

At APC (which includes our Corporate, Health, and PUCPR operations), we deploy Integrated Occupational Management Software (SOC) to enhance the tracking and oversight of occupational risks. This tool supports both the PGR and the Occupational Health Medical Control Program (PCMSO) by enabling comprehensive data management, medical monitoring, and risk classification through a formal matrix methodology.

The system also facilitates biological risk tracking and the execution of corrective and preventive actions aligned with our action plans.

At FTD Educação, health and safety are managed by the Specialized Service in Safety Engineering and Occupational Medicine (SESMT), based in Guarulhos, São Paulo, where our main printing facility is located.

Our Safety, Health, and Environment (SHE) function plays a strategic role in managing risks across all operations. Continuous monitoring of working conditions enables the proactive implementation of safety measures, including training, audits, and emergency preparedness activities. Notable actions include the use of personal and collective protective equipment, the establishment of Emergency Response Brigades, and regular simulation drills—all contributing to compliance and continuous improvement.



We are committed to cultivating a workplace culture where health and safety are foundational values. By ensuring that all employees work in secure, healthy conditions, we uphold our commitment to operational excellence and employee well-being.

Workforce Training in Occupational Health and Safety

GRI 403-5

Maintaining a safe work environment is essential to the well-being of our employees. To that end, we continuously invest in training and protective measures to prevent accidents and occupational illness, while promoting a robust safety culture.

In compliance with Brazil’s Regulatory Norms (NRs), we provide periodic training that equips employees to identify and mitigate workplace risks. These sessions are designed to prevent incidents and ensure occupational health. Key training areas include:

- NR-01 (Emergency Preparedness): Training on how to respond to critical incidents such as fires and chemical spills, including risk assessment, evacuation procedures, and the use of emergency equipment.
- NR-05 (CIPA - Internal Commission for Accident Prevention): Education on identifying and correcting workplace hazards.
- NR-06 (Personal Protective Equipment - PPE): Guidance on proper use, maintenance, and the importance of PPE.
- NR-09 (Environmental Risk Prevention): Assessment and control of environmental risks in the workplace.
- NR-23 (Fire Safety): Training on firefighting equipment and emergency evacuation.

- NR-32 (Biological Hazards): Focused on health and safety in hospital and laboratory environments.
- NR-35 (Work at Heights): Safety practices and equipment usage for working at elevation.
- Technical Skills Training: Instruction in equipment operation and health and safety best practices.

These programs are delivered by a third-party provider and follow a rigorous process of request validation and documentation before training begins. Compliance is monitored via the SOC system, which records all training data, ensuring full traceability and centralized information for audit purposes.

The Continuing Education Department oversees the planning and monitoring of these programs, ensuring alignment with internal standards and regulatory requirements. Our initial compliance audit indicated a positive performance index above 80%. Opportunities for enhancement include introducing automation in monitoring systems and refining evaluation processes. A comprehensive survey of applicable NRs is also underway to map completed training, identify any gaps, and further reinforce our safety culture.

In our Health division, specialized training covers topics such as biological risk (NR-32), sharps safety, safe patient handling, and ergonomics. These programs are periodically updated to reflect evolving legislation and best practices.

At FTD Educação, in addition to hybrid (in-person and online) training sessions—which combine lectures, hands-on activities, and simulations—complementary protective measures have been implemented, such as the provision of barrier creams to prevent contact dermatitis, particularly on employees’ hands and arms.



OCCUPATIONAL HEALTH AND SAFETY STANDARDS

GM 4007

We assess our compliance with Brazil’s Regulatory Standards (NRs) by comparing legal requirements to the actions implemented across each of our Mission-Aligned Divisions. In our Corporate, PUCPR, and Health segments, our initial diagnostic showed a strong compliance rate of 90%. However, as this baseline analysis was conducted manually, it revealed opportunities to improve the precision and efficiency of our compliance monitoring. Moving forward, we plan to adopt automated tools to strengthen real-time oversight and refine our evaluation process.

At FTD Educação, the compliance rate stood at 68%. While this figure reflects the complexity of the operation, it also highlights the positive impact of investments in employee training, audits and inspections, promotion of a safety-first culture, and the allocation of dedicated resources. These efforts have been essential in identifying gaps and driving progress toward regulatory alignment.

WORKPLACE INCIDENTS

GRI 403-9

Ensuring a safe and healthy work environment is a core priority. Despite continued investment in training, proper PPE usage, awareness campaigns, and risk monitoring systems, workplace incidents may still occur.

In our Corporate, PUCPR, and Health divisions, we rely on a structured tool—the Accident Investigation Report (FISA)—to document, assess, and categorize incidents. These reports feed into our SOC platform, which centralizes data, calculates incident rates, identifies critical risk areas, and supports targeted prevention strategies.

We also launched several initiatives to strengthen our safety governance and incident prevention, including:

- **Advanced Incident Analysis** to identify root causes and implement effective corrective actions.
- **Integration of OKRs (Objectives and Key Results)** to set measurable safety goals.

- **Deployment of Key Safety Indicators** to drive continuous improvement.
- **Monthly Management of Contractor Accidents** to ensure accountability across all operations.

Key Metrics: ¹

- **Corporate Division:** Incident rate increased from 0.02 in 2023 to 0.08 in 2024, mainly due to minor events such as sprains and falls—all of which have been addressed with new preventive measures.
- **PUCPR Division:** Incident rate declined from 1.06 to 0.56 in the same period, driven by more accurate classification of suspected occupational illnesses and a reduction in commuting-related incidents.
- **Health:** The incident rate fell from 7.6 in 2023 to 6.3 in 2024—a notable improvement attributed to targeted training programs focused on preventing accidents involving biological materials.

At FTD Educação, workplace safety is overseen by the SESMT (Specialized Service in Safety Engineering and Occupational Medicine), which maintains strict monitoring protocols to ensure a safe work environment. Contractors are also required to report all incidents, enabling the integrated management of occupational risks across all operations.

The SESMT team adopts the hierarchy of risk controls, which includes:

- **Elimination:** Removal of hazards from processes.
- **Substitution:** Adoption of safer alternatives.
- **Engineering Controls:** Compliance with Brazilian Regulatory Standard NR-12 and other applicable standards.
- **Administrative Controls:** Training, awareness campaigns, and safety talks.
- **Management of PPE:** Distribution and rigorous control of personal protective equipment.

Note: The frequency rate is calculated using the formula: (Total Number of Accidents in the Year ÷ Average Monthly Number of Employees) × 100.



Zero work-related fatalities were recorded in the Marista Group, reflecting our commitment to a culture of safety, the continuous improvement of our training and communication programs, and a strengthened focus on risk prevention and employee well-being.



Work-Related Injuries: Employees GRI 403-9

	Corporate	PUCPR	FTD Educação	Health
Total Work-Related Injuries	3	15	21	112
Number of Work-Related Fatalities	0	0	0	0
Percentage of Work-Related Fatalities	0	0	0	0
Number of Lost-Time Injuries	1	9	21	61
Percentage of Lost-Time Injuries	33	60	100	54
Number of High-Consequence Injuries (excluding fatalities)	0	0	2	0
Percentage of High-Consequence Injuries (excluding fatalities)	0	0	100	0
Number of Recordable Injuries	3	15	21	112
Percentage of Recordable Injuries	100	100	100	100

Work-Related Injuries: Contractors GRI 403-9

	Corporate	PUCPR	FTD Educação	Health
Total Work-Related Injuries	0	5	0	17
Number of Work-Related Fatalities	0	0	0	0
Percentage of Work-Related Fatalities	0	0	0	0
Number of Lost-Time Injuries	0	2	0	5
Percentage of Lost-Time Injuries	0	40	0	29
Number of High-Consequence Injuries (excluding fatalities)	0	2	0	0
Percentage of High-Consequence Injuries (excluding fatalities)	0	40	0	0
Number of Recordable Injuries	0	5	0	17
Percentage of Recordable Injuries	0	100	0	100

Employee Health and Well-being

GRI 403-6; GM 4006

Our commitment to employee health extends beyond the workplace. Through a comprehensive Quality of Life and Well-Being program, we promote physical activity, preventative care, and mental wellness:

Promoting Physical, Mental & Emotional Health

Psicologia Viva: 24/7 virtual psychological support with licensed professionals. For confidentiality, private rooms are available at Health segment facilities.

Conte Comigo: Confidential, around-the-clock assistance from a multidisciplinary team offering social, legal, financial, and retirement guidance.

Família Acolhida: Specialized care for expectant parents and families—supported by nurses, psychologists, nutritionists, and social workers covering pregnancy, childbirth, and adoption.

Holistic Care (Cuidado Integral): Targeted support for chronic conditions like diabetes, hypertension, and respiratory illnesses.

Flowing App: A central portal for benefits and wellness content that encourages healthy habits—recognized regionally in 2024 for its innovation. [Learn more.](#)

Marista Well-being Run: Annual event for employees and their families promoting active lifestyles. In 2024, 480 participants across three categories: adults, children, and the inaugural “Cãominhada”, a walk for pets and their human companions. [Learn more.](#)

Quick Massage: Express chair massages available in wellness rooms at Corporate and PUCPR offices.

Reiki Therapy: Offered to enhance physical and mental relaxation.

Auriculotherapy: Provided to hospital staff to alleviate pain, support recovery, and improve emotional well-being.

Business Segment	Well-being Index (%)	Well-being Programs
Health	67.8	11
PUCPR	76.1	10
Corporate	88.6	11
FTD Educação	NA	4



Employee Participation Rates in Physical and Mental Well-being Programs (%)

Business Segment	Psicologia Viva (%)	Cuidado Integral (%)	Família Acolhida (%)	Conte Comigo (%)	Wellhub / Gympass (%)
Health	3	0.74	1.43	11.9	23.81
PUCPR	10	0.74	0.28	3.75	13.87
Corporate	11	5.32	1.52	17.11	25.48
FTD Educação	29	0	0.45	4.63	7.25

EMOTIONAL HEALTH

We are deeply committed to the emotional well-being of our employees and their families, providing effective and proactive support through a structured set of initiatives. In 2024, we expanded our emotional health framework by integrating new strategies and tools that reinforce psychological safety across the organization.

As part of our culture of care, we implemented training programs to raise awareness, while also leveraging our annual employee engagement survey to surface emotional risk factors—including indicators of toxic leadership. By correlating this feedback with health-related data, we can identify trends and intervene early, ensuring a safe and supportive work environment.

Looking ahead to 2025, we will invest in dedicated leadership training focused on emotional and mental health literacy. These sessions are designed to equip managers with the skills needed to recognize signs of distress, foster inclusive dialogue, and offer timely support—reinforcing our holistic approach to workforce well-being.





Environmental

ENVIRONMENTAL STEWARDSHIP

GRI 3-3: ENVIRONMENTAL MANAGEMENT

Our ESG strategy reaffirms our dedication to environmental conservation and responsible management of operational impacts. We are committed to cultivating environmental awareness among our employees, optimizing operational efficiency, and improving waste and water management practices. A central focus this year has been advancing our comprehensive climate and energy transition plan.

In 2024, we implemented cross-functional and business-segment action plans to prioritize our ESG initiatives. Currently, we are consolidating environmental data across all segments—a critical step toward establishing our formal Environmental Management System.

This forthcoming system will be fully aligned with ISO

14001 (Environmental) and ISO 45001 (Occupational Health & Safety) standards.

The following pages present 2024 results and trends for our key environmental indicators¹. For a detailed account of specific initiatives, see the individual chapters dedicated to [PUCPR](#), [FTD Educação](#), and [Health](#).

¹Note: The Marista Group's administrative headquarters is located on the PUCPR Curitiba Campus; thus, energy consumption, water use, and waste data for that building are included within PUCPR's metrics and excluded from the Corporate segment.



SHARED ACCOUNTABILITY

We are committed to elevating our environmental performance by embedding shared responsibility for sustainability outcomes across all corporate functions and Business Segments. Recognizing the critical role of leadership engagement and cross-functional collaboration, we have adopted an integrated approach to managing our environmental impacts.

Within this model, managers are assigned strategic accountability for environmental performance. Their results are evaluated through defined indicators embedded in our enterprise-wide Performance Management process.

WASTE MANAGEMENT

GRI 3-3: WASTE MANAGEMENT; 306-1; 306-2

The Marista Group ensures that all waste is sorted and treated in accordance with applicable legislation and regulatory standards, based on its characteristics and hazard classification. Once segregated, materials are directed to environmentally appropriate destinations, in full compliance with legal requirements and industry best practices.

In our Health division, waste management protocols go beyond legal compliance, aligning with internationally recognized standards set by the Joint Commission International (JCI) and Brazil's National Accreditation Organization (ONA).

At the PUCPR campus, we operate a composting initiative that is set for expansion in the coming years. The campus also maintains a robust solid waste recycling program, with recyclable materials routed to a local cooperative in the Vila Torres community. A notable achievement is the Ecopástico Project, which significantly reduced plastic usage and established a scalable sustainability solution. (See the [PUCPR](#) chapter for more information.)

To build on these efforts, 2024 marked the launch of a solid waste indicator mapping initiative aimed at identifying opportunities for waste reduction and more efficient handling. A priority area for improvement is food waste generated by the Bistrô, the on-campus dining facility serving employees and service providers.

We also restructured our cleaning services to incorporate more sustainable practices, including supplier engagement, resulting in a 15% reduction in total waste generation compared to 2023.

In FTD Educação, approximately 98% of waste is recyclable and reintroduced into the production cycle, reinforcing our circular economy model. Organic waste is composted and repurposed as fertilizer at Marista schools in São Paulo (Irmão Justino, Robru, and Irmão Lourenço). Nonetheless, we continue to address the challenges posed by waste from printing operations, with a clearly defined objective to achieve zero waste from printing by 2026. (Further details are provided in the [FTD Educação](#) chapter.)





Solid Waste

Objective

Our strategic objective is to reduce the volume of waste generated across all operations through structured and continuous monitoring. Our approach goes beyond tracking generation and disposal; it also focuses on minimizing material losses, fostering local employment and income-generation opportunities, and ensuring the long-term sustainability of our businesses.

In future reporting cycles, we will focus on enhancing the maturity of our Waste Management Program. This includes the development of a unified corporate framework tailored to the specific characteristics of each Business Segment and the consolidation of a historical dataset of key indicators. These efforts will culminate in the implementation of a robust Environmental Management System aligned with industry-leading practices.

Expected Outcomes

Through this strategy, we aim to reduce our environmental footprint, mitigate operational risks, and improve the efficiency of natural resource use. From an economic perspective, we seek to ensure full regulatory compliance, increase cost efficiency, and open pathways to access potential tax incentives.

We also anticipate strengthening our value chain by promoting circular economy principles and generating socio-economic value in the communities where we operate.

REPORTING SCOPE FOR WASTE MANAGEMENT

PUCPR: Curitiba, Londrina, and Toledo Campuses; Veterinary Teaching Hospital (CVET); Hotmilk innovation ecosystem; Bistrô; Nossa Senhora da Luz Campus (CHSL)¹; and the Gralha Azul Experimental Farm (FEGA).

FTD Educação: Parque Gráfico industrial unit.

Health: Cajuru University Hospital; São Marcelino Champagnat Hospital; University Hospital Outpatient Clinic; and the shared hospital laundry facility.

¹Note on CHSL data: Waste data from the Nossa Senhora da Luz Campus includes approximately 15% of the total waste generated at the site. This estimate reflects PUCPR's limited operational responsibility at the location, which is managed by a third party (ASEC). PUCPR's activities at this site are restricted to the Cajuru outpatient clinic and a psychology training clinic. Accordingly, we have adopted PUCPR's methodology of reporting a proportionate share of waste data.



13.9 tons
of solid waste was generated
across the Marista Group
in 2024.



Total Waste Generated by Composition (in metric tons) GRI 306-3

	PUCPR ¹			FTD Educação			Health ²		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Hazardous Waste	67.50	49.45	64.20	751.00	1.080.61	1.084.26	284.16	339.35	356.56
Non-Hazardous Waste	614.35	653.05	593.98	11.043.18	10.651.88	10.918.93	1.043.75	924.25	964.48
Total Waste Generated	681.85	702.50	658.18	11.794.18	11.732.49	12.003.19	1.327.91	1.263.60	1.321.04

¹Note: includes Class A, E, and B streams, and contaminated containers/debris.

²Nota: includes Class D (recyclable and non-recyclable), construction waste (Class A and B), and landscaping waste.

Waste Diverted from Disposal by Pathway (in metric tons) GRI 306-4-A

	PUCPR			FTD Educação			Health ¹		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Paper/Paperboard	51.59	35.08	18.78	9840.23	9.610.00	9.929.72	0	0	0
Wood	25.33	34.65	24.55	602.45	543.22	615.03	22.72	12.74	13.36
Landscaping	193.08	162.35	145.48	0	0	0	8	6.6	3.03
Metal, Plastic & Glass	0.89	0.77	1.01	369.34	289.01	298.8	0	0	0
Mixed Debris (containers)	32.33	26.05	42.43	23.55	26.07	15.22	20.01	2.61	24
Organic (Composted)	2.59	4.76	6.83	92.03	74.77	44.94	0	0	0
Recyclables	48.00	27.52	17.70	0	0	0	138.8	146.4	163.66
Lamps	0.41	0.10	0	0	225	0.63	0	0.15	0.05
Cooking Oil	0.56	0.21	0.20	0	0	0	0.7	0.8	0.73
Other ³	0	0	0.03 ²	0	0	133.37	0	0	0
Total Waste Diverted	354.77	291.49	257.01	10.927.60	10.768.07	11.037.71	190.23	169.30	204.83

¹Note: Data for paper/paperboard, metal, plastic, and glass is aggregated under the “Recyclables” category. These materials are donated to a recycling cooperative and weighed collectively, preventing a separate breakdown by material type.

Organic Waste: This stream is not tracked separately and is managed as general non-recyclable waste. We are evaluating a project to begin composting organic waste from our cafeterias in 2024.

Hazardous Waste Diversion: No hazardous waste is diverted for reuse or recovery. Only lamps are sent for recycling.

Non-Hazardous Waste Diversion: No non-hazardous waste is sent for recovery. Some materials are recycled or reused through our “Mãos que Transformam” program; however, separate volumetric data is not available.

²Note: In November 2024, PUCPR initiated a project for the disposal of landscaping team uniforms and PPE from the Curitiba Campus.

³Note: The “Other” category in 2024 primarily consists of waste from reverse logistics.

Reverse Logistics (2024): PUCPR: 31.6 metric tons; FTD Educação: 79.93 metric tons.

Total Hazardous Waste Diverted from Disposal (in metric tons) GRI 306-4-B

	PUCPR			FTD Educação			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Reuse	0	0	0	0	0	44.94	0	0	0
Recycling	0.41	0.10	0	0	225.00	0.63	0	0.15	0.05
Other Recovery	0	0	0	0	0	133.37	0	0	0
Total Diverted	0.41	0.10	0	0	225.00	178.94	0	0.15	0.05

Total Non-Hazardous Waste Diverted from Disposal (in metric tons) GRI 306-4-C

	PUCPR			FTD Educação			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Reuse	22.03	34.65	24.55	0	0	0	0	0	0
Recycling	103.78	63.37	37.49	10209.57	9899.01	9959.72	190.23	169.15	204.78
Other Recovery	228.56	193.37	194.97	718.03	644.06	899.05	0	0	0
Total Diverted	354.36	291.39	257.01	10927.60	10543.07	10858.77	190.23	169.15	204.78

Waste Directed to Final Disposal (Landfill and Incineration) in metric tons GRI 306-5-a

	PUCPR ¹			FTD Educação ²			Health ³		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Used Oils	0	0	0	1,83	1.74	2	0	0	0
Batteries	0.03	0	0.05	0	0	0,83	0	0	0
Contaminated Materials	3.25	0.59	13.17	116.02	128.82	133.37	0,4	0	0
Healthcare Waste	54.92	40.27	42.94	0.04	0.01	0.02	266.2	321.4	326.42
Cartridges & Toners	0	0	0.00	0	0	0	0	0	0
Chemicals	9.33	8.59	7.82	633.11	725.04	769.1	16.9	17.8	30.09
Organic	259.6	278.75	323.77	92.03	82.74	44.94	718.3	697.6	645.26
Mixed Debris (containers)	0	82.81	13.20	23.55	26.07	15.22	135.9	57.5	1.14.44
Lamps	0	0	0.22	0	0	0	0	0	0
Total Waste to Disposal	327.11	411.01	401.18	866.58	964.42	965.48	1.137.7	1.094.3	1.116.21

¹Note: In 2022, 37 waste containers (measured in cubic meters) were disposed of. We adopted an average weight of 1,100 kg per container. Two containers, containing non-contaminated solid waste, were sent to landfill. In 2023, 26 containers of construction-related waste (including debris, garden waste, and wood) were sent for recycling. An additional 32 containers were sent to landfill, comprising non-contaminated solid waste, mixed waste, and organic material. All containers had a capacity of 4.5 m³.

²Note: There was an increase in waste volumes in 2022 and 2023 due to higher production levels.

³Note: Construction waste is monitored by volume (in cubic meters), with assigned conversion factors:

- 0.605 t/m³ for Class A waste (construction rubble),
- 0.307 t/m³ for Class B (wood),
- 0.087 t/m³ for Class B (recyclables),
- 0.132 t/m³ for Class D (hazardous waste).

Class A waste was sent to a Class II landfill, Class B to recycling, and Class D to a Class I hazardous waste landfill.

Batteries: Battery and cell waste was not tracked separately and was included under broader chemical waste categories.

Cartridges and Toner: Disposal is managed by an external contractor as part of the printer service agreement, and specific tracking data is unavailable.

Used Oils: These are classified as hazardous waste, but no further disposal details are available.

Hazardous Waste for Incineration: Currently includes Group A3 waste (anatomical waste, classified under infectious waste) and Group B (chemotherapy waste, under chemical waste). However, these categories are not tracked separately.

Hazardous Waste Directed to Final Disposal by Method (in metric tons) GRI 306-5-B

	PUCPR			FTD Educação			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Incineration (with energy recovery)	0	0	0	1.83	1.74	2	0	0	0
Class I Landfill	54.92	40.27	42.94	0.04	0.01	0.02	17.96	17.8	30.09
Other Disposal Operations (e.g., autoclave)	12.61	9.18	21.26	749.13	853.86	903.30	266.20	321.40	326.42
Total Hazardous Waste to Disposal	67.53	49.45	64.2	751.00	855.61	905.32	284.16	339.20	356.51

Non-Hazardous Waste Directed to Final Disposal by Method (in metric tons) GRI 306-5-C

	PUCPR			FTD Educação			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Class IIA & IIB Landfill	259.58	361.56	336.97	92.03	82.74	44.94	718.30	697.60	645.26
C&D Debris Landfill / Recycling	0	0	0	23.55	26.07	15.22	135.22	57.5	114.44
Total Non-Hazardous Waste to Disposal	259.58	361.56	336.97	115.58	108.81	60.16	853.52	755.10	759.70



WATER EFFICIENCY

GRI 303-1; 303-2

Our commitment to preserving natural resources is a core component of our corporate mission. We recognize that responsible water stewardship is not only an environmental imperative but also a social priority—critical to ensuring equitable access to clean water for communities in Brazil and beyond.

Across the Marista Group, we have implemented targeted initiatives to reduce water consumption and improve operational efficiency. These efforts include employee engagement campaigns, real-time consumption monitoring, and continuous review of usage patterns.

In our Health division, we have deployed an advanced real-time water management system that tracks tank levels and issues automated alerts for required maintenance. This digital solution enables the early detection of leaks and inefficiencies, supporting more sustainable consumption. (See the [Health](#) section for additional detail.)

At PUCPR, our water management strategy is centered on mapping and control. In 2024, the university completed its first full mapping of the campus water infrastructure. With a BRL 400,000 investment, new sensors, pumps, and other smart technologies were installed across the Curitiba, Londrina, and Toledo campuses to modernize water flow control. (Refer to the [PUCPR](#) chapter for further insights.)

At FTD Educação, we achieved an 85% reduction in industrial water consumption relative to previous years by implementing precise monitoring systems. Our internal analysis identified a restaurant as the largest consumer, and targeted efficiency initiatives are being developed. In parallel, we are mapping consumption across units to calculate a per capita usage index—an essential step toward defining data-driven reduction strategies. (Further information is available in the [FTD Educação](#) section.)



RECOGNITION

In 2024, FTD Educação received the 5th Luiz Metzler Paulista Award for Graphic Excellence in the Environmental Sustainability category. The award recognized our water reuse system implemented at the Parque Gráfico printing facility, which substantially reduced potable water usage and lowered associated operating costs.

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Water Efficiency

Objective

To enhance water use efficiency across all operations, contributing to the preservation of natural resources and minimizing waste. These efforts support broader objectives of water equity, biodiversity conservation, and the long-term sustainability of our business operations.

Although real-time monitoring systems and water-saving initiatives are currently in place across our Business Segments, we recognize the importance of refining our long-term water stewardship strategies and establishing measurable performance targets. In 2024, we began developing a formal Water Efficiency Program. This initiative includes the evaluation and recommendation of high-efficiency equipment, the standardization of monitoring protocols, and the definition of clear consumption reduction targets.

Once the planning phase is complete, the program will be integrated into the Marista Group's future Environmental Management Plan,

with tailored applications for each Business Segment based on their operational characteristics and water usage profiles.

Expected Outcomes

- A measurable reduction in total water consumption, thereby minimizing our water footprint.
- Improved operational efficiency and resource optimization.
- Enhanced access to fiscal incentives and regulatory compliance benefits.
- Strengthened water security to ensure sustainable availability for future generations.



Total Water Consumption (in Megaliters) GRI 303-3

	PUCPR			FTD Educação ¹			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Surface water (total)	0	0	0	0.08	0.09	0.09	0	0	0
Groundwater (total)	93.26	108.26	75.70	6.845.00	0.10	0	95.91	95.72	115.36
Third-party water (purchased) (total)	5.88	5.13	5.20	13.88	15.20	12.28	10.90	16.21	7.98
Total Water Withdrawn²	99.14	113.39	80.90	6.858.96	15.39	12.37	106.81	111.93	123.34

¹Note: Data for 2022 and 2023 have been restated following a data review. FTD Educação no longer utilizes groundwater sources; therefore, its groundwater withdrawal is now reported as zero.

²Note: The Marista Group’s operational model does not result in significant water being incorporated into products or lost to evaporation; therefore, total water consumption (GRI 303-5) and total water discharge are reported as equal to total water withdrawal (GRI 303-3).

Total Water Consumption (in Megaliters) GRI 303-5

	PUCPR			FTD Educação			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total Water Consumed ¹	99.14	113.38	80.9	6.859.96	15.39	12.37	106.81	111.93	123.34

¹Note: Data is sourced directly from utility invoices (Sanepar and Acquasul) and recorded upon receipt.

Total Water Discharge by Destination (in Megaliters) GRI 303-4

	PUCPR ¹			FTD Educação			Health		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Water discharged to third party	99.14	113.38	80.9	6.859.96	15.39	12.37	106.81	111.93	123.34

¹Note: Given the administrative and educational nature of PUCPR’s operations, all water is discharged to the municipal utility without requiring on-site treatment.

CLIMATE CHANGE

GRI 3-3: ENERGY EFFICIENCY; GRI 3-3: GHG EMISSIONS

The inclusion of Energy Efficiency and Greenhouse Gas (GHG) Emissions in our 2023 materiality assessment marked a pivotal step in advancing our sustainability agenda. These topics now serve as strategic anchors in our efforts to transform the Marista Group's environmental and energy management systems. This milestone reflects our growing commitment to balancing the three dimensions of ESG performance and deepening our long-term value creation.

In 2024, we launched two cross-functional priority initiatives: the Climate Action Plan and the Energy Transition Plan. Both are currently in the development phase, which includes comprehensive GHG emissions mapping, analysis of energy usage, identification of operational hotspots within each Business Segment, and the definition of goals, timelines, and investment strategies. The primary objective is to reduce our emissions footprint while driving operational efficiency and long-term sustainability.

To support this, monthly multi-stakeholder forums are held to review environmental KPIs, refine our approach, and ensure continuous improvement across the Group.



Climate Action Plan

Objective

To achieve best-in-class reduction targets for greenhouse gas (GHG) emissions at both the corporate level and within each Business Segment, in alignment with the global temperature goals set by the Intergovernmental Panel on Climate Change (IPCC).

As part of this effort, we completed the Marista Group's first comprehensive GHG emissions inventory, prepared in accordance with the GHG Protocol (Brazil). This report presents our Scope 1 and Scope 2 emissions baseline, which will serve as the foundation for future reduction targets.

Beginning in 2026, we will initiate Scope 3 emissions monitoring. In parallel, we are structuring action plans around key emission drivers—particularly infrastructure and transportation—to help meet our reduction targets and operationalize our climate strategy.

Expected Outcomes

- Measurable reductions in GHG emissions.
- Enhanced compliance with climate-related regulations.
- Operational cost savings and improved energy efficiency.
- Increased access to green financing and incentive programs.
- Strengthened stakeholder trust through climate transparency.
- Greater shared value creation aligned with international sustainability commitments.

Business Segment Initiatives

FTD Educação has made measurable progress by completing its Scope 1 and Scope 2 emissions inventory. The assessment identified the Parque Gráfico facility as the primary emissions source, accounting for approximately 2,000 metric tons of CO₂ annually. In response, FTD is developing a Climate Plan grounded in the Group's consolidated Scope 1 and 2 inventory. This plan will identify key mitigation measures and evaluate the feasibility of future offsetting mechanisms, including the acquisition of carbon credits. Further details can be found in the [FTD Educação](#) chapter.

Both the PUCPR and Health segments have also completed their respective Scope 1 and 2 inventories and are now in the process of structuring tailored Climate Plans. These plans will outline strategic mitigation and reduction initiatives, alongside an assessment of offsetting pathways where applicable.



Energy Transition Plan

Objective

To establish a comprehensive roadmap for transitioning to a cleaner, more diversified energy matrix, fully aligned with the strategic Master Plans of each Business Segment and the overarching Marista Group Climate Strategy.

Currently in its initial planning phase, the initiative will require each Business Segment to conduct a granular energy consumption analysis in 2025. The objective is to uncover efficiency opportunities and develop a detailed implementation plan with clearly defined goals, actions, and timelines. The resulting strategies will be embedded within a formal Energy Management System (EMS).

Expected Outcomes

- Reduction of GHG emissions resulting from energy use.
- Transition toward a renewable and diversified energy matrix
- Enhanced operational efficiency and lower energy costs.
- Broader employee engagement and sustainability literacy
- Improved access to fiscal incentives and green financing.
- Strengthened regulatory compliance and ESG performance.



Business Segment Initiatives

Our Health segment is participating in a strategic partnership with Itaipu Binacional—one of the largest hydroelectric generators in the world—to expand renewable energy use in the state of Paraná. With an investment of BRL 80 million, the initiative will fund the construction of four solar power plants to supply energy to philanthropic hospitals, including São Marcelino Champagnat and Cajuru University Hospital. Additional details are available in the [Health](#) section.

In 2024, PUCPR made substantial strides in transitioning to a cleaner energy matrix. Notable developments include:

- **Conversion of the Olympic pool heating system** on the Curitiba campus from natural gas to electric heat pumps, significantly reducing emissions.

- **Installation of photovoltaic systems** at both the Curitiba campus and the Gralha Azul Experimental Farm. These projects were developed in partnership with COPEL through its ANEEL-regulated Energy Efficiency Program (PEE). Further actions are detailed in the [PUCPR](#) chapter.

At FTD Educação, the path to a cleaner energy profile presents ongoing challenges, particularly due to the high energy demands of its Parque Gráfico industrial unit. To address this, feasibility studies are underway to:

- Replace LPG-powered forklifts with electric models.
- Convert equipment from LPG to CNG (compressed natural gas), a less carbon-intensive alternative.

The implementation of these changes will require targeted infrastructure investments and will be guided by cost-benefit analyses to ensure economic viability.

2024 Results

GRI 302-1

Energy and gas consumption is continuously monitored by a dedicated technical team. Data is sourced directly from utility invoices, enabling reliable measurement of progress toward our established energy efficiency and emissions reduction targets.

Total Electricity Consumption (GJ)

2024	PUCPR	FTD Educação	Health
Unregulated Market Electricity	37.831.56	52.196	22.473.94
Regulated Market Electricity	18.99.34	1.493.84	0.36
Distributed Generation	758.45	-	1.08
Total	40.489.37	53.689.84	22.475.38

GHG Emissions (Tonnes CO₂e) GRI 305-1; 305-2

2024	PUCPR	FTD Educação	Health
Scope 1	906.624	2143.36	321.76
Scope 2	612.542	858.82	343.31
Total	1.519.17	3.002.18	665.08

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	2-4 Restatement of information	p. 4	
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GRI 2-2; 201-1

The preparation of the Statement of Value Added (SVA) begins with an analysis of information from the company's Income Statement, as presented in the Financial Statements. The SVA calculation starts by accounting for all operational and non-operational revenues received by the company.

The second component of the calculation includes all inputs, raw materials, and operational expenses incurred by the company to function during the period. The difference between these two groups (revenues minus inputs/expenses) equals the gross value added.

From this gross value, other non-operational expenses are then deducted—such as interest, amortization, depreciation, and depletion. This calculation yields the net value added that was produced by the organization.

After detailing how the company generated value, the second half of the SVA details how this value was distributed.

This section shows precisely how much of the value added was allocated to wages, salaries, and benefits (employees); taxes, duties, and contributions (government); and the remuneration of third parties (such as banks, lessors, and financiers). Finally, it details the profit distributed to shareholders and partners. In the case of philanthropic entities, any surplus or deficit is applied to the Entity's net assets.

Associação Paranaense de Cultura (APC) - Statement of Value Added¹
(In thousands of Brazilian Reais - BRL ‘000)

	2022	2023	2024
Revenue	1,193.026	1,424.996	1,643.004
Educational services	761.142	916.152	1.072.722
Hospital services	315.144	405.580	454.488
Other revenue	121.755	113.175	123.932
Provision for doubtful accounts	(5.015)	(9.911)	(8.138)
Inputs Acquired from Third Parties	(578.087)	(721.962)	(820.573)
Cost of goods sold and services rendered	(309.491)	(362.184)	(411.126)
Materials, energy, and third-party services	(119.663)	(173.775)	(190.011)
Other	(148.965)	(186.003)	(219.436)
Gross Value Added	614.939	703.034	822.431
Depreciation and Amortization	(13.718)	(18.246)	(18.551)
Net Value Added Generated by the Entity	601.221	684.788	803.880
Value Added Received in Transfer	25.151	24.712	28.897
Equity method result	0	0	0
Financial income	25.151	24.712	28.897
Total Value Added for Distribution	626.372	709.500	832.777
Distribution of Value Added			
Employee Compensation & Benefits	497.609	553.042	598.816
Direct compensation	426.050	460.787	498.271
Benefits	33.599	46.976	53.718
FGTS (Government Severance Pay Fund)	37.960	45.279	46.827
Taxes and Contributions	3.895	(15.924)	(3.405)
Taxes	3.895	(15.924)	(3.405)
Return to Lenders and Landlords	63.603	80.487	101.194
Financial expenses	60.727	77.611	96.643
Rent	2.876	2.876	4.551
Return to Equity			
Net income (surplus/deficit) for the period	61.265	91.895	136.172
Total Value Added Distributed	626.372	709.500	832.777

¹Note: For the fiscal years ended December 31, 2023, and 2024.

FTD Educação - Statement of Value Added
(In thousands of Brazilian Reais - BRL ‘000)

	2022	2023	2024
Revenue	1,178.014	1,379.549	1,534.218
Revenue from products and services	1,163.158	1,358.831	1,524.371
Other revenue	16.792	17.868	13.945
Provision for doubtful accounts	(1.936)	2.850	(4.098)
Inputs Acquired from Third Parties	(838.598)	(949.803)	(935.876)
Cost of goods and services sold	(473.768)	(513.304)	(460.151)
Materials, energy, and third-party services	(364.830)	(436.499)	(475.725)
Gross Value Added	339.416	429.746	598.342
Depreciation and Amortization	(24.173)	(31.173)	(39.591)
Net Value Added Generated by the Entity	315.243	398.573	558.751
Value Added Received in Transfer	15.145	19.595	28.603
Equity method result	5.379	(840)	361
Financial income	9.766	20.435	28.242
Total Value Added for Distribution	330.388	418.168	587.354
Distribution of Value Added			
Employee Compensation & Benefits	177.518	184.760	226.109
Direct compensation	145.118	149.825	182.656
Benefits	19.924	21.955	27.088
FGTS (Government Severance Pay Fund)	12.476	12.980	16.365
Taxes and Contributions	11.144	16.371	73.880
Taxes	11.144	16.371	73.880
Return on Third-Party Capital	54.113	123.831	96.519
Financial expenses	17.034	58.216	28.849
Rent	20.141	21.321	25.212
Other	16.938	44.294	42.458
Return to Equity	87.613	87.613	190.846
Net income for the period	87.613	93.206	190.846
Net income attributable to non-controlling interests	0	0	0
Total Value Added Distributed	330.388	330.388	587.354



In 2024, we deepened our commitment to sustainable development, guided by our mission to deliver high-quality education while creating meaningful social impact through our initiatives. This chapter—an integral part of the Marista Group's 2024 Sustainability Report—consolidates the performance indicators for PUCPR and our broader Business Segments.

For the third consecutive year, we are reporting the University's performance in accordance with the Global Reporting Initiative (GRI) Standards, reinforcing our commitment to transparency, accountability, and alignment with globally recognized sustainability frameworks.





“For us, sustainability is a calling, a daily choice, a firm commitment.”

**Irmão Rogério Renato
Mateucci**
RECTOR, PUCPR

MESSAGE FROM OUR RECTOR

More than a center for teaching, research, and extension, the Pontifical Catholic University of Paraná (PUCPR) is a beacon of hope amid the uncertainties of the present. It is a sanctuary of knowledge committed to human dignity, a place where we sow the seeds of a more just, fraternal, and sustainable future, day by day.

Therefore, a report such as this, which presents systematized data and information, also conveys the expression of life and concrete histories that intertwine and strengthen one another. As Rector of this institution, I have the honor of presenting a guide to interpreting what you will find here. Or rather, a guide to what you will find in this endeavor to live out sustainability—an ideal our University so deeply cherishes.

Firmly rooted in the foundations of the Marist mission and inspired by the

Global Compact on Education convened by Pope Francis, we are guided by the light of the encyclical *Laudato Si'*, understanding that to educate is an act of love and responsibility, a radical commitment to life and to our Common Home. For us, sustainability is not merely a goal: it is a vocation, a daily choice, an non-negotiable commitment.

In 2024, we advanced significantly in structuring our ESG agenda by strengthening environmental and social best practices, implementing strategic indicators, and expanding our institutional governance, guided always by the principles of transparency, equity, and responsibility.

PUCPR is not content to be a mere spectator of transformations; we strive to be protagonists. Our social actions are concrete gestures of justice, encounters that reshape lives, and bridges that connect knowledge and hope. Our

extension programs and our diverse projects with local communities are expressions of a University that does not close in on itself, but rather gives of itself, reinvents itself, and places itself at the service of society. We are, to paraphrase Pope Francis, a “University on the Move.”

In this context, diversity is not just welcome; it is essential. As a Pontifical Catholic University, we seek unity in diversity. We are called to be a welcoming space, where every student, professor, and staff member finds a place to learn and to teach, and an environment where individuality is recognized, respected, and celebrated.

We know that true academic excellence is only achieved when it advances hand in hand with social justice. Equity, inclusion, and the empowerment of our academic community are unwavering goals.

Likewise, in 2024 we reaffirmed our commitment to academic excellence and to the well-being of our community. One of our core structures, PUCPR Acolhe, has established itself as a safe haven for those in need of support and care.

The digital revolution, in turn, continues to open new horizons for learning, allowing pedagogical innovation to expand boundaries without ever losing sight of the human-centric nature of technology.

At the heart of our identity beats our Marist spirituality. It reminds us that to educate is an act of hope and courage. Through the “Prophetic and Servant Leadership” training offered to leaders across the Marista Group, including PUCPR, we are answering a call that goes beyond structuring processes: we are responding to a vital need of our mission.

Inspired by the charism of Saint Marcellin Champagnat, we continue to believe that education must be a path of humanization, transformation, and service—in other words, an act of love.

In presenting this Sustainability Report, we celebrate our achievements and reaffirm our commitment to the future. We will continue to challenge limits, redefine paradigms, and build a University that cares, transforms, and humanizes.

Together, we dream of a new world and work to make it viable. It has been immensely rewarding for me to engage with the data, lives, and concrete histories brought forth by this document. I hope you will agree.

Fraternally,

Brother Rogério Renato Mateucci
Rector, Pontifical Catholic
University of Paraná



“In presenting this Sustainability Report, we celebrate our achievements and reaffirm our commitment to the future.”



“In 2024, we made significant progress in structuring a systematized ESG governance framework.”

Professor Vidal Martins
VICE-RECTOR, PUCPR

MESSAGE FROM OUR VICE-RECTOR

At PUCPR, sustainability is more than a strategic directive—it is an essential part of our identity. It represents our commitment to society and the stewardship of our Common Home, grounded in the values that define us as a philanthropic, community-based, and Marist institution. Integrating ESG into our management is not about following trends, but about intentionally structuring the responsibility we have always upheld: to transform lives through education.

The year 2024 marked a milestone in structuring this commitment. We advanced the development of a formal ESG governance framework across the Marista Group, connecting strategic pillars to objective metrics and expanding our capacity to generate sustainable value. This process has not only enhanced the management of resources for the University’s strategic actions but also ensured that every

initiative is aligned with our mission and the impact we aim to generate, reinforcing our maturity level in sustainability.

In governance, we continued initiatives focused on decentralization and agility, expanding the use of OKRs to monitor and optimize processes. The Self-Management Guild has gained momentum, and we have promoted training sessions and practical discussions on autonomy as we continue on the path of transforming our organizational culture.

Our social impact was also strengthened. In 2024, we advanced our project to expand the number of first-generation university students—our priority ESG indicator—and are now structuring an innovative financing model to ensure the project’s long-term sustainability. We also reinforced our commitment to diversity through affirmative hiring

processes and other actions aligned with the Marista Group’s cross-functional projects.

On the environmental front, we advanced the implementation of our Infrastructure Master Plan, enhancing water and energy efficiency across our campuses. We also continued to make progress in waste management, adjusting processes to ensure our actions are increasingly effective.

Digital transformation also advanced significantly, particularly within the context of customer-centricity. We have structured the concept of “digital ambition,” which will elevate our relationship with students to a new level. We are currently conducting optimization analyses and identifying innovation opportunities to improve processes and make PUCPR even more connected to the needs of the present and the future.

In the academic field, we continued to consolidate our competency-based pedagogical model, placing the student at the center of the learning process. We expanded the use of educational technologies, such as our immersive learning rooms and the Center for Extended Reality (CRE), reflecting our continuous investment in innovation. Furthermore, we strengthened our presence in continuing education with new Lifelong Learning products, expanding opportunities for professional development throughout life.

Among the year's highlights, PUCPR was named the best educational institution in the Época NEGÓCIOS 360° 2024 Yearbook, a market benchmark that evaluates companies beyond financial performance, considering innovation, future vision, governance, socio-environmental impact, and people management.

Innovation remains a key driver of our evolution. Hotmilk, our innovation ecosystem, was featured in the 100 Open Startups ranking as one of the top innovation hubs in Brazil and Latin America.

Additionally, we continued investing in teaching and research, exploring technologies such as artificial

intelligence and augmented reality to enhance the educational experience.

We maintained an austere and excellence-focused management approach, growing sustainably without compromising quality—a result confirmed by our recognition in academic rankings, evaluations by MEC and CAPES, and by the Customer Experience award, which we won for the second consecutive year.

In 2025, we are initiating a new review of our Strategic Plan, ensuring that we continue to evolve in a sustainable and innovative manner.

Our goal is not only to maintain our commitment to transformative education but to expand this impact, consolidating PUCPR as a national and international benchmark.

We move forward with the certainty that education is the path to transforming realities and expanding opportunities for all. And it is with this conviction that we advance, strengthening our commitment to academic excellence, innovation, and social progress.

Professor Vidal Martins
Vice-Rector, Pontifical Catholic
University of Paraná



WHO WE are

GRI 2-1; 2-6

Established in 1959, the Pontifical Catholic University of Paraná (PUCPR) is nationally and internationally recognized for its excellence in teaching, research, and continuing education. We are a private, non-profit, community-based institution with a Catholic affiliation, committed to providing a holistic education and to the advancement of knowledge.

We offer a comprehensive portfolio of undergraduate, graduate, and extension courses across diverse fields of knowledge. In addition, we actively foster scientific production through projects, research groups, and academic publications, thereby contributing to the advancement of science and innovation.

OUR LOCATIONS



2024 AT A GLANCE

43,641

Higher Education Students¹

¹Note: Includes students enrolled in undergraduate (on-campus and distance learning), graduate (Master's and Ph.D.), and professional specialization programs.

1,585

Faculty Members

5,292

Higher Education Scholarships
Awarded



55

Innovation
and Technology Projects



1,566

Employees



257

Metric tons of waste diverted for
recycling, reuse, composting,
and other methods



Recognitions & Awards

In 2024, PUCPR earned 146 awards and recognitions. Highlights include:

Times Higher Education (THE)

We were featured prominently in the Times Higher Education (THE) World University Rankings 2025, released in late 2024. PUCPR was ranked the top private university in the state of Paraná and third among all private universities nationwide.

The ranking evaluated over 2,000 universities worldwide across 18 performance indicators in five key areas: Teaching, Research Environment, Research Quality, Industry, and International Outlook. Among the 61 Brazilian institutions assessed, only five private universities, including PUCPR, are listed among the top 20.

We achieved a standout performance in the Research Quality indicator, which encompasses citation impact, research excellence, and research influence, solidifying our leadership position among the nation's private institutions

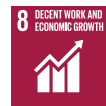
and reflecting our commitment to academic excellence and impactful international production.



Click to learn more.

Times Higher Education (THE) Impact Rankings 2024

We were named the best private university in Paraná, with standout performances in SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 17 (Partnerships for the Goals).



Bori/Elsevier Report

In 2024, the Bori/Elsevier report recognized PUCPR as one of only 15 Brazilian universities with a citation rate above the world average. This recognition is part of a detailed

analysis by the report, which assesses scientific output in Brazil and globally.

Ranking Universitário Folha (RUF) by Folha de S.Paulo

We are ranked among the top three private universities in the country, alongside Pontifícia Universidade Católica do Rio Grande do Sul (PUCRS) and Pontifícia Universidade Católica do Rio de Janeiro (PUC-RJ), according to the RUF ranking.

Additionally, we lead the rankings for the best undergraduate programs in Medicine, Physical Therapy, and Veterinary Medicine, among institutions recognized as the most innovative in the country.

Anuário Época NEGÓCIOS 360°

We were recognized as the leading organization in the education sector in the 11th edition of the Anuário Época NEGÓCIOS 360°, in partnership with Fundação Dom Cabral. The evaluation highlighted attributes such as innovation, academic quality, and the well-being of the university community.

Within the sector-specific rankings, we placed in the top three in four of the six evaluated categories:

- 1st place in People
- 2nd place in Financial Performance
- 2nd place in ESG Socio-environmental
- 3rd place in Innovation

Prêmio Líderes do Paraná (Paraná Leaders Award)

We won the Best Service Company category at the 2024 edition of the “Prêmio Líderes do Paraná,” an event promoted by LIDE PARANÁ - Group of Business Leaders. The award recognizes organizations that have the most significant positive impact on the state's development.

Experience Awards

We were certified as one of the Brazilian brands offering the best customer experience.

The award, presented by SoluCX in partnership with Beedoo, CamtX, and Pridge, recognizes companies that excel in customer experience based on direct consumer feedback.

Over one million Brazilian consumers participated in the evaluation, which certified 39 brands across various categories in the education sector. Learn more about our **Customer-Centricity initiatives**.

Ranking Top 100 Open Startups

Hotmilk, our innovation ecosystem, achieved 1st place in the Paraná Ecosystem category in the Top 100 Open Startups 2024 ranking. This ranking recognizes the ecosystems and startups that stand out in open innovation initiatives in Brazil.

In addition to this regional distinction, Hotmilk was also ranked among the top 25 ecosystems in Brazil, solidifying its position as one of the country's leading innovation hubs. More details about Hotmilk are available in our **Innovation** section.

TOPVIEW Award

Our Vice-Rector, Professor Vidal Martins, was named Education Personality of the Year at the TOPVIEW Personalities 2024 Awards, which recognizes professionals from Paraná who have distinguished themselves throughout the year in various fields.

Q1 Award

Over 100 PUCPR researchers were honored at the 10th edition of the Q1 Award, which celebrates the work of professors and researchers affiliated with the University's Stricto Sensu Graduate Programs.



CERTIFICATIONS

GM 3006

Green Kitchen
Sustainable Kitchen Certification for the Bistrô (PUCPR's Restaurant).

AACSB Accreditation
Association to Advance Collegiate Schools of Business - for the Business School.

The Council for Six Sigma Certification (CSSC) Accreditation
For the Polytechnic School.

Accreditation System for Medical Schools of the Federal Council of Medicine (SAEME-CFM)
For the Medicine programs on the Curitiba and Londrina campuses.

ABET Accreditation
Accreditation Board for Engineering and Technology - for the engineering programs of the Polytechnic School.

ISO 14001:2015
Environmental Management System.



GOVERNANCE

GRI 2-9

PUCPR's highest governing body is the University Council (CONSUNI), which is responsible for safeguarding the University's objectives as a Catholic institution. The CONSUNI is structured into thematic committees, including those for Undergraduate Studies (CANGRAD), Research and Innovation (CAPEPI), and University Extension (CAEX). It is supported by the Administrative-Financial Council (CONAF), which provides operational oversight. The Grand Chancellor—the Archbishop of Curitiba, Dom José Antônio Peruzzo—supervises the Council, ensuring its alignment with the University's mission.

The University also utilizes its Internal Evaluation Commission (CPA), as mandated by law, to continuously assess its processes and propose improvements. Furthermore, the Institutional Development Plan (PDI) is a key instrument used to determine the strategic directives for all academic and operational matters.



For more details, please consult the PUCPR Statute.

MANAGEMENT MODEL

In recent years, we have embarked on a significant cultural and structural transformation to evolve our management framework into a more agile and decentralized model. By blending horizontal collaboration with our traditional hierarchy, we aim to boost efficiency, foster innovation, and empower strategic decision-making.



2022

Initiated transition to new governance model: Piloted internal restructuring aimed at redefining processes, decentralizing decision-making, and enhancing strategic autonomy.

Introduced agile-inspired practices: Launched management “circles” and “chapters” to promote collaboration, agility, and distributed leadership.

• **Formed the Governance Circle:** A leadership body tasked with goal-setting and collaborative execution across strategic domains.

Updated Institutional Development Plan (PDI): Established five strategic priorities: Customer-Centricity, Organizational Culture, Governance, Innovation, and Digital Transformation.

2023

Adopted OKRs: Implemented Objectives and Key Results to manage strategic initiatives in short cycles, increasing clarity, agility, and accountability.

Strengthened self-management culture: Advanced across the organization with new circles and the launch of a Self-Management Guild—an interactive forum for sharing best practices and fostering peer learning.

Delivered self-management training: Equipped leaders and teams with agile mindsets and practices through targeted training initiatives.

Integrated ESG into the PDI: ESG became one of the institution’s strategic pillars, with new performance indicators and actionable initiatives to amplify social, environmental, and governance impact.



Learn more in the
Marista Group’s 2023
Sustainability Report.

2024

Expanded training programs: Rolled out intensive workshops across leadership levels to deepen understanding of the new management model and reinforce its adoption.

Amplified Self-Management Guild activity: Hosted regular meetings and case-study sessions showcasing successful applications of self-management at PUCPR, increasing engagement and knowledge sharing.

• **Created strategic objective for self-management:** Defined a specific Objective with three Key Results focused on embedding self-management into performance metrics and cultural metrics.

Conducted Culture Pulse Survey: Early findings revealed a significant improvement in perceived organizational agility, validating the impact of our transformation efforts over the past two years.

The Resource Mobilization Circle was established to drive the acquisition of funding necessary to accelerate our strategic

OKRs, this circle achieved an impressive 92.9% of its funding target.

While our management model is still evolving, the progress achieved so far demonstrates PUCPR's commitment to innovation, responsibility, and organizational autonomy. The widespread adoption of self-management principles has led to significant cultural transformation, embedding agility and adaptability into our daily operations.

Our governance philosophy is guided by the belief that transformative change starts from within. We are committed to continuing this evolution—building an agile, transparent governance model that reinforces our core mission: transforming lives through education and knowledge.

Looking ahead to 2025, we will further expand our leadership training and self-management initiatives. These efforts are designed to solidify cultural adoption and mature our governance framework, ensuring it resonates fully with our institutional mission and strategic vision.



Our ESG Commitment

Since 2012, PUCPR has been a proud signatory of the UN Global Compact Network Brazil, reinforcing our commitment to the principles of human rights, decent work, environmental stewardship, and anti-corruption. These values are foundational to our operations and strategy. With ESG formally established as a strategic pillar of the University, we have further strengthened our alignment with the Sustainable Development Goals (SDGs).

In 2024, we advanced significantly in embedding ESG principles across our operations. Mirroring the broader approach adopted by the Marista Group, we conducted a refined assessment of our sustainability maturity and redirected our efforts with heightened strategic clarity and intentionality.

As part of this progress, we began to systematize our ESG initiatives, aligning the indicators for each ESG pillar with both our cross-functional and proprietary strategic projects. These efforts are governed and integrated under PUCPR's structured ESG Governance model, ensuring long-term coherence and impact.



Learn more in the ESG
Project Governance

Evolution of Strategic Objectives for Each ESG Pillar

Social



SDG 4 - Quality Education:
Ensure that education is
accessible, equitable, and
of high quality for all.

Indicator: Increase the number
of first-generation
university students.

This goal is directly connected to our
proprietary project, “Empowering
First-Generation University
Students,” which was defined as
a priority for PUCPR in 2024.

Therefore, we have advanced the
definition of this core indicator,
which measures the number of
first-generation students. We have

benchmarked this metric within our
Institutional Program for Scientific
Initiation Scholarships (PIBIC)
and included this criterion in the
selection processes for our “Gente
Boa” student retention scholarship
program. We have also promoted the
topic in internal and external forums.

For the next cycle, our focus will be
on measuring this indicator among
graduating students from our on-
campus programs. We will also
advance an innovative financing
model based on an endowment
fund concept, which will allow for
sustainable, long-term support
for first-generation students.

Additionally, we have defined
two more proprietary projects to
broaden our social impact, which
are currently in the planning phase:

- To foster inclusive, equitable, and
quality education by stimulating
academic and research production.
- To strengthen the health
and well-being program for
our faculty and staff.



*“The idea is to create a donation
fund managed by an external
institution and administered
by business leaders, ensuring
that resources are applied
strategically to initiatives that
reduce social inequalities. After
testing different formats, we
identified that this model offers
greater stability and continuity
for student support. We are
still structuring the next steps,
but we believe this approach
will represent a significant
advance in enabling sustainable
access to higher education.”*

Professor Paula Trevilatto
Pro-Rector of Research, Graduate
Studies, and Innovation, PUCPR

Environmental (SDG 13 - Climate Action)



SDG 13 - Climate Action: Combat climate change and its impacts, neutralizing carbon activity.

Indicator: Reduce waste generation.

This indicator will be managed through two cross-functional projects: “Reducing Solid Waste Volume, Minimizing Operational Impact” and “Developing a Climate Action Plan to Limit the Increase in the Planet’s Average Temperature,” within a context that encompasses all Marista Group business units.

Meanwhile, PUCPR is leading proprietary initiatives focused on reducing campus environmental impact and embedding ESG criteria into the University Master Plan. See our Environmental section for details.

Governance (SDG 10 - Reduced Inequalities)



SDG 10 - Reduced Inequalities: Promote inclusion and equal opportunities for all.

Indicator: Increase the representation of Black and Brown people at the University, seeking to achieve a proportion that reflects the diversity of our surrounding environment.

We remain committed to advancing this indicator, now leveraging the strength of the Marista Group through its cross-functional project aimed at promoting diversity and inclusion within the leadership and general staff across all Business Segments, reflecting the Brazilian population. More details about our actions are available in the Diversity section.

Additionally, we will broaden our governance actions through two proprietary projects, still in the development phase:

- Strengthening educational governance with a focus on sustainability, enhancing perception and engagement with these practices, with the objective of broadening stakeholder involvement in PUCPR’s actions.

- Mapping, prioritizing, and systematizing shared value creation initiatives with the campus-surrounding community and other priority stakeholders, promoting collaboration among different actors of the local social ecosystem in community actions at PUCPR.

REPUTATION AND RELEVANCE UNIT

The Reputation and Relevance Unit serves a critical strategic function in guiding PUCPR’s ESG agenda. Structured around multidisciplinary teams, the Unit is tasked with anticipating strategic shifts, aligning University initiatives with evolving environmental, social, and governance imperatives, and ensuring the continuous evaluation of projects through the use of OKRs (Objectives and Key Results).

Furthermore, the Unit ensures that all initiatives are connected to our institutional purpose and to the evaluation criteria of the Times Higher Education Impact Ranking.

We will continue to utilize our research and extension resources to generate value, remaining aligned with the SDGs, because we believe in the power of education to build a more just and sustainable world.



Resource Mobilization

Research serves as a cornerstone of PUCPR's institutional mission, catalyzing innovation and reinforcing our commitment to academic excellence. As a philanthropic university, we proactively mobilize financial resources to support initiatives with high scientific and societal impact. These funds play a pivotal role in advancing our academic programs, modernizing campus infrastructure, and cultivating the next generation of researchers.

Our fundraising efforts are supported by key national and regional partners. In 2024, the Coordination for the Improvement of Higher Education Personnel (CAPES) was a primary federal agency to which we submitted 47 project proposals.

Among the approved projects, key highlights include:

- **FINEP Pro-Infra:** BRL 4.1 million for the expansion and modernization of research infrastructure, including the acquisition of new equipment.
- **Araucária Foundation/PR:** BRL 1.7 million for the Master's and Doctoral Scholarship Program.
- **CNPq MAI/DAI Program:** BRL 1.8 million for the Master's and Doctorate for Innovation program.

At the state level, the Araucária Foundation for the Support of Scientific and Technological Development of the State of Paraná (FA) awarded **BRL 7.8 million** of the total funding secured, a testament to the impact of our regional partnerships on advancing academic research.



IN 2024, WE ENHANCED OUR MOBILIZATION STRATEGY, FORGING NEW INSTITUTIONAL COLLABORATIONS AND INDIVIDUAL INITIATIVES THAT YIELDED THE FOLLOWING RESULTS:

2024 Resource Mobilization Outcomes

10
unique funding sources,
comprising

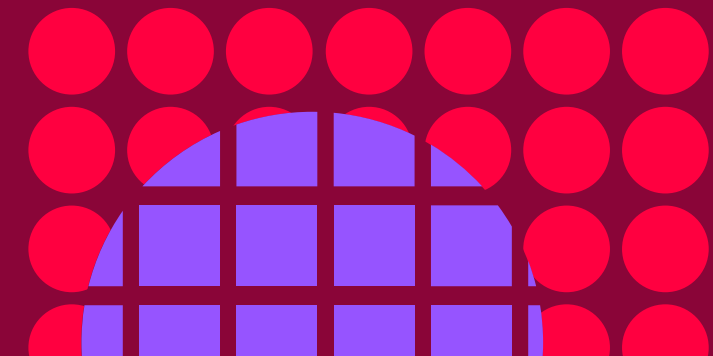
174
research proposals
submitted

4
international
agencies

6
national agencies

66
projects approved

**Total funding volume:
BRL 17.47 million,**
combining confirmed grants and pending
agreements



High-Impact Scholarly Publications - Qualis CAPES¹ GM 2001

	2022	2023	2024
A1 Articles	266	265	316
A2 Articles	221	244	236
A3 Articles	136	120	165
A4 Articles	139	95	155
Q1 Articles	382	406	439

¹Note: The data comprises full articles published in scientific journals during 2024, with at least one PUCPR-affiliated author per publication. The articles are classified according to the Qualis Capes system (tiers A1, A2, A3, and A4) and the Scimago Journal & Country Rank (Q1).

Data collection was performed using four scientific production indexing databases: OpenAlex, Scopus, Web of Science Core Collection, and the SciELO Citation Index. The OpenAlex database is public and open-access, while the remaining databases are accessible via the CAPES Periodicals platform.

The collected data was organized in Excel and analyzed using Python scripts. These four sources were selected as they provide the most comprehensive coverage of publications by PUCPR-affiliated authors. The broad scope of these indexing databases ensures that a significant and diverse range of work produced by our university's researchers is captured in our analysis.

The year 2024 marks the conclusion of the 2021-2024 quadrennial evaluation cycle for CAPES (Coordination for the Improvement of Higher Education Personnel). This milestone brings an expectation of increased publication volume, particularly from faculty and students in the University's research-based graduate programs, as well as from faculty pursuing graduate studies at other institutions.

Furthermore, the growth in government investment in science, technology, and innovation is poised to fuel an expansion of research projects from 2025 onward, contributing to a significant advancement in our scientific output.

Number of Publications by SDG (2018–2024)

3	1,712	17	155
4	795	8	153
16	773	15	127
10	381	1	120
2	325	14	97
11	313	6	97
9	299	12	75
5	222	13	69
1	179		

PARLIAMENTARY EARMARKS

In 2023, we began leveraging federal parliamentary earmarks as a strategy to finance projects of public interest. This approach has allowed us to broaden our social impact and contribute effectively to sustainable development in various regions of the state of Paraná.

Proposed by federal deputies and senators, these earmarks enable the allocation of public budget resources to specific initiatives. We utilize these funds with a high degree of responsibility and discretion, prioritizing projects that have a significant social transformation impact and improve the quality of life for the target population.

Among the projects currently in execution, key highlights include:

- LabEdu:** A free professional development space for Basic Education teachers, equipped with immersive technologies such as virtual, augmented, and mixed reality, as well as 360-degree video. The initiative is designed to train educators in the pedagogical use of these tools, promoting innovation and enhancing the quality of teaching.
- Veterinary Services:** Provision of free services to small and medium-scale, low-income rural producers in the municipalities of Fazenda Rio Grande, Mandirituba, Araucária, and Quitandinha, in Paraná. This initiative contributes to animal welfare, public health, and the strengthening of local family farming.

We rigorously adhere to all legal regulations, ensuring fairness, traceability, and transparency at every stage. Operations are conducted via the official Transferegov.br platform, and the results can be monitored on our public **Transparency Portal**.

SOCIAL IMPACT

GRI 3-3: QUALITY EDUCATION AND HEALTH; 2-29

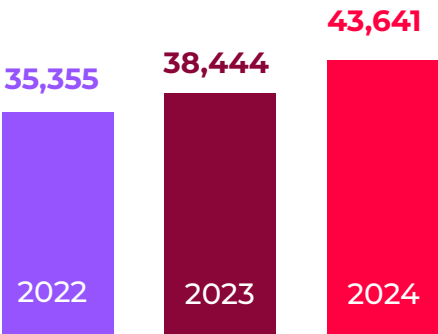
At PUCPR, we have a firm commitment to academic excellence and the holistic development of our students. We strive to offer an education that goes beyond technical training, preparing competent professionals and conscientious citizens who are aligned with the demands of the market and the needs of society.

With modern infrastructure, international exchange opportunities, and an innovative learning environment, we provide experiences that broaden horizons and transform lives.

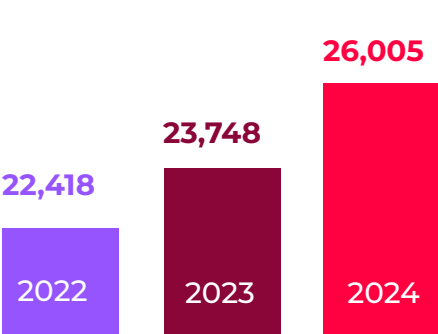
As signatories to the UN Global Compact, we align our scientific production with the Sustainable Development Goals (SDGs), promoting research that integrates innovation and sustainability.

Beyond academic development, we invest in the dissemination of this knowledge through scientific publications and events, strengthening the practical application of our research in society.

Total Students
(SV-ED-000.A)



Undergraduate Students
(SV-ED-000.A)



NEW MEDICAL PROGRAM

In 2024, we took a significant step toward expanding our positive social impact with the launch of a new medical program at our Toledo Campus. This initiative reflects our mission to respond to regional healthcare needs and promote well-being across a territory that includes 18 municipalities and serves more than 400,000 residents.

The new program combines cutting-edge technology, world-class infrastructure, and a distinguished faculty. Our goal is to train physicians who are not only technically proficient but also deeply committed to addressing regional healthcare challenges, advancing equitable development, and improving access to quality medical care.

University Extension

In 2024, PUCPR's University Extension reaffirmed its essential role in civic education and community engagement. The program positively impacted over 7,900 participants, directly involved 6.5 million beneficiaries, engaged 373 faculty members, and mobilized more than 300 student volunteers. The year also saw the establishment of 35 new partnerships with social and governmental organizations, and the Institutional Extension Scholarship Program (PIBEX) received BRL 33,600 in funding from the Araucária Foundation.

- **Law without Borders (Toledo Campus):** Recognized by the United Nations for its impactful work supporting the migrant community.
- **Children's Oral Health Education:** Honored as a top program within our extension discipline portfolio.
- **PoliWomen:** An initiative promoting the inclusion of women in STEM fields.
- **Marketing for Tourism in Campo Largo:** A student-led project from our Marketing program.
- **Empowering Adolescents with Karate:** Merges sports practice with health education to promote social inclusion.
- **PANC Initiative (Non-Conventional Food Plants):** Combines environmental education with income generation for local smallholder farmers.
- **Chimarrão Solidário:** Flood relief effort in Rio Grande do Sul involving 221 students, 50 volunteer hours, and coordination across 12 Paraná-based universities.

These initiatives highlight PUCPR's commitment to service-learning and holistic human development.



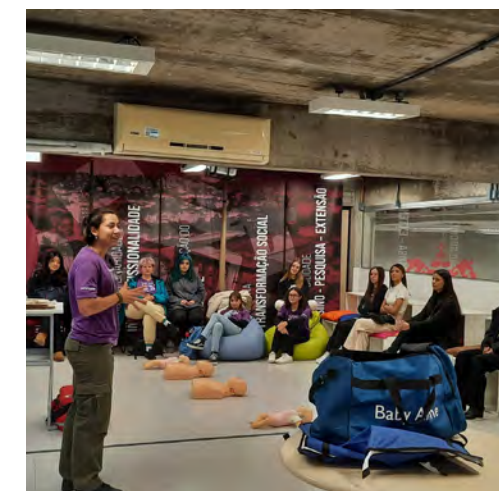
Law without Borders



Children's Oral Health Education



Empowering Adolescents with Karate



PoliWomen

PUCPR Acolhe (Welcoming Program)

The PUCPR Acolhe program evolves each year, contributing to a welcoming and inclusive university experience. In 2024, we further strengthened our initiatives focused on the well-being of our academic community and on providing support in areas essential for student development.

Throughout the year, we made significant progress that reinforced our core purpose: to foster an environment that values diversity, holistic health, and social support. Our efforts are focused on four priority areas of action:

- **Learning & Development:** Supporting students in overcoming academic challenges and providing foundational support in essential skill areas.
- **Holistic Health:** Promoting physical and mental well-being through preventative actions and supportive care.
- **Inclusion & Diversity:** Providing support for students with specific educational needs and conducting awareness campaigns on diversity.
- **Rights and Social Protection:** Ensuring a safe environment for students in vulnerable situations and promoting their fundamental rights.

2024 Highlights:

- **Inclusion Campaign:** Awareness activities focused on inclusion, reaching more than 5,000 people.
- **Inclusive Education Program:** This program guarantees equity in learning by valuing diversity and eliminating barriers that hinder access and retention for students with disabilities or special educational needs.
- **Yellow September (Mental Health Awareness Month):** Held 38 activities focused on mental health, including the distribution of self-care kits.
- **Rights and Social Protection Week:** Held in collaboration with the Student Committee for the Guarantee of Rights and Social Protection, this event reached 300 participants.



- **Expansion of Student Support Spaces:** Creation of new rooms dedicated to academic skills development and student common areas.
- **Hosted the National Meeting of Student Support Services:** This event brought together representatives from 33 higher education institutions—including confessional, federal, and private universities—from across Brazil.
- **Projeto Focinhos (Snouts Project):** This animal-assisted activities initiative involved 50 volunteers and five partner institutions, conducting regular visits to the Curitiba Campus.
- **Partnership with Campus Health Services:** Joint initiatives included a blood drive and a preventative health week, which offered check-ups and wellness tips to the community.
- **Partnership with PUCPR's Institutional Scholarship Program for Entrepreneurship and Research and Sebrae-PR:** A collaboration designed to provide an introduction to entrepreneurship for students.



KEY METRICS

678

workshops and conversation circles, with 3,130 total participations.

30

workshops in the Virtual Learning Environment (VLE), accessed 1,128 times.

28

regular support groups, with 114 participants.

2.229

individual and group support sessions provided.

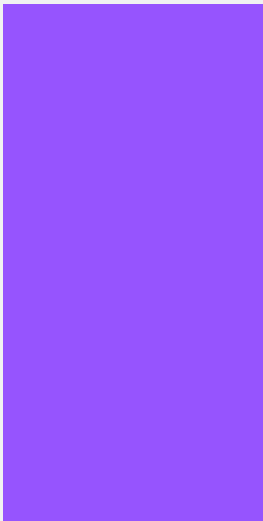
383

special accommodation exams administered, serving 122 students.

RESULTS BY CAMPUS



6.991 total actions¹



Curitiba

3.137

student participants

423

students supported by the Inclusive Education Program

350

actions



Londrina

129

student participants

19

students supported by the Inclusive Education Program

1.145 actions



Toledo

396

student participants

22

students supported by the Inclusive Education Program

¹Note: The term ‘actions’ encompasses all direct and indirect student interactions, including support sessions, meetings, workshop participation, conversation circles, and classroom-based activities.



Faculty Development

Our commitment to academic excellence is directly reflected in our continuous investment in faculty development. This focus promotes teaching innovation and enhances the overall student learning experience.

In 2024, our Faculty Development Program, coordinated by the Center for Teaching and Learning (CrEAre) in collaboration with our academic units and the Human and Organizational Development team, significantly expanded its initiatives in alignment with our Institutional Development Plan (PDI).

The increased number and diversification of training formats in recent years has resulted in record-high participation levels. Furthermore, a closer collaboration between CrEAre and our Schools, combined with a restructuring of the faculty evaluation system, has reinforced the value placed on continuing professional development.

Key Initiatives

CrEAre Coffee with the Schools: Informal meetings promoting the exchange of experiences among faculty, addressing topics such as active learning methodologies, teaching innovation, Artificial Intelligence in education, and intergenerational learning.

Faculty Onboarding: A comprehensive integration program for new professors, ensuring a smooth adaptation to academic life at PUCPR. In 2024, this program achieved 100% participation among all new faculty members.

10th Symposium on Teaching Practice: An annual event for sharing pedagogical best practices, which in 2024 featured 113 project submissions, 298 participants, and a Net Promoter Score (NPS) of 92.

4th ForMaCom - Forum on Competency-Based Curricula: A biennial event for program coordinators and core academic groups, addressing topics such as intermediate certifications, curricular extension, and competency-based learning. The 2024 edition had 569 participations and achieved an NPS of 94.

XR Workshops: Training sessions focused on the use of immersive technologies in the classroom, with support from our Center for Extended Reality (CRE) and specific pedagogical guides.

Essential Training Program: Since 2019, this program has prepared faculty for the “PUCPR way of educating,” covering teaching planning, student assessment, and pedagogical methodologies.



FACULTY DIGITAL COMPETENCIES

Since 2021, our Center for Teaching and Learning (CrEAre) has been developing the Faculty Digital Competencies project. In 2024, the project entered its second phase, prioritizing a diversity of offerings and personalized training pathways.

Using our Virtual Learning Environment (VLE) as its central support platform, Phase II is structured into three distinct learning tracks. This design provides continuous and flexible training, allowing faculty to develop digital competencies in an applied, collaborative manner that aligns with the contemporary demands of education.

- **Track 1 - Exploring Concepts:** A theoretical approach to digital technologies in education, featuring asynchronous content such as podcasts and videocasts.
- **Track 2 - Digital Literacy:** Courses focused on the pedagogical use of technological tools, including artificial intelligence and video creation.
- **Track 3 - Maker Workshops:** Practical, hands-on training sessions that integrate creativity, co-creation, and the use of digital technologies.

Employee & Faculty Headcount | SV-ED-000,D

	2022	2023	2024
Total Faculty	1,483	1,431	1,585
Total Employees ¹	1,612	1,687	1,566

¹For detailed information on employee management and related indicators, please refer to the **People** chapter.

Quality of Education: Faculty Development Metrics¹ | GM 2002

Training Type	Training Programs Offered			Certifications Issued		
	2022	2023	2024	2022	2023	2024
Mandatory Training ²	19	8	0	261	156	0
Elective Training	71	50	75	2,329	2,487	5,248
Total	90	58	75	2,590	2,643	5,248

¹Note: Enrollment and certification data are managed through our proprietary Eventum platform and visualized on Power BI dashboards for academic management. Anonymous feedback on training is collected via Microsoft Forms.

²Note: Beginning in 2024, PUCPR discontinued mandatory training workshops for faculty.

PUCPR IN THE MEDIA

In 2024, PUCPR faculty and staff conducted 677 interviews with news outlets, generating 15,991 media mentions—a testament to our commitment to knowledge dissemination and fostering a more informed society.

Our experts play a vital role in public discourse, clarifying issues of societal importance and offering informed solutions to contemporary challenges. Through our research, community engagement, and educational outreach, PUCPR continues to strengthen its position as a leading academic authority and a catalyst for social transformation.



Diversity

GRI 3-3: DIVERSITY, EQUITY, AND INCLUSION

We value diversity as essential to fostering an inclusive and innovative academic environment. By encouraging the interaction of different cultures, perspectives, and experiences, we strengthen learning, empathy, and respect.

To this end, we promote training sessions, educational literacy programs, listening circles, and structured debates, all with the support of the Rector's Office to ensure the validation and effectiveness of our initiatives.

We continue to advance our efforts to combat racism and discrimination by expanding our educational programs to internal staff and service providers, in addition to strengthening affirmative action initiatives across the University.

In 2024, we reinforced these actions through several key initiatives:

- **Black Consciousness Month:** Held in November, this initiative featured activities such as a Film

Debate and a Conversation Circle, which addressed topics including Autism Spectrum Disorder (ASD) and ethno-racial relations.

- **Affirmative Hiring for Black Professionals:** We prioritized the hiring of Black and Brown professionals. Throughout the year, 87 new employees who identify as Black or Brown were hired.

- **Strengthening of PUCPR's Affirmative Action Entrance Exam:** This initiative guarantees full scholarships for Black students and includes investment in training for the hetero-identification panels responsible for verifying eligibility.

- **Career Workshop:** As part of our "Month of Action for Persons with Disabilities" campaign, and in alignment with the National Day of Struggle for Persons with Disabilities, we held a career workshop open to the public. The initiative focused on developing technical and behavioral skills, resume building, and preparing diverse talent to join our institution.

Additionally, our employees with disabilities participated in dedicated conversation circles, providing a platform to share experiences and offer suggestions for enhancing accessibility and inclusion. In response to this feedback and our broader commitment, we distributed sunflower lanyards to help identify non-visible disabilities and updated our parking policies to ensure better access. We also hosted a “Coffee & Conversation” event with company leadership, reinforcing our commitment to diversity and equity in the workplace.



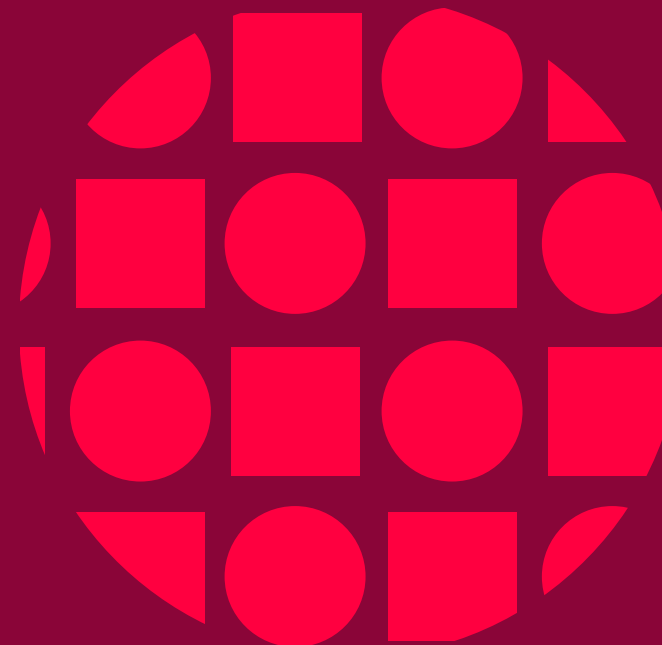
ACTIVE LISTENING AND INCLUSION

The Marista Bistrô was established on our Curitiba Campus to provide an on-site dining option for the more than 3,000 professionals working at PUCPR and the Marista Group corporate office. However, through discussions with employees with disabilities, our Talent Attraction and Inclusion team identified that the initiative was not fully meeting the needs of all community members.

Feedback highlighted challenges related to the restaurant’s distance, the time required to travel there, and the accessibility of the route. This direct feedback led to a practical and efficient solution: the launch of a meal delivery service from the Marista Bistrô. Employees with disabilities can now order their meals via WhatsApp and have them delivered directly to their department’s reception. These deliveries, made by bicycle and therefore generating no carbon emissions, make the daily routine more accessible and inclusive.



[Learn more here.](#)



Scholarships & Financial Aid

GRI 413-1

As a philanthropic and community-based institution, we play an important role in social development by supporting public policy, expanding our educational services, and granting full and partial scholarships for on-campus higher education to low-income students.

Our Social Scholarship Program aims to reduce inequalities and transform realities through education. It also plays a fundamental role in the inclusion of first-generation university students. Our “Higher Education - Youths Whose Families Never Had the Chance” project is a core pillar of our ESG strategy.

At PUCPR, specific programs expand these access opportunities, including the federal University

for All (ProUni) program, the Vila Torres entrance exam, and the affirmative action entrance exam for Black and Brown candidates.

- **Vestibular especial Vila Torres:** Created in 2020, this program offers full scholarships and persistence grants to youth from the Vila Torres community, which is adjacent to our Curitiba Campus. In 2024, the number of available scholarships was increased from five to ten. The initiative also celebrated a key milestone with the graduation of its first two scholarship recipients. In addition to full tuition, students receive a monthly persistence grant of BRL 500 and a full scholarship for a language course at PUCPR Idiomas, broadening their academic and professional opportunities.

- **Affirmative Action Entrance Exam for Black and Brown Candidates:**

In 2024, we offered ten scholarship positions for candidates who met the family income criteria of up to 1.5 times the minimum wage and who were at least 35 years of age.

- **Selective Process for Refugees:**

We opened 19 positions with full scholarships for undergraduate studies on our Curitiba, Londrina, and Toledo campuses in programs such as Law, Psychology, Nursing, and Business Administration, among others.

In 2024, PUCPR’s commitment to access was demonstrated by granting one full scholarship for every five tuition-paying students. Additionally, partial scholarships were offered in compliance with the minimum proportion required by Brazilian law, which mandates the equivalent of at least one full scholarship for every nine tuition-paying students.

To meet this legal requirement, partial scholarships offering a 50% tuition waiver are considered, with two such partial scholarships being equivalent to one full scholarship for undergraduate programs, in accordance with the guidelines from CEBAS (Certificate of Beneficent Social Assistance Entities).



“We know that expanding access to education is fundamental to driving social change and strengthening communities, especially for the Black population, refugees, and the communities surrounding our institution. Our mission is to promote knowledge and strengthen local culture and identity, amplifying the voices of all through holistic development and access to diverse learning environments.”

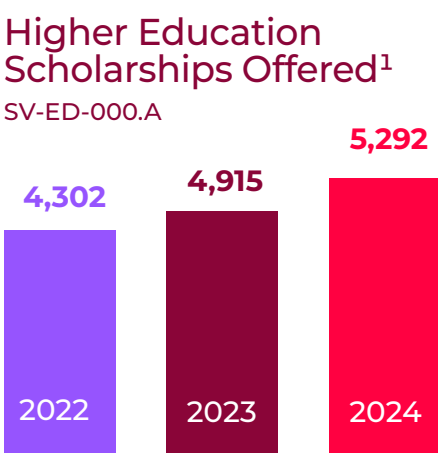
Fabiano Incerti, Pro-Rector of Mission, Identity, and Extension, PUCPR.

In addition to scholarship funding, PUCPR provides a robust ecosystem of support designed to foster both academic success and personal growth. This includes access to campus libraries, subsidized dining services, and psycho-pedagogical support services for students facing academic challenges. Students also benefit from a broad array of cultural, athletic, and leisure activities that enrich campus life.

Our financial aid structure is complemented by institutional scholarships—tuition discounts granted directly by the University

—as well as access to government-sponsored programs like the federal Student Financing Fund (FIES) and private educational credit options such as CredIES.

Together, these resources are designed to deliver a holistic university experience, supporting not only academic excellence but also the personal and professional development of each student. In doing so, we aim to transform lives and empower responsible, engaged citizens. and their sense of citizenship.



Student Enrollment & Scholarships Offered SASB SV-ED-000,A				
	2021	2022	2023	2024
Undergraduate Student Enrollment	22,319	22,418	23,748	26,005
Graduate Student Enrollment (Master's & PhD)	499	368	500	1,189
Graduate Student Enrollment (Professional & Certificate)	3,324	3,762	5,595	15,258
Total Student Enrollment	26,142	26,548	29,843	43,641
Undergraduate Scholarships Offered	5,891	4,302	4,915	5,292

¹Note on Regulatory Compliance: The Paranaense Culture Association (APC), our holding entity, is certified by the Ministry of Education as a Beneficent Social Assistance Entity (CEBAS), with its primary activity in Education (CNAE code 85.31-7-00). Our social assistance activities (i.e., tuition waivers and scholarships) are conducted in full compliance with Brazilian law, including specific regulations such as Law No. 11,096/2005 and Complementary Law No. 187/2021. Our primary scholarship ratio is one full scholarship granted for every five tuition-paying students (1/5 ratio). To meet the legal minimum requirement of one full scholarship equivalent for every nine paying students (1/9 ratio), we may offer partial scholarships, where two 50% scholarships are considered equivalent to one full scholarship.

In this report, we demonstrate the granting of 3,848 full (100%) scholarships and 1,444 partial (50%) scholarships, for a total of 5,292 scholarships awarded in undergraduate courses across all PUCPR campuses in 2024. PUCPR has been an active participant in the federal University for All (PROUNI) program since 2005. Beneficiaries of these scholarships are students with a per capita monthly family income of up to 1.5 and 3 times the national minimum wage, for full and partial scholarships respectively.

GENTE BOA (“GOOD PEOPLE”) PROGRAM

To ensure access and retention in higher education, PUCPR created the Gente Boa Institutional Program. This initiative is focused on the educational inclusion of low-income students and is designed to prevent academic attrition. The program was formally established on December 2, 2022, with the approval of its regulations by the University Council (CONSUNI).

To reduce attrition rates, the program selects incoming students at the Curitiba Campus who have already been awarded full scholarships through the federal ProUni program. Tie-breaking criteria for selection prioritize candidates who self-identify as Black or Indigenous, and female candidates.

204 eligible students

95 applications received

82 valid applications (59 female and 23 male)

5 students approved (3 female and 2 male)

Beyond tuition, students often face other financial challenges throughout their undergraduate studies, such as costs for transportation, food, and academic materials. To assist with these expenses, the program provides a monthly persistence grant of BRL 500, offering better conditions for scholarship recipients to complete their education.

In 2024, we undertook several strategic actions to support the program, including:

- Meetings with scholarship recipients to understand their experiences after several months of receiving the persistence grant.
- Internal awareness campaigns and partnerships with companies and entrepreneurs to broaden the program’s visibility.
- Participation in the PUCPR Scientific Initiation Seminar, an event that brought together more than 3,000 visitors and exhibitors.
- A Giving Tuesday campaign, which was promoted by Marista Group leaders on their social media networks, expanding its reach beyond the academic community. This action

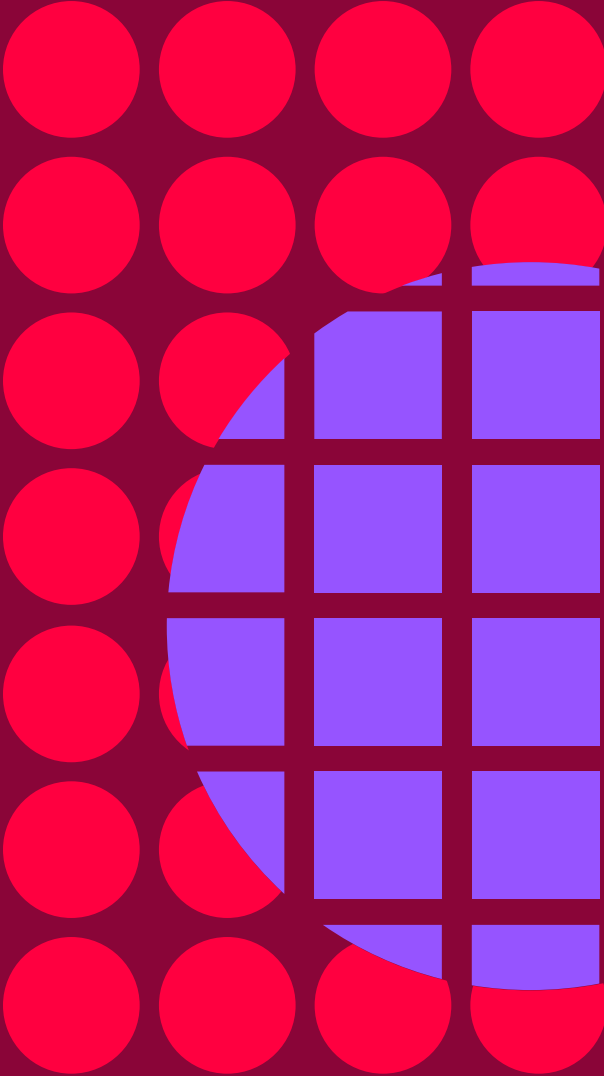
generated over 2,000 impressions on PUCPR’s official publication.

The Gente Boa Program is funded by donations from individuals and corporate entities, reinforcing the institution’s commitment to community engagement in building a more inclusive future.

To provide context on charitable giving in Brazil, the “Donation Thermometer” from the “For a Culture of Donation” (MCD) movement registered a general engagement index of 56% in 2024, indicating room for growth. Similarly, the World Giving Index, which assesses global generosity, ranked Brazil 86th, with 65% of respondents reporting having helped a stranger.

Donations from individuals and companies to support a scholarship recipient can be made via the program’s website: <https://pucpr.app/quero-doar>.

Another source of funding for the program comes from a portion of the application fees collected for PUCPR’s scheduled entrance exam, which is open to all high school graduates.



Community Engagement

GRI 413-1; GM 4009

At PUCPR, community development is an integral part of our mission. We believe that education must extend beyond the classroom to promote social transformation and positive community impact. Therefore, we support initiatives aimed at inclusion, citizenship, and improving the quality of life, especially for those in vulnerable situations.

In 2024, we intensified our dialogue with the local population by conducting regular consultations and strengthening ties with community leaders, public schools, Civil Society Organizations of Public Interest, and Marist Social Schools. Throughout the year, we held various encounters with the participation of our students, who facilitated content and activities, thereby amplifying the social impact of these actions.



In 2024, we conducted 16 social responsibility initiatives in local communities.

House of Francis and Clare

Inspired by the “Economy of Francis and Clare” movement, this initiative promotes learning, income generation, and community development.

Building on continuous dialogue with the community and through collaborative initiatives with territory leaders, PUCPR academic groups, and other institutions focused on human rights, the House of Francis and Clare expanded its joint actions with local stakeholders, promoting

new meetings, campaigns, and projects aimed at the community’s sustainable development.

Highlights include workshops on computer skills, yoga, crochet, board games, theater, cinema, and audiovisual production, as well as the ‘Women in Action’ Fair, the ‘Week of Play,’ an Employment Fair, and the celebration of monthly masses.



[Learn more here.](#)



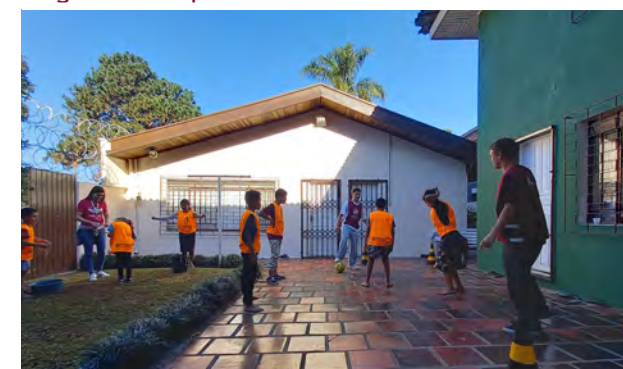
Computer Skills Workshop



Board Games Workshop



Yoga Workshop



“Week of Play”



Lampedusa Program

Focused on the integration of migrants, refugees, and stateless persons, the Lampedusa Program offers Portuguese language courses and professional training, promoting social inclusion and facilitating access to the labor market.

In 2024, our services to migrants expanded significantly with the formation of two Portuguese language classes, benefiting 302 people. We also broadened our network of partnerships, which now includes Cáritas (a humanitarian organization linked to the Catholic Church), the Paraná State Secretariat of Justice, Family, and Labor (SEJU) via the State Council for Refugees, Migrants,

and Stateless Persons (Cerma), and financing from the National Solidarity Fund of the National Conference of Bishops of Brazil (CNBB).

Additionally, we held two Human Rights workshops for migrants, refugees, and stateless persons in partnership with the International Organization for Migration (IOM), Cerma, the Unified Health System (SUS), Cáritas, and the PUCPR Human Rights Center. To enhance employability, we also offered resume-building and computer skills workshops, in addition to the activities hosted by the House of Francis and Clare, which are open to the community.

COMMITMENT TO INCLUSION

In 2024, the Lampedusa Program was awarded the Sérgio Vieira de Mello Chair by the United Nations High Commissioner for Refugees (UNHCR). This partnership with higher education institutions aims to promote education, research, and extension activities on topics related to refugees and human rights, and is led by our International Business program.

A key outcome of this chair was the creation of the Center for International Human Mobility (NUMHI). This new center is also linked to the International Business program and plays a fundamental role in promoting social justice and human rights for migrant and refugee populations.

SOCIAL DEVELOPMENT INITIATIVES IN 2024

School Garden Revitalization

As part of our University-wide Community Project—which involves all on-campus undergraduate programs—students revitalized the garden at Cel. Durival Britto e Silva Municipal School in Curitiba. The initiative promoted environmental education and community engagement by teaching the importance of food cultivation and ecological preservation, while strengthening the University’s connection to the local community.

“Hands-on” Project

Also integrated into the Community Project, the “Hands-on” initiative engaged students in the construction and renovation of homes for families in vulnerable conditions. The experience enabled them to apply classroom knowledge in real-world contexts, generating meaningful social impact and reinforcing the University’s commitment to social transformation.

Robotics Workshop

In partnership with the FORJA Institute, a nonprofit based in Curitiba, we conducted robotics workshops for children, stimulating technological learning and logical reasoning. The Rio Bonito Technical Educational Center, operated by the Institute, provides cultural, recreational, and educational after-school programs that promote holistic youth development. Through this partnership, we help foster transformative learning and broaden opportunities for future generations.

Solidarity for Rio Grande do Sul

In response to the devastating floods in the state of Rio Grande do Sul, we joined a broad solidarity effort. In partnership with the Student Government, the City of Curitiba, other local educational institutions, and the Marista Brasil Network, we mobilized resources to support the affected population—reaffirming our commitment to humanitarian solidarity.



School Garden Revitalization



“Hands-on” Project



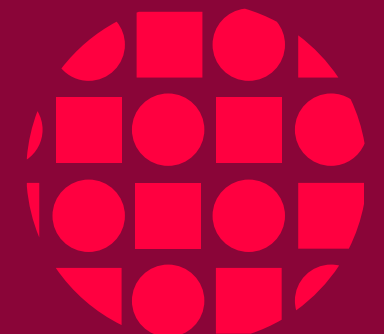
Robotics Workshop



Solidarity for Rio Grande do Sul

ADDITIONAL HIGHLIGHTS:

- Vila Spices Workshop
- Planting Hope Project (in partnership with Elo Social Support)
- Portuguese Language Instruction for Educators from Timor-Leste
- Registration Drive for Informal Waste Pickers from the Vila Torres Community
- Painting Workshop at the Esperança Marist Social School
- Mobile Filmmaking Workshop at Hidelbrando School





Innovation

GRI 3-3 INNOVATION AND TECHNOLOGY, GM 2003

At PUCPR, we are committed to preparing students for the demands of a constantly evolving job market shaped by technological advancements and emerging professions. To meet this challenge, we continue to invest in teaching excellence, cutting-edge research, and modern infrastructure—ensuring that our graduates are agile, future-ready professionals.

In recent years, we have modernized our laboratory infrastructure, converted traditional classrooms into active learning environments, and restructured our curricula around competency-based learning paths. These initiatives are designed to provide tailored academic guidance and support, fostering student success through personalized education.

An example of this transformation is our Digital 4D Undergraduate Program—a pioneering virtual learning

model built around four essential dimensions: Science, Career, Digital Culture, and Global Citizenship. These programs are anchored in frontier knowledge and address the most relevant and current demands of the professional landscape.

The Digital 4D model offers a proprietary, interactive digital learning environment that empowers students to learn actively, with strong market integration. Through flexible academic pathways, hands-on experiences, and continuous mentorship by faculty and professional advisors, we deliver an educational experience that is both innovative and aligned with the expectations of a globalized, digital economy.



[Learn more here.](#)

Open Academy

Traditional Brazilian education often requires students to choose a career field immediately after high school –before they’ve even experienced university life. To transform this journey, we launched the Open Academy in 2023. This innovative program allows students to explore multiple academic disciplines over a period of six months to one year before declaring a major.

During this exploratory phase, students engage with diverse subjects to better understand their interests and strengths, supported

by dedicated academic mentors who guide course selection. Importantly, all coursework completed during this phase is fully credited toward the final degree, ensuring no delay in graduation. This flexible and inclusive model empowers informed decision-making and enhances student confidence and retention. Learn more on [our website](#).

Center for Extended Reality (CRE)

Established in 2023, the Center for Extended Reality (CRE) at

PUCPR is the first and largest facility of its kind in Latin America. Spanning over 3,000 square meters and featuring 18 distinct labs and environments, the CRE can simultaneously accommodate up to 500 users and offers immersive simulations leveraging augmented, virtual, and mixed reality across multiple disciplines.

By year-end 2024, we had developed 43 immersive educational experiences for both undergraduate and graduate programs. Unique to our model, these initiatives

are co-designed by faculty who identify specific pedagogical needs and collaborate closely with an in-house development team—including digital games professors and students—to create tailored, innovative learning solutions.

Innovations deployed at the CRE include:

- **Augmented Reality Glasses:** Reveal microscopic structures, architectural details, and otherwise invisible phenomena.
- **Intelligent Avatars:** Simulate real-life scenarios, such as medical consultations.
- **Interactive Digital Table:** Provides high-resolution, data-rich, life-like models, including to-scale visualizations.
- **Immersive CAVE (Cave Automatic Virtual Environment) Game:** A 360° projection room enabling full immersion in simulated environments.



Continuing Education

With technology advancing at an unprecedented pace, professionals must continuously adapt and develop new skills –whether for career transitions or specialized roles. In today’s fast-paced world of work, continuous learning has become essential.

To address this need, we’ve embraced the concept of lifelong education, offering short-format programs and innovative experiences tailored to real-world demands.

Since 2023, through our innovation ecosystem Hotmilk, we’ve catalyzed a culture of continuous innovation and identified critical challenges within the education sector. One signature solution is the Carreira Médica (Medical Career) platform, launched in 2024 in partnership with Google. This state-of-the-art platform delivers personalized, scalable continuing education for physicians throughout Brazil –curated around the latest scientific research and enriched with expert mentorship and premium content.

Key Features:

- Career Concierge: Provides tailored learning pathways, content recommendations, and real-time progress tracking.
- Daily access to updated articles from leading international databases, such as UpToDate, JAMA, and more.
- Exclusive series of courses, podcasts, and expert-commentated articles on clinical practice, including topics like women’s health, pediatrics, geriatrics, and emergency medicine.
- Exclusive content featuring renowned physicians such as Gustavo Lenci, Jairo Bouer, Leonardo Goltara, Diogo Drevenowski, Giovanni Breda, Rafael Miyazima, and Paulo Negreiros.
- Real-world clinical experiences at the São Marcelino Champagnat and Cajuru University hospitals.

- Access to content on medical marketing, financial management, and legal matters, helping physicians build a comprehensive career strategy.

The Carreira Médica platform is available via mobile app and desktop at carreiramedica.pucpr.br.

It allows subscribers to explore on-demand content intuitively and accessibly, while also offering strategic suggestions for professional development and achieving work-life balance. Looking ahead, we plan to expand this initiative to other fields, including technology, agribusiness, education, business, law, and other areas of healthcare.



Carreira Médica has been featured in the press. [Learn more here.](#)



“Anyone who wishes to remain active and relevant in the world of work needs to have Lifelong Learning on their radar. This doesn’t necessarily mean changing professions, but rather developing new competencies, honing existing ones, staying current with the latest trends, and understanding new tools and applications.”

Professor Vidal Martins,
Vice-Rector, PUCPR

- Presentation
- Institutional
- Sustainability Management
- Governance
- People
- Environmental
- Summary of Indicators
- Appendices
- PUCPR**
- FTD Educação
- Health



Hotmilk

Hotmilk is our dedicated innovation ecosystem. With a strong focus on research and development (R&D), consulting, and corporate innovation training, Hotmilk functions as a dynamic Innovation Hub. It connects startups, large corporations, and the University to drive the creation of innovative solutions and convert market challenges into growth opportunities.

CORE AREAS OF OPERATION



Research, Development & Innovation (R&D&I) Projects:
We execute research and development projects focused on creating innovative solutions for corporate partners, including academic collaborations and the application of new technologies.



Startup Acceleration and Incubation:
We promote the growth, investment readiness, and scalability of emerging businesses through deep integration with our innovation ecosystem.



Innovation Hub:
A collaborative ecosystem that connects corporations, startups, researchers, and investors to foster new business ventures, applied research, and technology transfer.



Corporate Innovation Consulting:
We partner with companies and organizations to develop innovative products and projects, with a focus on the practical application of innovation and professional upskilling.

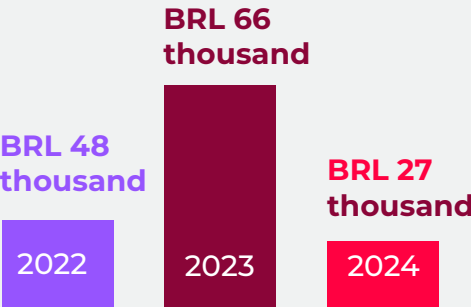


Innovation Academy:
We offer customized innovation learning paths and courses that provide robust training in corporate innovation, complete with certification by PUCPR.

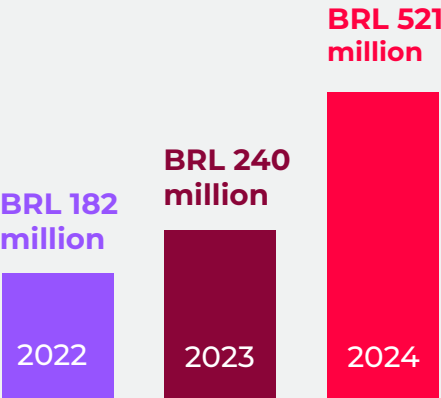
HOTMILK ACCELERATOR

To date, 396 startups—including 25 in 2024 alone—have been accelerated through our innovation ecosystem, contributing to the evolution of their projects, revenue growth, and increased market visibility.

Investment Received by Startups in the Hotmilk Hub



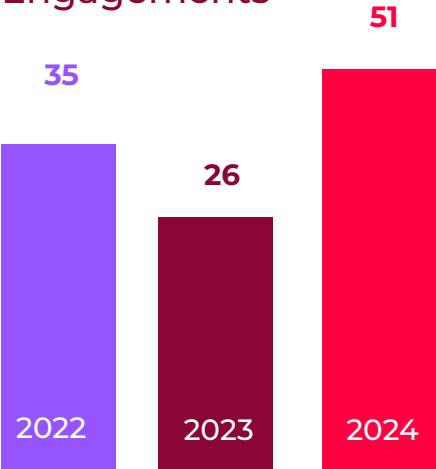
Revenue of Startups in the Hotmilk Hub



INNOVATION CONSULTING

Our consulting services strengthen the development of innovative products, services, and processes through strategic partnerships with external organizations. With a customized approach, Hotmilk acts as a catalyst for solutions, helping companies overcome challenges and accelerate their innovation processes.

Consulting Engagements



In 2024, Hotmilk conducted 90 innovation case studies across 38 sectors, including education, school management, paper and packaging, ESG, and the oil and gas sector.

The primary challenges faced by our corporate partners included:

- Aligning innovation strategy within their organizations.
- Connecting with startups to enhance products and services.
- Optimizing processes and developing new technologies.

To address these challenges, Hotmilk utilized agile methodologies to develop training programs, startup acceleration, and corporate innovation structuring initiatives. Our deliverables ranged from Proofs of Concept (POCs) to comprehensive

innovation literacy tracks. Throughout each process, Hotmilk’s facilitators and mentors provided technical and strategic support to the participating teams, empowering them to maximize business results.

The developed case studies not only solve specific problems but also create lasting strategic impact for the companies involved. Key examples include:

- Updating product portfolios, enabling entry into new markets.
- Optimizing internal processes, making companies more agile and competitive.
- Developing new innovation theses to guide corporate growth.



KEY CASE STUDIES

FTD Educação

To connect FTD Educação with the startup ecosystem and enhance innovation across its offerings, Hotmilk provided critical consulting support in designing and launching its open innovation program, Órbita. Our contributions included defining key challenge areas and sourcing and vetting participating startups. As a direct result, several new, startup-driven solutions are now actively integrated into FTD Educação's product ecosystem. More details are available in the FTD Educação section.

Ibema

Building on its engagement with the BRDE Labs program in 2021, Ibema—an established player in paper and packaging—recognized the strategic need for an internal innovation culture. Hotmilk responded by developing Embalabs, a dedicated experimentation hub aimed at rapid prototyping and cost-efficient innovation. Embalabs has since empowered Ibema to harness novel ideas and technologies and drive a cultural shift toward continuous innovation.

ExxonMobil

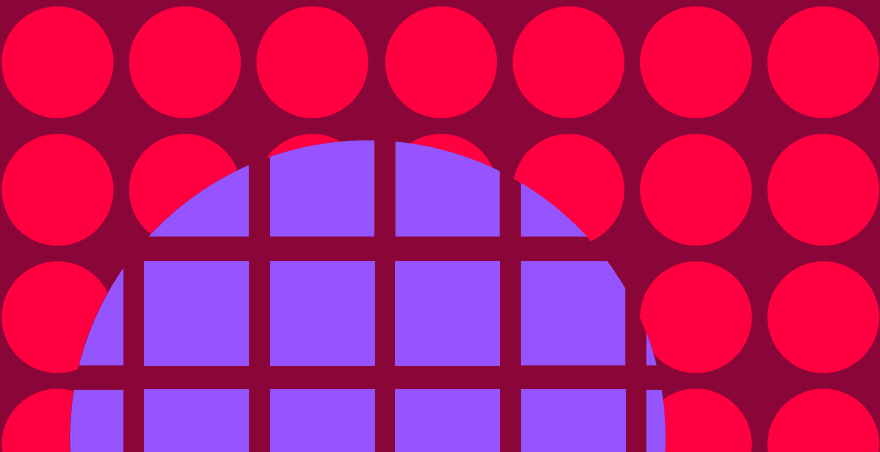
In the face of organizational restructuring and the need to unify workflows across disparate teams, ExxonMobil faced both technical and cultural challenges. Hotmilk designed and implemented a structured, four-phase hackathon, emphasizing collaborative synergy and internal process optimization. This immersive, agile initiative successfully united teams around shared technological objectives.

A hackathon is an immersive, collaborative event in which teams develop innovative solutions to a company's strategic challenges over a short, intensive period.





In 2024, total investment in R&D&I was **R\$14.4 million.**



RESEARCH, DEVELOPMENT & INNOVATION (R&D&I)

Our innovation ecosystem, Hotmilk, serves as a strategic hub for Research, Development, and Innovation (R&D&I), fostering collaboration between the University and industry to convert scientific knowledge into market-ready solutions. Through this ecosystem, companies, faculty researchers, and students partner on projects that address technological challenges, develop new products, and streamline industrial and corporate processes.

In 2024, our total investment in R&D&I reached BRL 14.4 million. While the total number of R&D&I projects decreased compared to the previous

year, revenue grew significantly due to a higher average project value. This growth reflects a larger investment per initiative, with standout projects funded through partnerships like Softex and CNPq’s MAI/DAI program, as well as those leveraging federal fiscal incentives such as the ANEEL R&D program, the ‘Lei do Bem,’ and the ICT Law. In parallel, our portfolio of innovation and technology projects grew by 118% from 2023 to 2024, an advance led by our Polytechnic School, followed by the School of Medicine and Life Sciences.

R&D&I Projects	Number of Projects	Students	Researchers
2022	87	219	61
2023	133	298	81
2024 ¹	36	135	110

¹Note: The decrease in the number of projects between 2023 and 2024 was the result of a strategic decision to prioritize larger-scale, more complex initiatives over a higher volume of smaller projects.

Total 2024 investment in innovation and technology:
BRL 28,055,829.86

Investment from own resources (CAPEX) in 2024:
BRL 13,655,829.86

Innovation and Technology Metrics GM 2003	2022	2023	2024
Investment in Corporate R&D&I Projects & Hotmilk Initiatives	R\$ 7,135.11	R\$ 6,664.12	R\$ 14,400,000
Number of Open Innovation Projects Implemented ¹	35	26	55
Number of Innovation & Technology Projects Implemented by Hotmilk ²	83	102	36
Polytechnic School	28	51	25
School of Medicine and Life Sciences	10	18	7
School of Law	0	0	0
School of Fine Arts	1	3	0
School of Education and Humanities	2	2	0
Toledo Campus	7	2	4
Investment in Local Entrepreneurship Initiatives ³	R\$ 249,438	R\$ 165,252	0 ³

¹Note: This figure represents the sum of R&D&I and innovation projects contracted between PUCPR and corporate partners, which are processed and executed by Hotmilk. Data is managed via Excel spreadsheets, with source information provided by the PUCPR Controllership's "Executed Budget" reports. The calculation methodology sums the values from the Cost Centers of R&D&I projects (which originate in the academic Schools but are managed as a Hotmilk R&D&I product) with the value of other projects implemented directly by Hotmilk. This data is tracked periodically.

²Note: This result represents the sum of all R&D&I and innovation projects contracted between PUCPR and corporate partners that are processed through Hotmilk. The figure is tracked monthly via Excel spreadsheets, with source data originating from contracts signed and finalized within our Benner ERP system.

³Note: This data is managed via Excel spreadsheets, with source information provided by the PUCPR Controllership's "Executed Budget" reports, specifically from the Cost Centers associated with our Entrepreneurial Formation entity. The scope of this calculation does not include values from the PIBEP program (a PUCPR institutional program) or other specific entrepreneurship initiatives (such as HiPUC, Spine, and others).



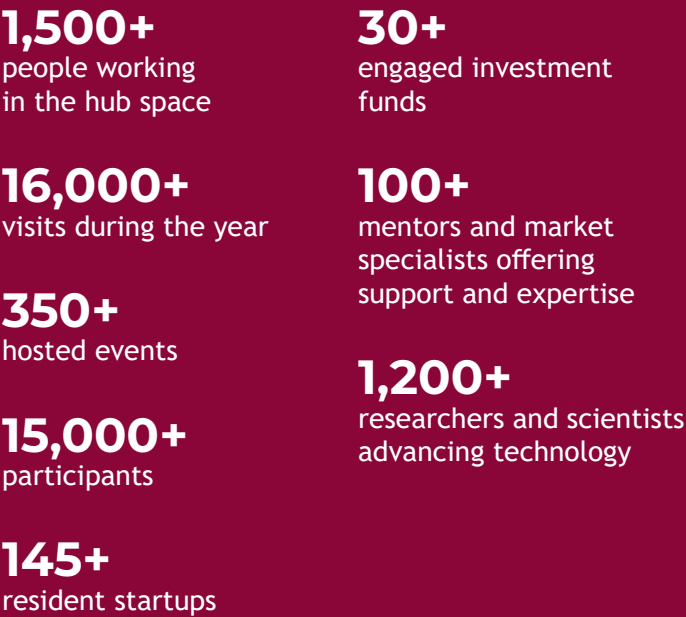
THE INNOVATION HUB

Our Innovation Hub serves as a vital nexus—bringing together startups, established corporations, academic researchers, investors, and government partners. This creates a vibrant, collaborative ecosystem designed to incubate, develop, and scale breakthrough solutions.

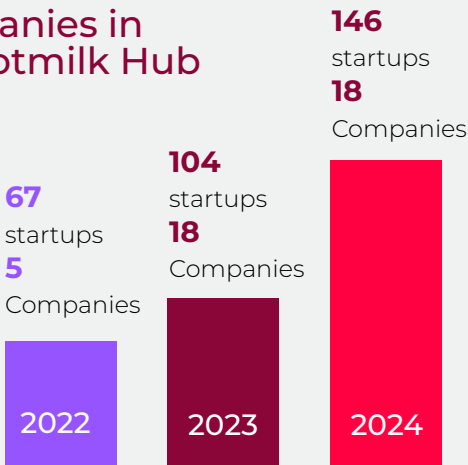
Located in Curitiba, Paraná, our Hub has emerged as a premier innovation destination in Brazil. It fuels new ventures, cultivates strategic partnerships, and shares knowledge through an active schedule of events, mentorship programs, and open innovation initiatives.

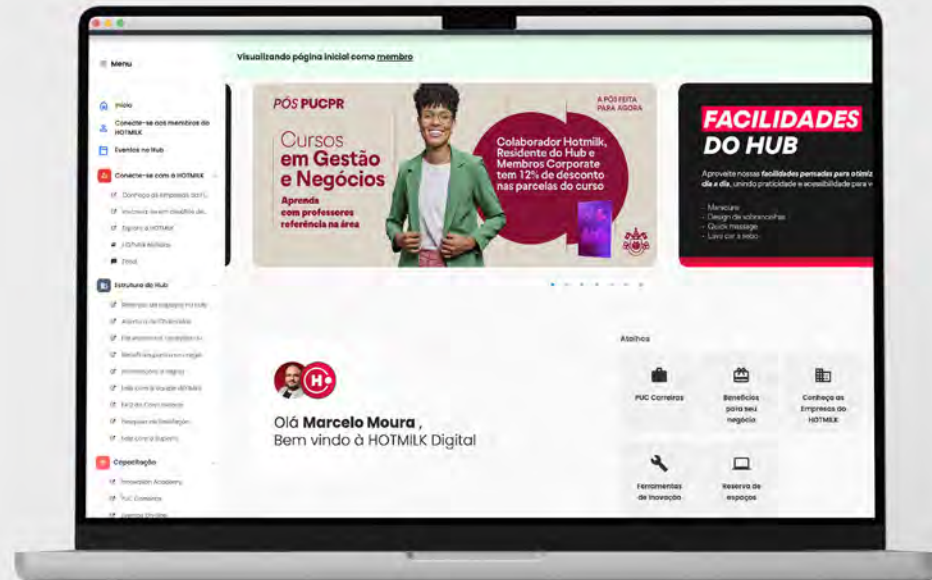


2024 RESULTS



Companies in the Hotmilk Hub





By launching **Hotmilk Digital**, we have taken a significant step toward building a more agile, inclusive, and globally connected ecosystem—bridging the gap between science, technology, and the marketplace to turn complex challenges into actionable opportunities.

TRANSFORMAÇÃO DIGITAL

Having reached its full physical capacity with 99% occupancy, the Hotmilk Innovation Hub took a pivotal strategic leap in 2024: digital transformation. To overcome geographic constraints, broaden its reach, and amplify its impact, Hotmilk launched Hotmilk Digital—a unified online platform designed to serve its expansive innovation community. This initiative ensures that innovation is no longer confined by physical space, expanding access and opportunities for all.

This digital platform is designed to:

- Expand the innovation network to companies and startups across Brazil and globally.

- Facilitate and streamline connections between entrepreneurs, researchers, and large corporations.

- Make all opportunities and services offered by Hotmilk more accessible.

- Enhance the impact of member companies, amplifying visibility around their innovations and milestones.

Developed in partnership with the startup 4Works, Hotmilk Digital offers exclusive training programs and events, fosters strategic connections among startups, investors, corporations, and researchers, and hosts a centralized portal for innovation challenges and project management.

INNOVATION TOOLBOX PLATFORM

A cornerstone of this digital transformation is the Innovation ToolBox, one of Hotmilk’s flagship offerings. This platform aggregates 80 innovation tools rooted in Design Thinking methodologies and is designed to spark creativity, encourage collaboration, and guide strategic decision-making across sectors.

The ToolBox includes pre-formatted templates that support innovation across a range of business functions—including marketing, product development, IT, sales, customer success, human resources, and management. Its intuitive interface helps users quickly

identify the right tools for each phase of the innovation journey.

Exclusively available to Hotmilk residents and corporate partners, the ToolBox also offers a free trial version with limited seven-day access, providing prospective users with a preview of its capabilities before joining the full platform.



Click here to learn more

Technology Investments

In addition to innovation projects led with our corporate partners through Hotmilk, we are making substantial internal investments in technology to combat equipment obsolescence. These investments include regular updates to servers, computers, monitors, iPads, and projectors. Key initiatives include:

- The implementation of the PUCPR mobile app
- Deployment of a new faculty evaluation system
- Automation of commercial websites
- Development of the Eventum System for academic event management
- Modernization of the Pergamum library management system

We are also advancing projects in data intelligence, artificial intelligence, systems for our Community Project and University Extension initiatives, virtual reality applications, and enhanced analytics. These efforts improve data organization and support informed decision-making, boosting operational efficiency and institutional value.

System Modernization & Integration:

Upgrading legacy systems to modern analytics platforms has unified historical data access, ensuring consistent and real-time information for better efficiency.

Unified Academic Data:

Centralized databases have eliminated redundancy and streamlined critical processes. An example is the Unified Academic Transcript Delivery system, which simplifies student access and administrative workflows.

Data Governance & Culture:

The newly established Data Committee has enhanced our governance, prioritizing institutional needs and aligning analytics projects with strategic objectives to deliver more actionable insights.

Advanced Faculty Evaluation (IBE):

Our semi-annual Good Teaching Index (IBE) now incorporates generative AI and data engineering for sentiment analysis of student feedback. This upgrade offers a structured, nuanced evaluation of faculty performance and supports targeted quality improvement strategies.

The Innovation Quadrilateral

The Academic Quadrilateral for Research and Innovation is a joint initiative between PUCPR, the Federal University of Paraná (UFPR), the Federal University of Technology - Paraná (UTFPR), and Positivo University (UP). Its objective is to strengthen applied research, development, and innovation through collaboration between these academic institutions, the productive sector, and government.

Established in 2016, the initiative gained new momentum in 2024 with the support of the Municipal Council for Science, Technology, and Innovation (CMCTI), which is promoting strategic action for the advancement of ST&I in the state of Paraná. This revitalization involved extensive dialogue with governmental and industry entities to consolidate partnerships and foster integrated innovation. A series of meetings and events throughout the year reinforced the importance of this inter-institutional cooperation

to drive the region's sustainable and technological development.

R&D&I Summit: Hosted at PUCPR, this summit convened leaders from the Ministry of Science, Technology & Innovation (MCTI), the National Confederation of Industry (CNI), state agencies, faculty, and representatives from all four Quadrilateral universities.

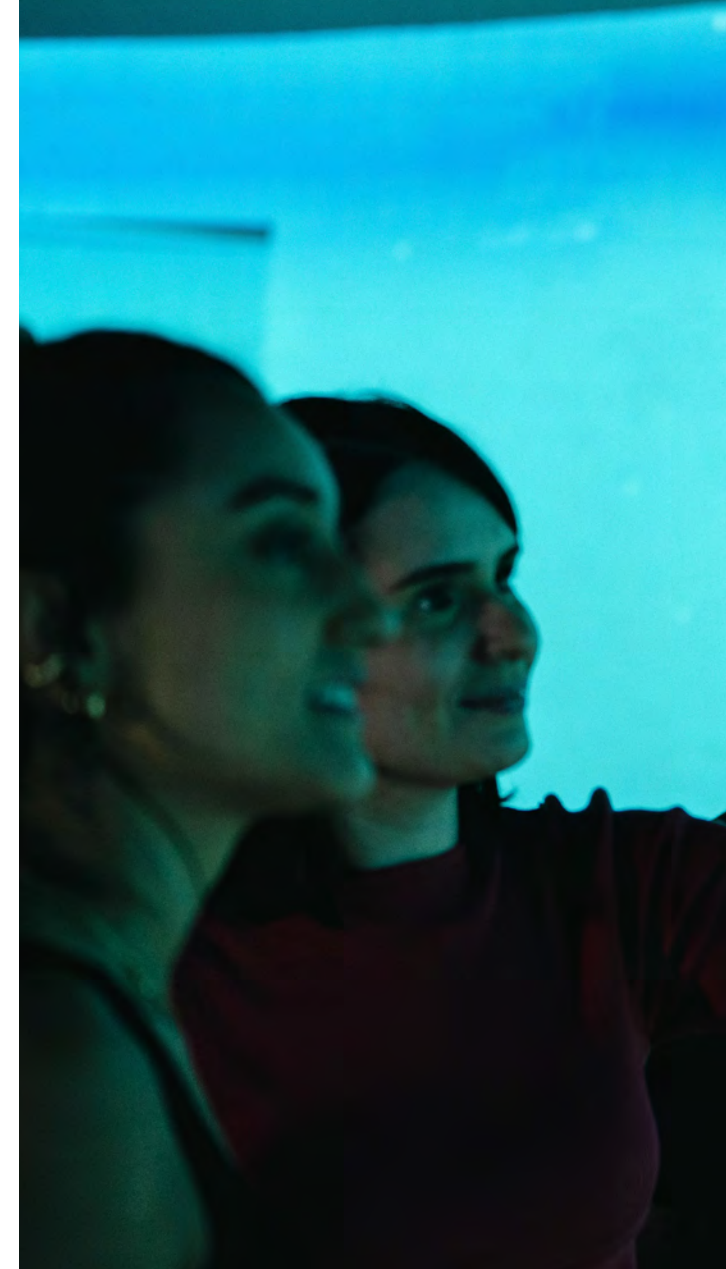
Separtec Accreditation: PUCPR was recognized as an operational Technology Park and Technological Innovation Center (NIT) within the State System of Technology Parks (Separtec). This led to the approval of two collaborative project proposals, securing BRL 1.25 million from the Araucária Foundation to catalyze innovation.

Innovation Week: Organized by Paraná's Secretariat of Innovation, Modernization & Digital Transformation (SEI) and sponsored by Hotmilk and

PUCPR, the week-long series of over 50 events engaged roughly 20,000 participants statewide.

Finep ICTS Network: A collaborative initiative—led by PUCPR—approved by the federal funding agency Finep, involving three Quadrilateral universities. With a BRL 2.8 million investment, the project aims to advance sustainable and efficient “factories of the future.”

Looking ahead to 2025, the group will continue to expand its collaboration with the productive sector and promote strategic initiatives. These include a new master's and doctoral scholarship program for industry professionals, as well as the formation of working groups focused on Artificial Intelligence for Health and Quantum Computing.





Student Centricity

GRI 3-3 CUSTOMER FOCUS; GRI 2-29; GM 4001

Placing the student at the center of the academic experience is a core commitment at PUCPR. In 2024, this principle translated into concrete initiatives designed to strengthen our relationship with students by enhancing communication, services, and our digital transformation.

Our Marketing Directorate led actions to improve student interaction across various touchpoints, including events, segmented institutional communication, and unified administrative processes.

Digital transformation was another foundational pillar of this strategy, promoting greater autonomy and flexibility for students. The digitization of academic and administrative processes—such as document submission via the WebAluno online platform and segmented communication—has provided a more fluid and accessible academic journey. We also invested in Artificial

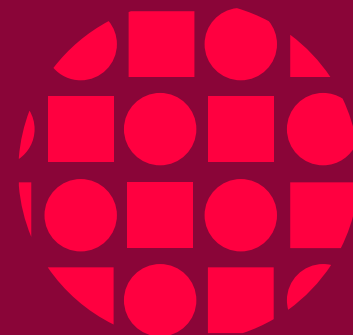
Intelligence and chatbots to provide real-time support, reducing communication barriers and expanding access to information. Furthermore, the adoption of a multichannel strategy has enabled clearer and more efficient communication delivery.

We now operate 36 active support channels that connect students with academic secretariats, program coordinators, and psycho-pedagogical support areas.

We have also created specialized support units focused on student loyalty, retention, financial negotiation, and academic assistance, with dedicated channels for each stage of the student journey. This personalized approach has increased engagement and the effectiveness of interactions between students, program coordinators, and institutional departments.

APP EXPANSION

The PUCPR app has solidified its role as an essential tool for our relationship with students. In 2024, its functionalities were expanded to provide greater access to class schedules, grades, the academic calendar, attendance records, and financial status, among other services. Currently, the app is used by 76% of our on-campus undergraduate students and has become a direct channel for communication with the University..



The Student Experience

Our Customer Experience Chapter focused its efforts on the Digital Graduate (Pós-Digital) and Distance Learning Undergraduate (EAD) products to enhance the student journey and improve recommendation rates. To achieve this, the “Live the Journey” program was restructured, allowing our strategic leaders to experience these products firsthand. This hands-on approach enabled a more precise alignment between expectations and deliverables.

We also created the Experience Evaluation Circle, a body responsible for establishing guidelines for assessing the student journey. In 2024, the group approved the institutional evaluation calendar and defined an implementation plan to be executed by a dedicated working group.

Within our strategic projects framework, we advanced several stages of our Customer Relationship Management (CRM) initiative, which enhances the student relationship experience. The student journey was analyzed to identify moments

of greatest impact, allowing us to define priorities and redesign the experience. In partnership with the responsible departments, we have structured new processes and integrated our support channels, aligning them with market best practices. The next phase of the project will be to define the implementation roadmap and begin developing the proposed solutions. This evolution positions us among the leaders in relationship management best practices. Learn more in the **Recognitions** section.

Complementing these actions, our student experience culture was reinforced through initiatives like the Customer Experience Track and PUCPR Conecta. The Track combined Customer Experience (CX) concepts with practical activities, strengthening a student-centric mindset across the institution. Meanwhile, PUCPR Conecta, inspired by a talk show format, promoted the exchange of best practices between our internal experts and industry professionals, generating engagement and shared knowledge.

Results GM GM 4002

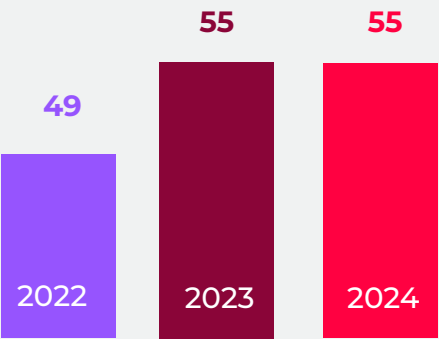
Ongoing student feedback, gathered through regular satisfaction surveys, continues to shape our institutional strategy. Insights from these surveys have directly informed improvements such as increasing visibility for academic and research initiatives across our communication channels, enhancing customer service through social media and support centers, and mapping the full student journey –from enrollment to graduation.

We evaluate student loyalty and satisfaction using the Net Promoter Score (NPS), measured through an electronic survey covering all PUCPR programs. This process adheres strictly to Brazil’s General Data Protection Law (LGPD) and institutional data security policies, ensuring the integrity and confidentiality of participant responses. By making the survey available to all enrolled students, we ensure broad, representative participation and reliable outcomes.

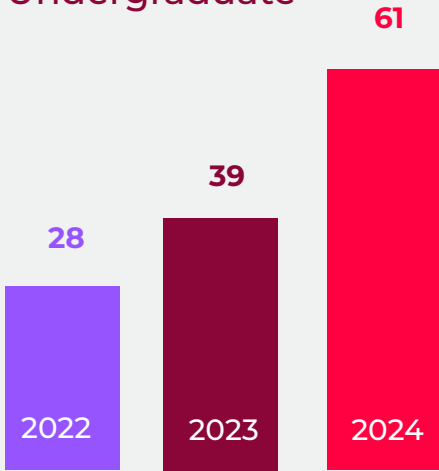
In 2024, these efforts culminated in a landmark achievement: the highest consolidated NPS in PUCPR’s history, reaching 58.92. This result signals a meaningful increase in student satisfaction and a stronger inclination to recommend our academic offerings.

NPS Distribution by Product

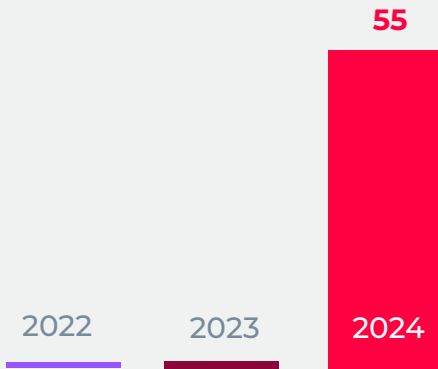
On-Campus Undergraduate



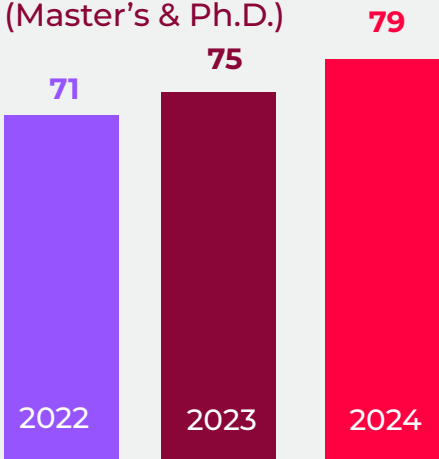
Online Undergraduate



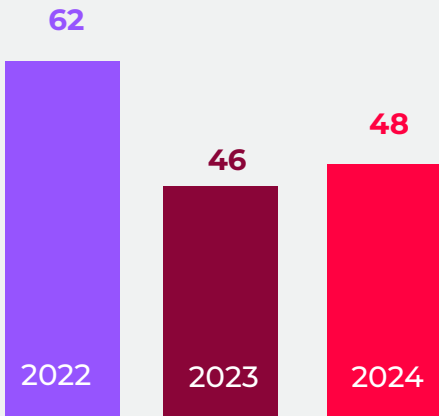
Artmed Graduate Programs



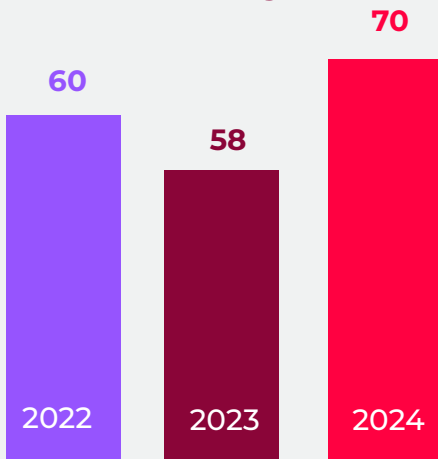
Research-Based Graduate Programs (Master’s & Ph.D.)



Partner-Delivered Graduate Programs



Directly-Delivered Graduate Programs



Presentation

Institutional

Sustainability
Management

Governance

People

Environmental

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PUCPR

FTD Educação

Health



In 2024, we also began specifically measuring the satisfaction of our scholarship students, treating them as key stakeholders in our philanthropic mission.

The result of this specific survey was a Net Promoter Score (NPS) of 62.

This strong result reinforces the effectiveness of our multidisciplinary strategy, which is focused on enhancing overall student satisfaction and their likelihood to recommend our institution.

In recognition of this work, we received the award for “Highest NPS - On-Campus Higher Education” for the second consecutive year. This award is presented by SoluCX, a leading firm in NPS monitoring across various market segments.



Environmental Stewardship

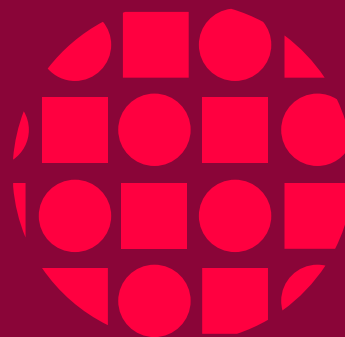
At PUCPR, sustainability is a strategic commitment that guides our actions and decisions. As signatories to the UN Global Compact, we align our operations with the Sustainable Development Goals (SDGs) by implementing initiatives to reduce our environmental impacts, advance our waste management practices, and foster research aimed at climate change mitigation.

A key example is our LabClima (Climate Lab), where we develop social innovation solutions applied to teaching, research, and extension to address global socio-environmental challenges, with a specific focus on climate change adaptation and mitigation.

Furthermore, our priority ESG action areas guide our use of resources, research, and extension activities to promote environmental preservation. We also invest heavily in fostering a culture of environmental consciousness, encouraging the active engagement of our students, faculty, and staff in these efforts.

INNOVATION AND TECHNOLOGY FOR ENVIRONMENTAL PRESERVATION

Researchers from PUCPR's Graduate Program in Urban Management have developed a methodology that uses Artificial Intelligence to predict forest fire outbreaks up to 12 hours in advance with 85% accuracy. The technology analyzes satellite data and meteorological variables to identify patterns that indicate the probability of wildfires. By anticipating the occurrence of fires, it is possible to implement preventative actions to avoid or minimize the effects of these disasters, contributing to the preservation of natural areas and biodiversity. Successfully tested in the Chapada das Mesas National Park in Maranhão, the methodology can be adapted for other regions of Brazil, assisting public authorities in firefighting efforts and the preservation of biodiversity.



Infrastructure Master Plan

In 2024, PUCPR advanced its sustainability agenda through targeted infrastructure investments designed to improve operational efficiency, enhance campus usability, and minimize environmental impact. Launched in 2022, the Infrastructure Master Plan has become a cornerstone of our modernization strategy, applying innovation and eco-efficiency to elevate the Curitiba Campus.

A total investment of over BRL 2 million over the past year was dedicated to making our academic environment more accessible and sustainable, creating a smarter campus prepared for future challenges.

Key projects included:

- **Water Use Efficiency and Environmental Impact Prevention:** Improvements were made to the campus's water supply, sewage, and drainage systems, contributing to reduced water consumption, flood safety, and optimized flow of people and vehicles.
Investment: BRL 499,000

- **Adaptation of the former TECPUC building (Block 10) for the Polytechnic School:** Modernization of spaces included new classrooms and state-of-the-art lighting, sound, and video systems, with a future installation of an energy-efficient climate control system planned for enhanced comfort.
Investment: BRL 817,000

- **School of Fine Arts (EBA):** Layout optimization, improved lighting and ventilation, and the creation of a dedicated gallery space fostered greater integration between infrastructure and academic output.
Investment: BRL 556,000+

- **Integrated Health Center (CIS-PUCPR):** Initiated the development of a state-of-the-art facility for the School of Medicine and Life Sciences, reinforcing our leadership in health education.
Investment: BRL 1.5 million+

Waste Management GRI 306-1; 306-2; GM 3004

Responsible waste management is a foundational pillar of our sustainability efforts, ensuring the health and safety of our stakeholders while reducing environmental impacts. Our program encompasses the Curitiba, Londrina, and Toledo campuses, as well as the Veterinary Teaching Hospital (CVET), Hotmilk Innovation Hub, the Marista Bistrô (Curitiba Campus), the Nossa Senhora da Luz Campus (CNSL), which houses our health sciences programs, and the Gralha Azul Experimental Farm (FEGA).

Special attention is given to areas that generate healthcare-related waste, such as our Dentistry program, where disposal practices strictly follow regulatory protocols to mitigate biological risks.

This commitment extends to our outsourced cleaning staff, who receive comprehensive training on the proper and safe handling of hazardous and non-hazardous materials.

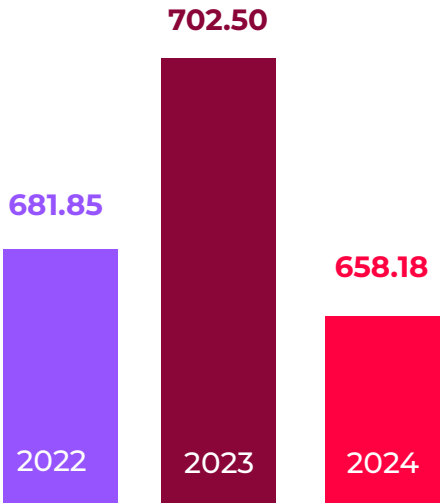
At the CNSL Campus, 15%¹ of total waste generated was directly managed under PUCPR’s sustainability framework in 2024. This selective accounting is based on our proportional use of the facilities, as PUCPR is not the sole entity operating at the location.

Our overarching goal is to ensure waste handling across all units is efficient, compliant, and grounded in best environmental practices—safeguarding both people and the planet.

¹Note: At the CNSL campus, PUCPR reports on 15% of total waste generated. This reflects our operational footprint within a shared facility that also includes the Cajuru Outpatient Clinic and a hospital laundry. Our data pertains solely to the Psychology Clinic, which PUCPR continues to operate independently.

Total Waste Generated and Composition Breakdown (in metric tons)

GRI 306-3



Note: Complete data for these indicators are available in the Environmental chapter.

2024 Results

250+ metric tons of waste diverted for recycling, reuse, composting, and other methods.

31+ metric tons of materials managed through reverse logistics, promoting reuse and responsible disposal.



Waste Diverted from Disposal by Composition (in metric tons)

GRI 306-4

	2022	2023	2024
Paper/cardboard	51.59	35.08	18.78
Wood	25.33	34.65	24.55
Yard waste	193.08	162.35	145.48
Metal, plastic, and glass	0.89	0.77	1.01
Mixed waste (skips)	32.33	26.05	42.43
Organic waste (composted)	2.59	4.76	6.83
Recyclables	48.00	27.52	17.70
Lamps	0.41	0.10	0
Cooking oil	0.56	0.21	0.20
Other	0	0	0.03
Total weight of waste generated	354.77	291.49	257.01

Total Hazardous Waste Diverted from Disposal by Method (in metric tons)

GRI 306-4-b

	2022	2023	2024
Recycling	0.41	0.1	0
Total hazardous waste generated and sent to final disposal	0.41	0.1	0

Total Hazardous Waste Sent to Final Disposal by Method (in metric tons)

GRI 306-5-b

	2022	2023	2024
Class I hazardous waste landfill	54.92	40.27	42.94
Other disposal operations (e.g., autoclave)	12.61	9.18	21.26
Total hazardous waste generated and sent to final disposal	67.53	49.45	64.20

Total weight of non-hazardous waste diverted from disposal

(metric tons) GRI 306-4-c

	2022	2023	2024
Reuse	22.03	34.65	24.55
Recycling	103.78	63.37	374.9
Other recovery operations	228.56	193.37	194.97
Total non-hazardous waste diverted from disposal	354.36	291.39	257.01

Total Waste Sent to Final Disposal by Composition (in metric tons)

GRI 306-5-a

	2022	2023	2024
Used oils	0	0	0.00
Batteries	0	0	0.05
Contaminated materials	3.25	0.59	13.17
Healthcare waste	54.92	40.27	42.94
Cartridges and toners	0	0	0.00
Chemicals	9.33	8.59	7.82
Organic waste	259.58	278.75	323.77
Mixed waste (skips)	0	82.81	13.2
Lamps			0.22
Total weight of waste generated	327.11	411.01	401.17

Total Non-Hazardous Waste Sent to Final Disposal by Method (in metric tons)

GRI 306-5-c

	2022	2023	2024
Class IIA and IIB landfill	259.58	361.56	336.97
Total non-hazardous waste generated and sent to final disposal	259.58	361.56	336.97

TRAINING & DEVELOPMENT

In 2024, we delivered waste segregation training to all employees in our Dentistry program, as well as to our outsourced cleaning staff, extension space personnel, and teams members at FEGA (Gralha Azul Experimental Farm)—a total of 63 participants. The training was interactive, challenging attendees to accurately sort different waste categories into their designated bins. This hands-on approach emphasized safe disposal practices and environmental awareness, further strengthening our campus culture of responsible stewardship.



KEY INITIATIVES

GM 3001

Over the years, we have implemented various initiatives to optimize waste management across our campuses. One key example is the Ecoplastic Project, which aims to gradually reduce and ultimately eliminate the use of black plastic liners in trash cans in restrooms and administrative areas. Previously, these liners were changed daily, generating a high volume of plastic waste. With the implementation of new procedures, it has been possible to remove the liners entirely without compromising hygiene, resulting in cleaner, more organized spaces and a significant reduction in our environmental impact.

Between May 2023 and the end of 2024, the Ecoplastic Project eliminated the use of 467,290 plastic bags. This includes 373,390 units in 2023 and 93,900 in 2024, with 73,920 of the 2024 total coming from the administrative building and Hotmilk alone. While the total number in 2024 is lower, this is because the project had already achieved a significant impact in its first year. The number is expected to continue to decrease as the practice is adopted by 100% of our sectors, consolidating the initiative as a long-term, sustainable solution.

In recognition of its impact, this initiative received the 2024 Sesi SDG Seal.

To further reduce plastic use, our gardening team has adopted the use of tarps made from repurposed, discarded banners for leaf collection, replacing plastic bags. This solution allows for the direct transport of organic material to the composting skips and eliminated the use of 19,250 biodegradable plastic bags between May and December 2024. This represents a 55% reduction compared to 2023 and an annual cost savings of over BRL 30,000.

In our composting project, which includes partners such as Hotmilk, GoGenetic, the PUCPR Experimental Kitchen, and Choco OZ, we avoided the use of approximately 730 plastic bags in 2024, an improvement from the 510 units saved in the previous year. In addition to reducing plastic use, this initiative decreases the amount of organic waste sent to landfills by promoting its conversion into compost and fertilizer, which contributes to overall environmental sustainability.

Maintaining our commitment to waste reduction, we also continued our program for the secure disposal of confidential papers, ensuring full compliance with Brazil’s General Data Protection Law (LGPD). In 2024, we sent 10.39 metric tons of this material to a specialized recycling company, representing a 50% reduction from the 20.31 metric tons disposed of in 2023. This decrease reflects significant process optimization and a reduction in the generation of printed confidential materials, aligning with our practices of sustainability and operational efficiency.

We also continued our partnership with the Recicapanela cooperative, an organization formed by residents of the Vila Torres community, to which we sent over 25 metric tons of recyclables in 2024.



Single-Use Materials by Weight
(in metric tons) GM 3001 2024

Single-Use Plastic Generated	2,82
Single-Use Paper Generated	10,39
Total Volume	13,21



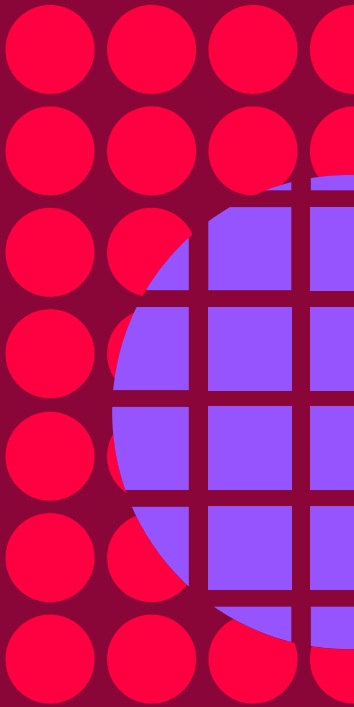
DIGITAL CLASS RECORDS GM 3002

In 2024, PUCPR completed the full digitization of class record issuance, signing, and closure through PRIME, our academic ERP system. This initiative eliminated the need for physical documents and marked a significant advancement in our environmental and operational efficiency efforts.

Throughout the year, this transformation led to the elimination of 17,016 printed sheets—reducing not only paper consumption but also associated energy use and the demand for physical storage space.

By December 2024, a total of 3,243 class records had been digitally signed, spanning disciplines in our on-campus undergraduate programs, graduate programs, continuing education, and language courses.

In addition to cost and environmental benefits, this digitization initiative has optimized academic processes, ensuring enhanced control, data security, and institutional governance.



Water Management & Stewardship

GRI 303-1; 303-2

At PUCPR, responsible water management is guided by infrastructure modernization, consumption monitoring, and sustainable water sourcing—key components of our ESG strategy and the Marista Group’s directives on water efficiency.

Reinforcing our commitment to water justice, we have held the designation of “Blue University” since 2023, a certification granted by the Peoples’ Water Forum through the Blue Communities project.

Although our operational impact on water use is relatively limited, we continuously pursue opportunities to enhance our stewardship of this essential resource. Our practices include active consumption monitoring, leak detection and repair, and awareness campaigns promoting the responsible use of water throughout our academic community. Water is integral to various campus activities, including sanitation, food services, HVAC systems, landscaping, cleaning, and recreational use (e.g., swimming pools). All water discharged post-use is directed to the Paraná Sanitation Company (Sanepar), ensuring full compliance with prevailing environmental regulations.

In 2024, we advanced on two strategic fronts—water flow mapping and control—resulting in measurable reductions in overall water consumption. For the first time, we executed a complete mapping of the water distribution system on our Curitiba Campus. This initiative involved dye tracing and probe analysis across 112 points, allowing us to detect and correct legacy leaks, thereby improving water efficiency. Additionally, we invested BRL 400,000 in infrastructure upgrades across our Curitiba, Toledo, and Londrina campuses, including the installation of sensors, pumps, and smart monitoring devices for enhanced control and automation. All new buildings and expansions now integrate rainwater harvesting systems in compliance with municipal legislation in Curitiba.

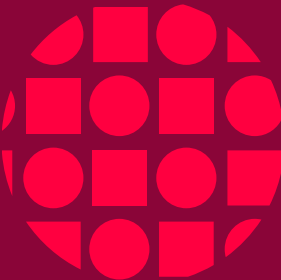
Total Water Withdrawal by Source (in megaliters)			
GRI 303-3; 303-4; 303-5			
	2022	2023	2024
Total Groundwater	93.26	108.26	75.70
Total Third-Party Water (Purchased)	5.88	5.13	5.20
Total Water Withdrawal/Consumption	99.14	113.39	80.90

¹Note: Consumption data is derived directly from invoices issued by water suppliers Sanepar and Acquasul. These data are logged and analyzed for tracking and management.

²Note: As PUCPR’s operations are non-industrial and educational, all wastewater is routed to the municipal network managed by Sanepar, with no on-site treatment required.

³Note: At PUCPR, the total volume of water withdrawn equals the total volume discharged.

Currently, **93%** of our water supply comes from on-site artesian wells.





Energy

At PUCPR, we are committed to reducing energy consumption, improving efficiency, and minimizing greenhouse gas (GHG) emissions through the adoption of clean-technology solutions and alternative energy sources. In 2024, we advanced our climate action strategy by completing a comprehensive GHG emissions inventory for Scopes 1 and 2, following the Brazilian GHG Protocol methodology. We plan

to expand this effort to include Scope 3 within the next two years.

A significant challenge in this process is the volume of vehicular traffic on campus—currently, parking consumes approximately 50% of our land and is the main contributor to our emissions footprint. To counterbalance this, our campus features extensive green spaces and tree canopy, which help mitigate the impact.

Looking ahead, we are exploring partnerships with external experts to refine our emissions data and strengthen the development of our climate action plan. This will ensure our strategies are robust, actionable, and aligned with the ESG goals of the Marista Group and its Mission-Aligned Divisions.

Total Energy Consumption by Fuel Type (GJ) (GRI 302-1.a)		
Category	Fuel Type	Energy
Stationary Combustion	Natural Gas	2802,53
	Liquefied Petroleum Gas (LPG)	0.378
	Diesel Fuel (pure)	106.4
	Biodiesel (B100)	15.73
	Gasoline (pure)	30.58
	Anhydrous Ethanol	7.82
Mobile Combustion	Gasoline (pure)	133.15
	Diesel Fuel (pure)	676.20
	Biodiesel (B100)	99.92
	Anhydrous Ethanol	34.07

- Presentation
- Institutional
- Sustainability Management
- Governance
- People
- Environmental
- Summary of Indicators
- Appendices
- PUCPR
- FTD Educação
- Health

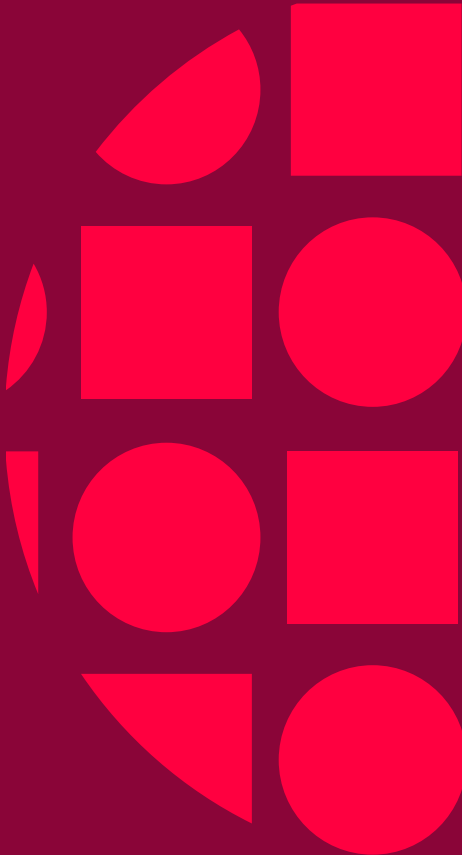
Total Electricity Consumption (GJ)	
	2024
Open Market Electricity	37.831,57
Distributed Generation	758.46
Regulated Market	1.899,35
Total	40.489,37

Scope (GRI 305-1; 305-2)	Emissions (tCO ₂ e) ¹
Scope 1	906.62
Scope 2	612.54
Total	1.519,17

¹Note: Total Greenhouse Gas (GHG) emissions accounted for in the PUCPR inventory for the period from January 1 to December 31, 2024, amounted to 1,519.166 metric tons of CO₂ equivalent (tCO₂e), considering Scopes 1 and 2. Scope 1 emissions totaled 906.624 tCO₂e, representing 59.68% of the organization's total emissions. Scope 2 emissions accounted for the remaining 612.542 tCO₂e, equivalent to 40.32% of the total.

The results indicate that direct GHG emissions (Scope 1)—those generated from sources owned or controlled by PUCPR—represent the majority of the institution's total emissions. Agricultural activity was the largest contributor to Scope 1 emissions, totaling 579.080 tCO₂e, or approximately 63.88% of the Scope 1 total. Within this category, emissions from the enteric fermentation of dairy cattle at our Gralha Azul Experimental Farm were the primary source, contributing 360.730 tCO₂e. Stationary combustion, corresponding to the use of fossil fuels in fixed equipment, was the second-largest contributor, responsible for 247.280 tCO₂e (27.27% of the Scope 1 total). The use of natural gas in various facilities, such as locker rooms, the physical therapy pool, laboratories, and cafeterias, was the main driver in this category, accounting for 213.240 tCO₂e.

This emissions profile highlights opportunities for the gradual adoption of mitigation measures, such as improving the nutritional management of our livestock and increasing the use of alternative fuels like biodiesel and biogas in stationary sources. Regarding Scope 2, these indirect emissions are associated with our consumption of purchased electricity. Consequently, effective strategies for reducing these emissions include promoting greater energy efficiency across our facilities and procuring energy specifically from renewable or certified sources, such as through Renewable Energy Certificates (RECs) or direct contracts with clean energy suppliers.



ENERGY CONSUMPTION REDUCTION GRI 302-4

In 2024, we advanced two major solar energy projects under Copel's ANEEL-regulated Energy Efficiency Program (PEE):

- Curitiba Campus (Electrical Engineering Building): 210 photovoltaic modules generated 198 GJ between July and December.

- Gralha Azul Experimental Farm (FEGA): The PV array produced 68.4 GJ in its first three months.

Together, these systems delivered 266.4 GJ of clean energy, significantly cutting our reliance on conventional sources.

We also upgraded 24 air conditioning units and replaced the Olympic pool's natural-gas boiler with electric heat pumps. Between August and December, this retrofit

reduced natural gas consumption by approximately 1,500 GJ, with only a 380 GJ increase in electricity use.

These improvements already mark a substantial decrease in gas usage, and we expect even greater gains in 2025 when the heat pump operates year-round.

Energy Efficiency

Total energy savings from conservation and efficiency initiatives in 2024:

1,413.7 GJ





Oficinas de plantio de árvores

LabClima

PUCPR's Climate Lab (LabClima) is an interdisciplinary center dedicated to the co-creation of solutions for climate change adaptation and mitigation. Linked to our Graduate Program in Urban Management (PPGTU), the lab develops educational spaces and activities that bridge the gap between scientific research and social impact, promoting collaborative solutions to contemporary climate challenges.

In 2024, the lab reinforced its commitment to sustainability and social innovation through projects focused on climate education, urban reforestation, and applied research, involving students, researchers, and the broader community in impactful educational activities.

Key highlights are detailed below.

Each year, LabClima builds deeper connections across public, private, and community sectors to design and deploy sustainable climate strategies..

THE MICROFORESTS PROJECT

As climate change accelerates, millions—particularly in underserved communities—face growing exposure to extreme weather events such as floods, windstorms, landslides, and prolonged droughts. In response, the Microforests Project was created to establish living educational laboratories that immerse students, researchers, and communities in the principles of ecological preservation and sustainable urban development.

This initiative is designed to create green infrastructure for environmental learning and applied research on the urban impacts of climate change. Its core mission is to foster nature-based solutions that help vulnerable populations adapt to climate-driven challenges.

The project is currently focused on the Belém River basin in Curitiba, a socio-environmentally vulnerable region regularly affected by flooding and erosion.

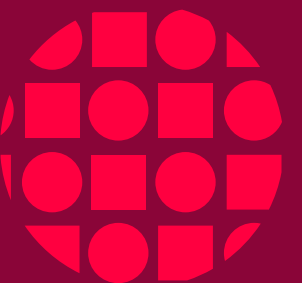
Objectives

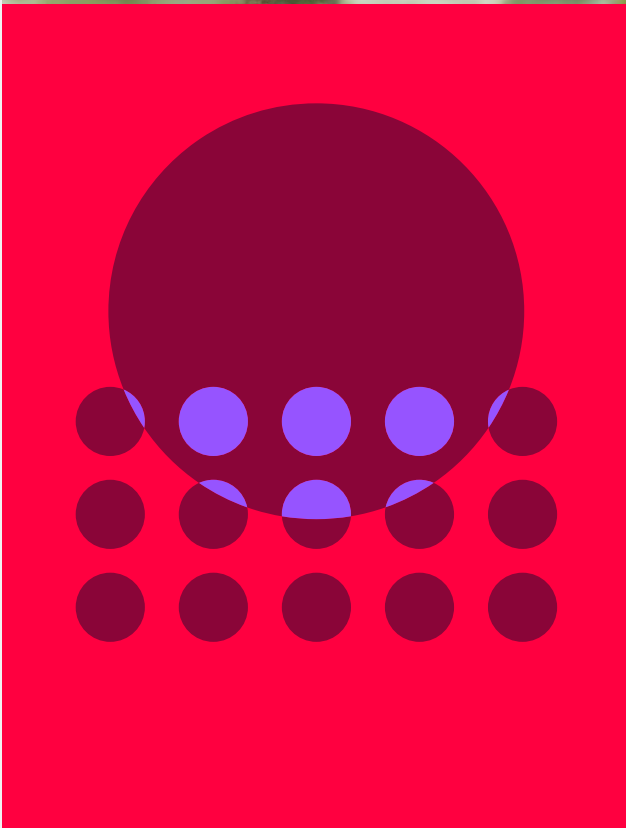
- Establish green cover and ecological trails to support environmental education and awareness.
- Implement stormwater retention strategies to reduce flood risk and riverbank erosion.
- Promote community-led urban reforestation efforts to enhance biodiversity and ecosystem resilience.
- Design interactive, sustainable infrastructure—such as a Student Support Center—to enable experiential learning and community engagement.

Supported by a USD 3,000 seed grant from the EPIC-Network (USA) and institutional backing from Curitiba's Institute for Research and Urban Planning (IPPUC), the project launched its first phase at PUCPR's Gralha Azul Experimental Farm (FEGA). This initial effort engaged students from Veterinary, Agronomy, and Animal Science programs in academic fieldwork and ecological diagnostics to inform future interventions in priority areas.

2024 Key Initiatives

- Creation of sensory-based educational trails at FEGA, contrasting natural landscapes with human-modified (anthropized) environments.
- Tree-planting workshops that demonstrate vegetation's role in water management and mitigating urban heat islands.
- Active involvement of undergraduate and graduate students in applying nature-based solutions and environmental education practices.
- Development of storytelling tools—featuring playful characters and narratives—to engage children and youth in climate awareness.





SOCIO-ENVIRO MENTAL EDUCATION IN THE VILA TORRES COMMUNITY

GRI 413-1

This initiative is dedicated to fostering environmental awareness and reinforcing community resilience through collaborative, structured action. It focuses on Vila Torres, a community situated within the Belém River basin near PUCPR, which faces recurrent flooding that directly affects the health and safety of its residents.

In addition to PUCPR’s LabClima, key partners include the Marista Group, the FIEP System, the House of Francis and Clare, and the companies Ambiente Livre and Colmeia Lab. Beyond environmental actions, the project empowers residents through citizen-generated data tools, enabling more accurate assessments of community needs and informing decision-making.

All activities are developed in active dialogue with local residents, ensuring engagement across PUCPR academic programs, community organizations, and human rights institutions.

The initiative is structured around three core pillars, each coordinated by a partner institution:

- **Composting at School:** Led by Ambiente Livre, this program installed a community composting station at the Esperança Marista Social School in Curitiba. It enables students and residents to dispose of organic waste sustainably, reinforcing environmental awareness through hands-on engagement.
- **Roadmap for Sustainable Practices:** Coordinated by LabClima, this component creates educational and green spaces within the school and surrounding neighborhood. Key installations include a sensory garden, a community vegetable garden, a commemorative outdoor stage, and a sustainable playground—each designed to integrate environmental education with social cohesion.
- **Climate Ambassadors:** Led by Colmeia Lab, this youth-focused program engages students from local schools in environmental and civic

education. Its goal is to cultivate young leaders committed to sustainability and community transformation.

Complementing these pillars, the “Mapping My Village” (Mapeando Minha Vila) initiative invited residents to identify and document key spaces in their everyday lives. This participatory mapping effort helped generate actionable insights for urban planning and new local development projects.

LabClima also participated in the Vila Torres Entrepreneurship Fair, offering workshops and interactive activities to foster awareness about sustainability and to propose viable environmental solutions rooted in the community’s reality.

The success of this initiative has strengthened our partnerships and expanded our impact. In 2025, PUCPR—through LabClima—will receive funding from the Government of the State of Paraná to scale this model across public schools in the Curitiba Metropolitan Region, amplifying its reach and transformational potential.

“Through socio-environmental education and the active participation of its residents, the Vila Torres community has become an exemplar of how everyday civic engagement with sustainability can foster meaningful, enduring change.”

Juarez Sandeski, Socio-educator and community mobilizer for informal waste pickers (“carrinheiros”) and collection shed workers

INTEGRATED ACADEMIC COURSE

In 2024, LabClima launched the graduate-level course “Instruments for Climate Change Adaptation and Mitigation” within our Urban Management program. Designed to equip students with practical tools, the course centers on developing policy and project proposals informed by real emissions inventories.

A strategic partnership with the Curitiba Institute for Research and Urban Planning (IPPUC) enabled us to submit our emissions inventory as part of our application for the Paraná Climate Seal - Gold Level, awarded by the State Secretariat for Sustainable Development of Paraná.



FTD educação

In this chapter, we present the key results, achievements, and challenges of FTD Educação over the past year. As an integral part of the Marista Group's 2024 Sustainability Report, this section is structured in accordance with the Global Reporting Initiative (GRI) standards to report on our performance across the environmental, social, governance (ESG), and economic dimensions.





Ricardo Tavares

GENERAL DIRECTOR, FTD EDUCAÇÃO

MESSAGE FROM OUR General Director GRI 2-22

Throughout 2024, we made significant progress in consolidating our strategic commitments, strengthening our performance in essential areas such as innovation, governance, environmental management, and social impact. In doing so, we have upheld our purpose of transforming education into an agent of positive change for society, ensuring that our efforts contribute to a more just, inclusive, and sustainable nation with real and lasting impact.

The integration of sustainability principles into our organizational culture was a cornerstone of this progress. We have structured a robust governance framework aligned with ESG best practices. As part of this commitment, we are working toward achieving ISO 14001 (environmental management) and ISO 45001 (occupational health and safety) certifications. Furthermore, we continue to enhance our policies on reverse logistics, recycling, and energy efficiency, thereby reducing our environmental impacts and strengthening responsible practices across all operations.

We have advanced with Project Gier, our Strategic Plan with a 2030 outlook, which was revised in 2024 with a structured approach to ensure a progressive and sustainable implementation. Its execution is monitored by our Transformation Office, which ensures the effectiveness of our strategic initiatives and the reinforcement of our institutional directives. This model provides a clear vision of challenges and opportunities, promoting a results-oriented management approach.

Our commitment to our people also intensified over the past year, as we believe that engaged and valued employees are essential to the success of our mission. We have invested in building a more diverse, safe, and collaborative work environment, consolidating these values as central pillars of our organizational culture. More than just meeting indicators, each initiative reflects real stories of transformation in a space where people feel valued, respected, and welcomed.

Innovation remains one of our key differentiators, always with the purpose of generating value for our clients. We

continually invest in new technologies to enhance the educational experience, expand access to high-quality content, and offer solutions that meet the needs of teachers, students, educational institutions, and families.

Guided by customer-centricity, we develop increasingly personalized solutions and a level of service that strengthens relationships of trust and collaboration. Digital transformation is a key ally in this endeavor, allowing us to deliver solutions that are ever more aligned with our clients' expectations and the challenges of modern education.

We look to the future with a sense of responsibility and enthusiasm, confident that every action taken will contribute to a more sustainable, innovative, and inclusive society. We strive to be agents of social transformation through quality education, promoting a positive impact on all fronts where we operate. We are certain that with the engagement of all our stakeholders, we will continue to grow together and build a legacy of impact and excellence.

WHO WE Are

GRI 2-1; 2-6

FTD Educação is one of Brazil's leading institutions in the education sector, with a history of more than 120 years dedicated to transforming education. Inspired by Marist values, we stand out as an ecosystem of innovative, high-quality educational solutions, encompassing instructional materials, teaching systems, literature, digital tools, educational consulting, pedagogical services, and learning platforms.



Our mission extends beyond simply providing content; we strive to support educators, schools, students, and families in building a meaningful and transformative learning experience.

With our headquarters in São Paulo (SP), our printing facility (Parque Gráfico) in Guarulhos (SP), and a nationwide presence, we reinforce our commitment to the holistic development of individuals and to the promotion of a more inclusive and supportive society, valuing knowledge and the positive impact generated by education.



Visit our website to learn more about all our locations.



OUR WORK IS
GUIDED BY FOUR
CORE PILLARS:



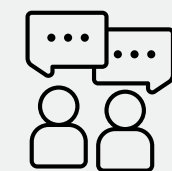
INNOVATIVE:

Always attentive to the evolving needs of our audiences.



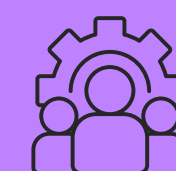
COLLABORATIVE:

Maintaining a close partnership with schools, teachers, students, and families for over 120 years.



FLEXIBLE:

Capable of adapting and evolving with change, considering diverse internal and external contexts and perspectives.



HUMAN-CENTRIC:

Working to develop human beings who are prepared for the challenges of the world.

OUR 2024 HIGHLIGHTS



1,818

employees



40,000+

public and private schools
supported through our
educational solutions



20million+

K-12 students reached annually



20,000+

schools served with
language learning materials,
totaling over 4 million
copies distributed



BRL 31.8
million

invested in innovation
and technology



74

innovation and
technology projects



2024

Awards & Recognitions

32nd Fernando Pini Brazilian Award for Graphic Excellence: The Parque Gráfico team earned two trophies—one for Superacción, Volume 2 under “Didactic Books,” and another for the Justice Booklet in the “Children’s and Cartoon Magazines” category, created for the Association of Brazilian Magistrates.



Top Educação Award: For the third consecutive time, we were named one of the most-remembered brands in Brazil’s educational products and services sector. At the 18th edition, we won in three categories: “Teaching Systems for the Private School Network,” “Publisher of Language Textbooks,” and, in its debut year, “Social Action” for the “Pequenos Leitores” project.

ECO Award: At one of Brazil’s top sustainability prize ceremonies, our “Pequenos Leitores” (Little Readers) project—developed with Roda Educativa—was acknowledged as a standout in the “Products and Services” category. Find more details in the **Social Impact** section.



Reclame AQUI Award: Selected as a finalist in the “Communication, Media, and Publishers - Large Operations” category, reinforcing our dedication to excellence and client satisfaction.

Consumidor Moderno Award for Excellence in Customer Service: Winner in the “Education” category at the 25th annual awards.



Caio Award: We won four “Jacaré de Ouro” (Golden Alligator) trophies at the 2024 Caio Award, widely regarded as the “Oscars of the Events Industry” in Brazil. Our winning entries were:

- Internal Marketing Event | Clients (FTD Family Week)
- Religious Event | Clients (XI Integra Confessionais 2024)
- National Incentive Travel | Clients (FTD Experience Lençóis Maranhenses 2024)
- Small-Scale Booth and Scenographic Design Projects | Clients (National Forum on Catholic Education and Expoanec - Royal Tulip Brasília)



5th Luiz Metzler Paulista Award for Graphic Excellence: We earned four trophies at this event. O Museu da Emília, by Monteiro Lobato, won in the “Illustrated Books” category, while the magazine Mundo Escolar Gestão was awarded in the “Magazines without Special Effects” category. The book Brick by Brick was a standout in “Books Printed on Web Presses,” and our water reuse system at the Parque Gráfico received the award in the “Environmental Sustainability” category.



Global 50 - Publishing Industry Ranking: Once again, we were featured in the Global 50 ranking, a survey that presents essential data and analysis on the world’s largest publishing companies. We ranked 42nd in 2024.

Certifications

GM 3006

FSC® Certification - Forest Stewardship Council® (FSC-C116971): This certification guarantees that we use raw materials sourced from responsibly and sustainably managed forests, reinforcing our environmental commitment.

Fitwel Certification: This certification encourages the development of healthier built environments, promoting employee well-being and contributing to talent retention.

We currently hold all environmental certifications required by regulatory bodies, including our Operating License. Furthermore, we have embarked on a new challenge: the pursuit of ISO 14001 certification, targeted for 2025, which will establish essential guidelines for an efficient Environmental Management System. In parallel, we are working to achieve ISO 45001 certification by 2026, which will strengthen our Occupational Health and Safety management by prioritizing risk prevention and employee well-being.

Performance & Results

GRI 3-3: FINANCIAL SUSTAINABILITY

Each year, we reinvent ourselves to maintain our relevance amid the transformations in education and the publishing market, without losing our essence or our primary objective of being an ecosystem of educational solutions. For us, 2024 was a year of many achievements. We reaffirmed our leadership in the National Textbook Program (PNLD), achieving a market share of 27.1%.

Our impact on public education includes:

Over the past year, we have maintained our commitment to providing quality education, with our teaching systems operating in over 4,612 private schools across 956 municipalities. From Early Childhood Education through High School, we impact the educational journey of more than 20 million children and adolescents annually. As a reflection of our leadership in the education sector and the impact of our strategic initiatives, we achieved a solid performance in 2024, now holding a 19.4% market share in private school teaching systems.

over **60**million

copies distributed to public school students.

1/3 of PNLD

market served by FTD materials



At least

8

out of every

10

public school students in Brazil use at least one FTD Educação book in their daily studies.

“We are driven by a singular mission: to bring a transformative education to students across the country, supported by values that help develop children and youth into proactive and engaged citizens. Our purpose and our educational solutions foster the skills and capacity of every administrator, teacher, and student to build a more promising, disruptive, and humane future.”

Ricardo Tavares

GENERAL DIRECTOR, FTD EDUCAÇÃO

Our projection for the 2024/2025 cycle is to exceed BRL 1.5 billion in revenue, consolidating our leadership in the private market and expanding our presence in the federal government's National Textbook Program (PNLD) to a 33% share, in addition to reaching 550,000 students in municipal school systems.

Our long-term expectation is to double in size again over the next six years, reaching a net revenue of BRL 3 billion by 2030. This growth will be driven by innovation, our ESG agenda, and an increasingly agile, digital, and customer-centric culture.



Project Gier 2030

In 2024, we achieved key milestones in Project Gier, the foundation of our long-term Strategic Plan. Created with the objective of promoting sustainable and relevant growth through 2030, the project aims to double our size—and consequently, our impact on Brazilian education—with a focus on innovation, social impact, and operational excellence.

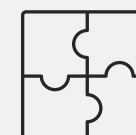
To achieve this ambition, Project Gier is structured on three strategic pillars: expanding our market leadership, advancing our digital and innovation capabilities, and improving management and operational efficiency. This approach is supported by initiatives such as adapting our organizational design along business lines, increasing synergy between specialized areas, and reformulating the strategic plan

2023

Began the review of the Strategic Plan, which serves as the basis for medium and long-term goals. Created a new organizational model and structured the Implementation and Governance Plan in alignment with strategic objectives.

2024

Approved the 2025-2030 Strategic Plan. Initiated the adaptation of the organizational design. Created the Transformation Office and a robust change management plan.



The 2025-2030 Strategic Plan has been structured in three phases to ensure a progressive and sustainable implementation. This model provides a clear vision of our challenges and opportunities, promoting an efficient and results-oriented management approach.

Phase 1



STRATEGY DEFINITION

We developed a comprehensive plan that provided clarity on our organizational needs and strategic direction. This initial phase ensured that all subsequent initiatives were aligned with best practices in governance and organizational management.

Phase 2



ORGANIZATIONAL STRUCTURE AND CHANGE MANAGEMENT

We redesigned our organizational structure, supported by a robust change management plan. This plan was focused on three fundamental pillars: Employees (fostering engagement and adaptation to change); Communication (ensuring transparency and clarity in disseminating initiatives); and Perception (continuously monitoring the impact of the changes). To measure acceptance and engagement, we utilized the Pulse Survey, an agile and frequent feedback tool. At the start of the project in August 2024, our score was 3.9 on a 5-point scale. Following the implementation of our strategic plan and actions, we ended the year with a score of 4.2. Our goal is to reach 4.5 by June 2025.

Phase 3



OVERSIGHT AND GOVERNANCE OF STRATEGIC INITIATIVES

We are monitoring 16 strategic initiatives with the support of our Transformation Office and the Agile Governance, Portfolio, and Strategy (GAPE) department. This department, composed of five professionals including a Project Management Office (PMO), is responsible for tracking revenues, reports, and margins, ensuring that all initiatives remain aligned with our strategic objectives.



Our commitment is to significantly expand our presence in Brazilian education, with the ambitious goal of doubling our reach by 2030.



Our ESG Commitment

Following the consolidation of the Marista Group's Strategic Plan and ESG Governance—which is applied in a matrix structure by our corporate office to strengthen each Business Segment—we have advanced the structuring of the ESG agenda at FTD Educação.

To support this movement, we engaged an external consultancy to conduct a detailed assessment of our ESG maturity. This partnership also assisted in defining proprietary projects that reflect the specific strategy and management style of FTD, which will be implemented in the coming cycles.

These projects were structured based on practices that integrate sustainability into our daily operations and overall strategy, ensuring that ESG is increasingly incorporated into the management and business model of FTD Educação. More details are available in the Governance and ESG **Project Management** section.



MATURITY
ASSESSMENT
RESULTS¹:

76%
compliance

¹Note: Reference standard: ABNT PR 2030.

Our objective is to position FTD Educação among the top 15 companies in our sector, a benchmark that requires a score exceeding 80%. With our current initiatives, we project reaching between 82% and 85% in 2025. This will strengthen our commitment to operational excellence and advance our progress toward certifications in environmental management and occupational health and safety.

EDUCATING FOR SUSTAINABLE DEVELOPMENT

We organized the 11th edition of the Integra Meeting, which brought together administrators, educators, and speakers from Catholic school networks and congregations across Brazil. The event strengthened the debate on ESG in education, the UN Sustainable Development Goals (SDGs), and the commitments of the Global Compact on Education, an initiative by Pope Francis to promote a humanistic and supportive education.



“The Integra Meeting was an opportunity to strengthen the confessional networks in their pursuit of the SDGs and the commitments of the Global Compact on Education. We discussed how education can connect with social, environmental, and governance themes, driving the sustainable development of Catholic education in Brazil in light of the values of the Gospel.”



Irmão Vanderlei Siqueira
PRESIDENT, MARISTA GROUP

Social

IMPACT

GRI 3-3: QUALITY EDUCATION AND HEALTH; 413-1

Our purpose is to make education an agent of social progress, promoting positive change for all of society. We are committed to supporting schools and educators in building a framework for quality teaching that is based on inclusion, sustainability, and innovation.

We believe that investing in education is an investment in developing a more just society prepared for global transformations. With our products and solutions, we seek to go beyond delivering excellent instruction to foster the development of critical and conscious citizens. Furthermore, our social initiatives are focused on providing access to education as a tool for transformation, with an emphasis on promoting inclusion in vulnerable communities.

Open Content Portal

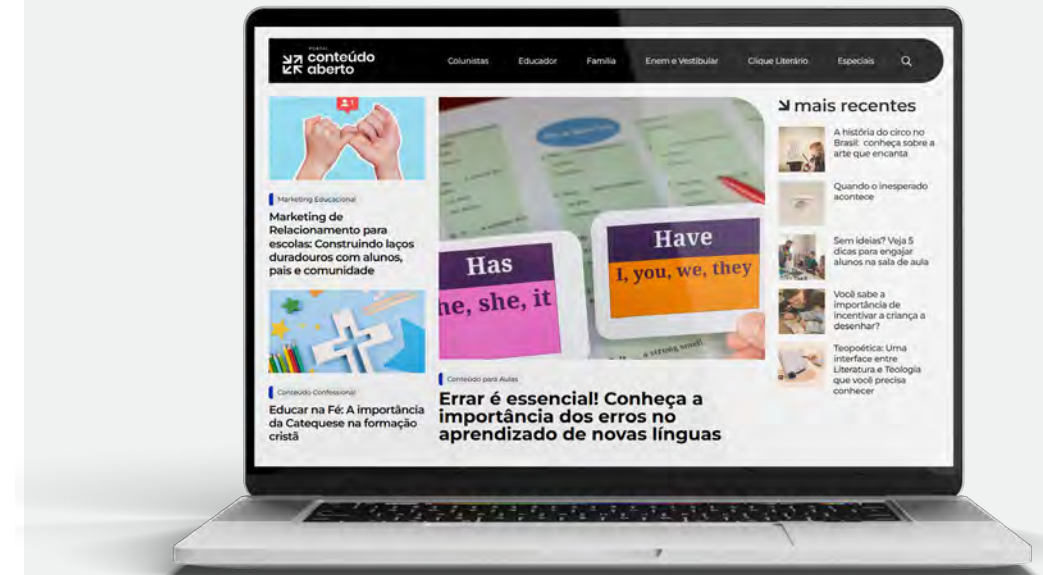
Developed internally by our team, this online platform offers free access to teachers, students, and all stakeholders interested in Education, thereby democratizing knowledge and encouraging innovative educational practices.

Available materials include:

- Digital literary works and e-books on current topics.
- Instructional materials and professional development content.
- Educational videos, interactive activities, and pedagogical games.



[Click here to learn more.](#)



Pequenos Leitores (Little Readers) Project

The Pequenos Leitores (Little Readers) Project, a result of investment from FTD Educação and the expertise of Roda Educativa, encourages the habit of reading from Early Childhood Education onward, aiming to develop critical, creative, and passionate readers.

Through a curated selection of children’s literature and targeted pedagogical activities, the project contributes to the cognitive, social, and emotional development of children, reinforcing our belief in reading as a powerful tool for transformation.



Key 2024 Results

325+

hours of training provided for educators

800+

children benefited from increased reading activities

1,250+

books donated, with 180 unique titles distributed to each of the seven participating schools

100%

of participating schools increased their weekly reading

85%

of teachers diversified the books used in their classroom routines

73%

of the books featured Black and Indigenous representation, highlighting the relevance of this theme

“The Pequenos Leitores Project is a natural extension of our mission, going beyond simply encouraging reading in schools. It creates environments that spark a love for books, curates high-quality collections, and promotes literary activities. Supporting this initiative reinforces our commitment to the democratization of reading and to a more inclusive education, ensuring that every child can see themselves in the stories they read and thereby strengthen their sense of citizenship and self-esteem.”.

Elizabeth Loureiro

DEPUTY DIRECTOR, HR BUSINESS PARTNERS, FTD EDUCAÇÃO



Teacher Training

To ensure children aged 3 to 5 have access to literacy and written culture, the Pequenos Leitores project provides professional development for teachers. This approach is fully integrated with the local network of Early Childhood Education professionals.

Every two years, two municipalities are selected to participate in the project through a selection process based on public bids and social indicators, such as the Human Development Index (HDI). In 2024, schools in the cities of Potim and Redenção da Serra, both in the state of São Paulo, were the beneficiaries. They received age-appropriate books and guidance on how to make them accessible to children, such as by using low shelves and “reading clotheslines,” to encourage independent reading.



Since 2013, the Pequenos Leitores project has reached **over 20,000 children** and more than **820 educators**, and has donated **14,000 books**.

“Previously, reading time was a moment when the children would just listen. Today, they interact and ask questions, which greatly enriches the learning process. The Pequenos Leitores project brought a new vision for how to work with literature in the classroom.”

Zilda Bueno de Faria

EARLY CHILDHOOD EDUCATION
TEACHER, REDENÇÃO DA SERRA



ENEM 2024: Live Answer Key Event

In an unprecedented initiative, students across Brazil were able to follow a live review of the 2024 National High School Exam (ENEM). An unofficial answer key was made available live in under two hours on the FTD YouTube channel and the FTD Resolve portal.

For the first time, we assembled a team of specialists at our São Paulo headquarters to review all 180 questions in real-time during both Sundays of the exam. On the second Sunday of the ENEM 2024, November 10th,

our unofficial answer key began publishing on the livestream within just 18 minutes of the exam's conclusion. Before 8 PM, all answers were available on our portal, including an explanation for one Physics question that was nullified.

This initiative garnered significant media attention and was featured as a national highlight.



[Click here to access.](#)



Sponsored Projects

In 2024, we enhanced the structure and accessibility of our selection process for social initiatives supported under Brazil’s Rouanet Law. Project proposals were submitted through our official website, with applications spanning a range of categories. Each submission was evaluated by a dedicated review panel comprised of education and literature professionals from FTD Educação, ensuring that selected projects aligned with our mission and deepened our social and cultural impact.

“What an Animal!” (Esse é o Bicho) Project

Launched in 2024 in partnership with Sabiá Educacional, this audiovisual series is designed for early childhood audiences and highlights fascinating facts about four species from Brazil’s native fauna. The project fosters environmental awareness and curiosity by blending storytelling with scientific insight, encouraging young viewers to understand and respect biodiversity.

The initiative also equips educators with a toolkit of suggested activities, games, and discussion prompts that foster engagement with environmental themes. By weaving together science, geography, and ethical considerations, the project promotes interdisciplinary learning and a holistic understanding of ecological stewardship.



Education: The Future Is for Everyone

Now in its third year, this initiative—carried out in partnership with Marista Social Schools in São Paulo and Paraná—was strengthened in 2024 through a BRL 30,000 investment via the São Paulo State Council for Children and Adolescents (Condeca/SP).

Focused on supporting five Social Schools, the program funds the acquisition of teaching materials, educational technologies, and furnishings. It also provides professional development opportunities for teachers and education staff.

4,700+

children and adolescents
positively impacted



Pastoral Care at FTD Educação

GM 4009

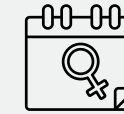
Volunteering is one of the most significant ways to promote solidarity and transform communities. Through Pastoral Care at FTD Educação, a program established in 2013, we encourage this spirit among our employees by promoting campaigns that benefit children, youth, and adults in the communities surrounding our locations. In doing so, we uphold our commitment to inspiring actions that generate positive impact and promote life-changing values.

These initiatives not only positively impact those who receive support but also provide our volunteers with moments for reflection, learning, and connection with Marist values, strengthening a culture of empathy and commitment to others.



In 2024,
participation in
**the core volunteer
group surged
from 5 to 20
active members.**
Additionally,
**13 volunteers
joined the FTD
Volunteer Program,**
spearheading
initiatives to
promote literacy
and foster a love of
reading within local
neighborhoods.

Highlights from 2024 Initiatives:



International Women's Day: Collected over 990 items—including hygiene products and clothing—for a women's shelter.



Refugee Day: Over 180 employees learned about NGO ADUS's work, inspiring 10 individuals to become new volunteers.



Charity & Grandmothers' Month: Donated 174 units of milk to a nursing home in Guarulhos, SP.



St. Francis of Assisi Day: Donated 88 kg of pet food to local animal shelters.



Children's Day: Collected and delivered over 100 toys to the Irmão Justino Marista Social School in São Paulo.



Solidarity Christmas: Raised 732 kg of food for the Jardim Robru Marista Social School.



Spiritual Reflection Sessions: Promoted stronger bonds among volunteers and reinforced daily living of Marist values.

FTD Volunteer Program

The FTD Volunteer Program is a strategic, sustainability-driven initiative centered on inclusion and educational transformation. It promotes personalized reading sessions between employee volunteers and children from community institutions near FTD facilities. These interactions foster foundational literacy skills—such as expressive reading and comprehension—while also creating meaningful connections between students and mentors.

To ensure measurable outcomes, the program employs diagnostic tools at both the start and conclusion of each cycle, allowing for impact tracking and fostering collaborative dialogue among volunteers, educators, and families.

In 2024, a pilot phase launched at our São Paulo headquarters in partnership with Roda Educativa, which provided training and project oversight, and the Achiropita Center for Children and Adolescents (CCA Achiropita - CEDO), affiliated with the Nossa Senhora Achiropita Parish.

Over the course of the year:

- 13 employee volunteers participated.
- 250 personalized reading sessions were held.
- 28 hours of direct volunteer engagement were logged.
- Three training workshops were conducted to prepare volunteers.

Volunteers engaged individually with children identified as having reading and comprehension challenges, tailoring the sessions to their interests—ranging from classic literature and comics to game manuals and song lyrics. The initiative not only advanced literacy but also nurtured self-confidence and social-emotional skills among the participating students.



DIVERSITY AND Inclusion

GRI 3-3: DIVERSITY AND INCLUSION

In 2024, we deepened our commitment to diversity and inclusion by executing targeted strategies that foster equity, representation, and the celebration of differences. Our goal is to ensure a welcoming and safe environment in which every employee can grow professionally and contribute meaningfully to our shared success.

Gender Equity and Inclusion:

We reinforced the advancement of women into strategic roles, underscoring our continued effort to cultivate female leadership in key decision-making processes.

we hired
12 women
for leadership roles

We expanded our efforts to include professionals with disabilities, ensuring greater accessibility and opportunity.

We hired **31 new PwD employees**, raising the total number of professionals

We promoted **six PwD employees**, to new roles, recognizing their talent and contributions.

We opened **21 affirmative** action positions to ensure more inclusive and accessible recruitment processes.



Racial Representation:

Racial diversity was also a top priority in 2024, reinforcing the plurality of our teams. We continued initiatives to combat racism and intolerance, including expert-led conversation circles to broaden dialogue and raise awareness around key inclusion topics.

We hired

146

black and brown
people during the year

AFFIRMATIVE ACTION INTERNSHIP PROGRAM FOR BLACK PROFESSIONALS

One of our most impactful initiatives in 2024 was the launch of our affirmative action internship program for Black professionals. This program was designed to boost racial inclusion from the very beginning of the professional journey.

12

open positions

Over

130

candidates in the
selection process

2,700

total applicants

26,095

views on LinkedIn

The program's hiring managers received a personalized development track that included nine in-person meetings and ten online courses, addressing topics such as leadership, innovation, technical competencies,

We also formalized inclusion initiatives for our neurodivergent employees, providing badge lanyards with a sunflower design to facilitate identification and promote a more welcoming and supportive environment.

The progress made over the past year reflects our commitment to transforming inclusion into a central value of our organization. More than just indicators, each action represents stories of transformed lives and an environment that values and respects everyone. We continue to work with dedication to ensure that diversity is not merely an objective, but a lived reality, experienced daily.



Innovation

GRI 3-3: INNOVATION AND TECHNOLOGY; GM 2003

We continuously invest in technological advancements to transform the educational experience and meet the demands of a world in constant evolution. Through digital innovations, we aim to enhance learning, facilitate access to high-quality content, and offer integrated solutions for teachers, students, their families, and educational institutions. Our commitment to technology values the personalization of teaching, interactivity, and inclusion, expanding learning possibilities and engagement. These advances reinforce our role in building a more connected, efficient, and transformative education.

Among our main project areas, key highlights include:

- **Digital Content:** Enhancement of the Iônica Platform and our portfolio of digital educational materials, including personalization, revision of question banks, development of games and interactive content, and immersion in hybrid learning models.
- **Technology and Digital Transformation:** Development of analytics, systems integration, new operational models, a teacher's assistant tool, creation of dedicated areas for educational video production, and updates to systems and equipment.
- **Teaching Systems:** Development of tools for pedagogical support, including an articulating curriculum matrix, a course load calculator, responsive digital books, and a centralized content hub.



IN 2024, WE INVESTED

BRL 31.8 millionIn 74 Innovation and technology projects.¹

¹Note: Considers projects initiated in 2024 and scheduled for finalization by March 2025.



The Iônica Platform

In 2024, we promoted significant advancements on our Iônica learning platform. Aligned with Marist values and a focus on innovation, accessibility, and personalization, the platform underwent substantial improvements driven by major investments over the past two years.

With 6,615 registered schools and 781,249 users, Iônica has consolidated its role as a benchmark in educational technology.

Key advancements in 2024 include:

- **Personalized Analysis and Reports:** We developed new, detailed reports for

teachers, providing insights that support the monitoring of student performance and data-driven decision-making.

- **New Iônica App Features:** The mobile application was updated to include features such as dark mode, audio description, and a central notification hub, expanding engagement and accessibility.

- **LMS Enhancements:** We redesigned user flows and activity screens within our Learning Management System (LMS), incorporating new conceptual notes and functionalities that simplify the management and daily work of teachers and administrators.

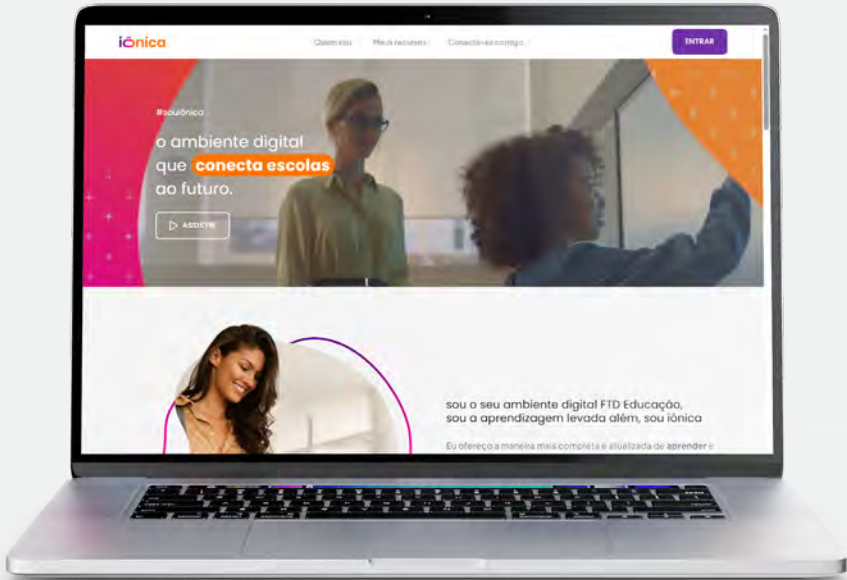
- **Optimized Library:** We have made access to our content even more intuitive by incorporating resources such as voice search, optimized recommendations, and a new, dedicated section for video lessons, all designed to offer a more comprehensive learning experience.

- **Strategic Partnerships:** We strengthened our integration with key partners such as the Ayrton Senna Institute (IAS) and Kanttum, in addition to investing in data security and governance initiatives to ensure greater reliability and efficiency.

Artificial Intelligence in Education

We are currently developing two new functionalities for the Iônica Platform based on Artificial Intelligence, in partnership with Avanade and Microsoft. One of these is a new search engine, designed to facilitate access to the platform's extensive library of over 30 terabytes of content. In parallel, we are developing tools that place AI at the service of teachers, supporting them in the creation of questions and activities.

These initiatives are primarily aimed at our teachers, with the goal of enhancing their work by providing more time and better tools to understand their students and serve them with excellence. A key differentiator is our focus on information security. The AI developed for Iônica exclusively uses proprietary content, guaranteeing the protection and integrity of all data. This reflects our commitment to the highest standards of responsibility in education.



Advanced Technology at Our Printing Facility

In 2024, we reached a new milestone in our digital printing capabilities with a transformative investment in next-generation technology. The acquisition of the HP Indigo 100K—an investment exceeding BRL 11 million—marked a significant leap in both operational performance and environmental efficiency. Globally recognized as a benchmark in high-volume digital printing, this press combines exceptional speed, versatility, and quality with cutting-edge sustainability features.

Key performance highlights include:

- **Production Capacity:** Up to 6,000 3x0 sheets per hour (single-sided, three-color) or 2,250 4x4 sheets per hour (double-sided, full color), totaling 22,500 pages per hour.
- **Versatility:** Capability to manage diverse media types and complex printing requirements.
- **Operational Agility:** Reduced turnaround times and heightened accuracy, ensuring efficiency at scale.

These advancements represent a revolution in our sector, combining productivity, sustainability, quality, and technology to consolidate our leadership position in the digital printing market.

This investment positions our facility **among the most modern in the country**, as only a few others operate with the same advanced features.



StandFor Evolution

SStandFor is FTD Educação's dedicated brand for English language teaching. Created in 2015, the program has since served over a million students and has received both national and international recognition for its innovative and high-quality solutions.

A key offering is the StandFor Evolution program, which has been adopted by nearly 700 schools across Brazil and currently serves more than 190,000 students and 1,300 teachers. It provides a complete and differentiated experience with an expanded course load for English language instruction, gamification resources, and personalization through

our proprietary **Geppetto platform**. The program also includes support from a high-level teaching assistant for international certifications and features the innovative ExamScore validator from the British Council.

With these innovations, the program reinforces its role as an integrated solution for schools that aim to offer a premier English language program and develop truly bilingual citizens.



The Órbita Open Innovation Program

Open innovation allows traditional companies and startups to forge strategic alliances to transform entire sectors through high-impact solutions. In the education sector, this approach enhances the quality and adaptability of learning, enabling us to respond to contemporary challenges in an innovative manner.

In this context, we highlight the evolution of the Órbita Program. Developed in partnership with Hotmilk—PUCPR's innovation ecosystem—and with consulting support from Distrito throughout the process, Órbita acts as a catalyst for industry-wide transformation. The program integrates innovative startups into the FTD Educação ecosystem, promoting technological and methodological solutions that strengthen education in Brazil.

The program is directly aligned with Project Gier and our strategic goal to double our impact on advancing Brazilian education by 2030. It drives organizational and educational transformation by strengthening our capacity to develop solutions with excellence, meeting the evolving needs of schools, teachers, and students.

Furthermore, Órbita creates shared value: startups gain the opportunity to scale their innovations, while FTD enhances its portfolio of educational solutions with new technologies and methodologies. This dynamic reaffirms our unwavering commitment to innovation and to generating a positive impact on education.



Órbita 2

In 2024, we launched Órbita 2, a natural and ambitious evolution of the program, reflecting the success and key learnings from the first round. The initial program attracted over 150 startup applicants and resulted in investments of BRL 7.7 million in two edtech companies (Pontue and SuperApp Diário Escola), directly impacting over 100,000 educators and students.

Building on these results, we are reinforcing our commitment to open innovation by expanding our reach and seeking even more transformative solutions for the education sector.

This second edition offers new opportunities for startups, with a focus on solutions in three priority areas:

- Technologies for personalized learning
- Technologies for language learning.
- School management.

The objective is to integrate innovative solutions that meet the needs of administrators, teachers, and students, driving advances in crucial areas such as school management, adaptive learning, and gamification.

Órbita 2 is also expanding its scope to include global startups, reaffirming our pursuit of educational best practices. This approach expands our impact by allowing us to explore new markets and business models, while fostering more effective and engaging educational processes.

Órbita 2: Key Figures

164
startups,
including 8
international
applicants.



50+
directly participated
in the program,
reinforcing
our culture of
innovation.

7
startups advanced to
the immersion phase



Our goal with Órbita 2 extends beyond simply implementing new technologies; we seek solutions capable of transforming our operations and strengthening our presence on the global educational stage, to ensure that every student has access to learning experiences that inform, inspire, and empower.

“Our commitment is to broaden our impact on Brazilian education, doubling our reach by 2030. Partnerships with startups are essential to enabling this growth. They provide the agility and innovation that propel the entire system forward—like a smaller, but extremely fast-moving gear that accelerates processes and drives transformation. Through Órbita, we connect these solutions to our educational ecosystem, driving the transformation of learning, empowering educators to take a leading role, and preparing new generations for the challenges of the future.”.

Alexandre Olim
DIRECTOR OF INNOVATION AND DIGITAL BUSINESS, FTD EDUCAÇÃO

Innovation Theses

Strategic partnerships are fundamental to advancing our innovation journey, connecting technology, artificial intelligence, and creative learning solutions with the goal of strengthening both education and business. Through these initiatives, we seek to align our strategies with global trends and the growing demands of the education sector, thereby solidifying our role as a benchmark for innovation.

To guide long-term efforts and investments, we conducted a strategic study in partnership with the innovation consultancy ACE, which included

25 executive interviews, along with market and trend analysis in education and adjacent sectors.

This approach resulted in the mapping of seven strategic territories and identified 19 opportunities that link business and education, creating a roadmap for transformative action.

Key Opportunities Identified:

- **Business:** Support partner schools in achieving prosperity by positioning FTD Educação as a high-value strategic partner. Our focus is on providing solutions that enhance the long-term sustainability and growth of these educational institutions.
- **Education:** Develop learning tools and solutions that meet the demands of students, families, and education professionals, thereby solidifying FTD's leadership in educational innovation and preparing citizens for the challenges of the 21st century.



Education Hub

In 2024, we took another significant step with the launch of our first Education Hub, located in Rio de Janeiro (RJ). The space, which spans over 350 m², was designed to integrate technology with modern pedagogical methodologies and provide a collaborative environment dedicated to educational transformation. With dedicated areas for coworking, meetings, events, and networking, the hub reaffirms our commitment to advancing the quality of education and meeting the demands of a constantly evolving educational sector.

Key objectives:

- Strengthen relationships with partner schools and prospective clients.
- Provide personalized support to administrators, teachers, and institutions.
- Promote the adoption of educational technologies and active learning methodologies.

Additionally, the space was designed to host continuous development programs focused on school management, digital transformation, and innovative teaching practices.

In this way, we are solidifying our position as a benchmark for educational innovation, with results-driven solutions aimed at strengthening education in Brazil.

The Education Hub is a space where technology, research, and education converge to transform teaching practices, empower educators, and deliver solutions that strengthen education in Brazil.

Target Audiences and Initiatives:

- **For Administrators:** Personalized training on school management and digital transformation.
- **For Teachers:** Professional development in active and innovative learning methodologies to foster more dynamic and effective learning experiences.
- **For Families:** Programs that encourage engagement in the educational process, strengthening the home-school connection.
- **For Students:** Experiences including discussions on careers, future professions, and the impact of new technologies, preparing them for a world of constant change.

Digital Transformation in Education

In 2024, we expanded our portfolio of edtech companies affiliated with FTD Educação, such as Estuda.com, in which we acquired a stake in 2020; Pontue, which was incorporated in 2023; and the SuperApp Diário Escola, which received investment in the same year. These collaborations drive the development of an integrated ecosystem of educational solutions—offering tools such as personalized simulations, automated essay grading, and school management software—which enhance both the efficiency and quality of education.

Additionally, we maintained our established partnerships with the Ayrton Senna Institute, Zoom Education, and Geppetto to provide innovative solutions in socioemotional assessment, robotics, and gamification, contributing to a more interactive and comprehensive learning experience.

Among our most recent collaborations, our partnership with the edtech company Kanttum is notable, which is focused on pedagogical development and support for our StandFor Evolution teachers. The initiative aims to enhance teaching practices by offering tools that support continuous professional development and elevate the quality of education.

Through these efforts, we reaffirm our leadership in the digital transformation of the education sector by advancing integrated solutions and positively impacting education throughout Brazil.



Customer CENTRICITY

GRI 3-3: FCUSTOMER FOCUS; 2-29

At FTD Educação, we place the customer at the center of everything we do by understanding the needs of administrators, teachers, students, and families in order to offer personalized, efficient, and transformative educational solutions. This focus guides our decisions, drives innovation, and reinforces our core purpose: to promote excellence in education.

To meet the expectations of our educational partners, we utilize active listening tools, satisfaction surveys, and continuous improvement processes. Our objective is to build relationships based on trust and deliver solutions that add real value to educational institutions by anticipating their needs and providing agile, efficient service.

We have designed an integrated customer journey that extends from the selection of educational materials to technical support for our technology platforms. Through specialized teams and dedicated service, we aim to inspire confidence and satisfaction, reaffirming our commitment to education and our role as a benchmark for educational solutions in Brazil.

Customer Satisfaction & Experience Management

We are committed to delivering high-value experiences across every customer interaction. To support continuous improvement, we conduct post-interaction satisfaction surveys that generate actionable insights for each of our business units, informing the development of enhanced solutions and services.

Our primary strategic metric is the Net Promoter Score (NPS), which we use to measure customer loyalty, assess service performance, and identify areas for improvement. NPS provides a critical lens into user sentiment, allowing us to refine touchpoints and elevate overall customer experience across our platforms.

We also establish corporate performance targets related to satisfaction across priority channels, including our Lumisfera e-commerce environment and the iônica Platform. These targets ensure that all initiatives remain closely aligned with the expectations and evolving needs of our educational community.

Key Results:

- NPS Score of 66: This places us in the 'Quality Zone,' reflecting positive overall satisfaction with a majority of customers classified as Promoters.
 - Lumisfera e-commerce satisfaction score: Increased from 4.2 to 4.4 on a 5-point scale.
- Our satisfaction and NPS scores are aligned with market benchmarks, with notable improvements in customer service and in the perception of our content as a key driver of satisfaction. However, material delivery and enrollment campaign performance received lower ratings, indicating opportunities for improvement, particularly in comparison to our competitors. In 2024, we also collected over 20,000 survey responses via the iônica Platform and have incorporated this data into our mapping of teacher user profiles. The objective is to support our technical teams in developing improvements aligned with customer characteristics and needs.

Interviews

Our research also extends to the broader market, analyzing customer satisfaction and the competitive landscape in the educational book and learning systems segment. This allows us to identify our strengths and opportunities for improvement, informing our Strategic Planning and optimizing business decisions.

In 2024, we conducted 26 in-depth interviews.

Each study has a defined objective, a specific target audience, and a carefully selected sample to ensure the resulting insights are relevant and actionable, and that any implemented improvements are grounded in real-world data.

Digital Inclusion

In partnership with ICOM (a Brazilian Sign Language Service Platform), we implemented customer service in Libras (Brazilian Sign Language) on our Lumisfera e-commerce platform and at our Customer Relationship Center in 2024.

The initiative connects users with live interpreters via video call to facilitate translation between Portuguese and Libras, promoting more inclusive and effective communication. The objective is to offer accessibility to both customers and employees, ensuring a more equitable experience across our digital channels.

To further facilitate communication, we launched a social media campaign inviting the Deaf community to choose the official Libras sign that will represent our company name.



[Learn more here](#)

Artificial Intelligence for Customer Insight

Artificial Intelligence has become a key ally in our customer service operations, where it is used to accelerate the analysis of our satisfaction surveys.

Currently, the AI is responsible for tabulating all incoming feedback, allowing us to identify patterns, such as recurring complaints, and to strengthen our quality assurance pillar with greater efficiency and agility.



Pedagogical Journey

Nearly 12,000 educators from public and private schools across the country participated in the Jornada Pedagógica, an annual, free event hosted by FTD Educação, held for the first time in a hybrid format. This edition’s central theme was “Digital Technologies and Their Impact on Education: Transforming School Challenges into a World of Opportunities.”

To select the event’s themes, 978 teachers and coordinators from public and private schools shared their insights via an online survey. Among the most frequently cited topics were emotional intelligence for educators, emotional health, and conflict management in the classroom and the broader school environment.

“The Jornada Pedagógica is an event carefully crafted by educators, for educators. Its selected themes reflect the primary concerns of today’s teachers—such as prioritizing the mental health of everyone involved in the educational process and the need for continuous pedagogical development—while also highlighting the importance of adapting to and mastering new technologies in education.”

Cintia Lapa
DIRECTOR OF CONTENT AND EDUCATIONAL PERFORMANCE, FTD EDUCAÇÃO

Culture

In 2024, our FTD Customer Week served as a key milestone in strengthening our customer-centric culture and fostering internal engagement, connecting our staff with the needs and expectations of our educational partners.

A key highlight was the launch of our institutional onboarding video, “Who Are Our Customers?”, which introduces the diverse audiences served by FTD Educação—administrators, teachers, students, and families—and highlights the positive impact of our solutions.



Additionally, we introduced CXFlux, a training platform featuring personalized content designed to empower our teams and ensure excellent interactions with our customers.



“We are driven by the conviction that by placing the customer at the center of everything we do, we become better partners—more flexible, innovative, and above all, more human. At FTD, the commitment to the experience of those who place their trust in us is a shared responsibility.”

Thaís Luvisotto
CUSTOMER EXPERIENCE COORDINATOR, FTD EDUCAÇÃO

KEY METRICS

91,4%
Satisfaction Rate

1,000+
CXFlux Platform Accesses

3,000+
Views of the Ponto de
Conexão Web Series

Environmental

We embed responsible practices into every stage of our production value chain, with a commitment to minimizing environmental impacts and contributing to more sustainable and responsible management.

Through innovative technologies, optimized processes, and the use of certified materials, we minimize our environmental externalities.

At our Printing Division, this commitment is reinforced through initiatives focused on environmental preservation, efficiency, and impact reduction. Key examples include:

- **Use of FSC® (Forest Stewardship Council®) certified paper:** This ensures that the raw materials used in our publications are sourced from responsibly managed forests, reflecting our commitment to natural resource conservation and the fight against deforestation.
- **State-of-the-art digital and offset printing:**
: These optimize the use of inputs and reduce material waste.
- **Advanced digital and offset printing technologies:**
We invest in equipment that utilizes environmentally sound inputs, ensuring a more sustainable and efficient operation.



Waste Management

GM 3004

Responsible waste management remains a strategic priority across our operations and production value chain. We have implemented integrated measures—including reverse logistics, selective collection, and composting—to ensure materials are properly segregated, reused, or repurposed in alignment with circular economy principles.

Since 2023, we have been advancing our Zero Landfill initiative, which targets the complete elimination of landfill waste by 2026. This program not only reduces the environmental impact of our operations but also enhances the efficiency and traceability of our waste management systems.

In 2024, more than 92% of all waste generated by our Printing Division—equivalent to approximately 10,000 metric tons—was diverted from landfill through certified recycling pathways.

In parallel, we have fostered a strong culture of environmental awareness among employees through ongoing education and engagement. These initiatives have contributed to operational improvements, including reductions in waste disposal costs and increased process efficiency.

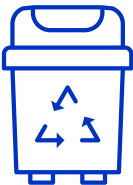
As a result of these efforts, FTD was recognized as a sustainability leader in the printing sector, earning second place in the large enterprise category at the 3rd Sustainability Awards hosted by the Brazilian Graphic Industry Association (ABIGRAF).

Throughout our supply chain, we remain committed to sustainability best practices, from the procurement of certified paper to the management of industrial and organic waste streams, ensuring full alignment with environmental standards and responsible sourcing protocols.



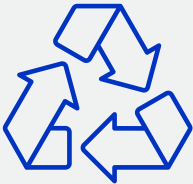
COMPOSTING PROJECT

Organic waste from our pantries and restaurant is converted into compost at our central Waste Facility in support of local family farming and is also made available to our staff and visitors. Up to 25 kilograms of compost are donated weekly to visitors, staff, and NGOs such as Mulheres de Gau and Casa Cai.



SELECTIVE COLLECTION

We promote selective collection throughout all our facilities by reducing the number of individual trash bins in administrative areas and enhancing our overall waste segregation process.



RECICLA +

In partnership with the Marista Brasil schools in Paraná and São Paulo, we manage a reverse logistics program for printed and educational materials, repurposing them and reducing waste. The proceeds from this recycling are donated to a local Marist Social School in each region.



PLASTIC OFFSETTING

In partnership with EURECICLO, we offset the impact of plastic bags through a reverse logistics program, ensuring the proper recovery and disposal of an equivalent volume of plastic waste in São Paulo. This initiative supports the circular economy and reinforces our commitment to sustainability.



PAPER SCRAP RECOVERY

In partnership with recycling cooperatives and a specialized firm, we recover paper scraps and reintegrate them into the production cycle. In 2024, we recycled 11,453.03 metric tons of paper scraps from our Printing Division, thereby reducing waste and its associated environmental impact.

WASTE DIVERTED FROM DISPOSAL (THROUGH RECYCLING, REUSE, COMPOSTING, AND OTHER METHODS) IN METRIC TONS (GRI 306-4)

	2022	2023	2024
Paper/cardboard	9840,23	9610,00	9929,72
Wood	60245	543.22	615.03
Yard Waste	0	0	0
Metal, plastic, and glass	369.34	289.01	298.80
Mixed wast (skips)	23.55	26.07	15.22
Organics (composting)	92.03	74.77	44.94
Other Recyclables	0	0	0
Lamps	0	225.00	0.63
Cooking oil	0	0	0
Outher	0	0	133.37
Total weight of waste generated	10927,60	10768,07	11.037,71

TOTAL WEIGHT OF WASTE GENERATED AND BREAKDOWN BY COMPOSITION (METRIC TONS) (GRI 306-3)

	2022	2023	2024
Hazardous waste	751.00	1080.61	1.084,26
Non-hazardous waste	11.043,18	10.651,88	10.918,93
Total weight of waste generated	11.794,18	11.732,49	12.003,19

TOTAL WEIGHT OF WASTE DIRECTED TO DISPOSAL (METRIC TONS) (GRI 306-5-A)

	2022	2023	2024
Used oils	1.83	1.74	2.00
Batteries	0	0	0.83
Contaminated materials	116.02	128.82	133.37
Healthcare waste	0.04	0.01	0.02
Toner and ink cartridges	0	0	0
Chemicals	633.11	725.04	769.10
Organics	92.03	82.74	44.94
Mixed wast (skips)	23.55	26.07	15.22
Total weight of waste directed to disposal	866.58	964.42	965.48

TOTAL WEIGHT OF HAZARDOUS WASTE DIVERTED FROM DISPOSAL (METRIC TONS) (GRI 306-4-B) (GRI 306-4-B)

	2022	2023	2024
Reuse	0	00	44.94
Recycling	0	225	0.63
Other recovery operations	0	0	133.37
Total weight of hazardous waste diverted from disposal	0	225	178.94

TOTAL WEIGHT OF HAZARDOUS WASTE DIVERTED FROM DISPOSAL (METRIC TONS)
(GRI 306-4-B)

	2022	2023	2024
Recycling	10.209,57	9.899,01	9.959,72
Other recovery operations	718,03	644,06	899,05
Total weight of hazardous waste diverted from disposal	10.927,60	10.543,07	10.858,77

TOTAL WEIGHT OF NON-HAZARDOUS WASTE DIRECTED TO DISPOSAL (METRIC TONS) (GRI 306-5-B)

	2022	2023	2024
Incineration (with energy recovery)	1,83	1,74	2,00
Class I Landfill	0,04	0,01	0,02
Other disposal operations (e.g., autoclave)	749,13	853,86	903,30
Total weight of hazardous waste directed to disposal	751,00	855,61	905,32

TOTAL WEIGHT OF NON-HAZARDOUS WASTE DIRECTED TO DISPOSAL (METRIC TONS) (GRI 306-5-C)

	2022	2023	2024
Class IIA and IIB Landfill	92,03	82,74	44,94
C&D Waste Landfill / Recycling	23,55	26,07	15,22
Total weight of non-hazardous waste directed to disposal	115,58	108,81	60,16



Aparas de papel

MANAGEMENT OF SINGLE-USE MATERIALS

GM 3001

At FTD, the generation of single-use material waste varies throughout the year due to seasonal production cycles, changes in material consumption, scheduled maintenance activities, temporary production shutdowns, and extreme weather events.

To ensure the integrity and traceability of our data, we conduct regular inspections and leverage automated systems for the secure recording and storage of waste metrics. All data—whether collected through internal weighing mechanisms or system-generated logs—is compiled in accordance with internal protocols to guarantee accuracy, consistency, and comparability over time.

We continuously review and analyze historical datasets in line with applicable environmental standards and regulations. This approach supports full transparency and reinforces our commitment to compliant and responsible management of single-use materials.



Water

GRI 303-1; 303-2

At FTD, we are committed to the responsible management of water resources and have implemented practices to ensure the efficient and sustainable use of water throughout our operations. Our primary water supply is sourced from the São Paulo State Basic Sanitation Company (SABESP), with occasional supplementation via water trucks to support operational continuity. Water is used across several key areas of our business, including

- Industrial processes, such as printing plate development and fountain solution dilution in web press systems;
- Internal infrastructure, including the cafeteria, restrooms, drinking fountains, and staff pantries.

To ensure full regulatory compliance and safeguard environmental and human health, we conduct monthly water potability testing and monitor effluent discharge quality. These activities are aligned with the standards established by the National Environment Council (CONAMA) and in accordance with directives issued by the National Water Agency (ANA) and other applicable regulatory authorities.

TOTAL WATER WITHDRAWAL FROM ALL AREAS AND WATER-STRESSED AREAS, BY SOURCE (MEGALITERS) (GRI 303-3)

	2022	2023	2024
Surface water	0.08	0.09	0.09
Groundwater	6.845	0.1	0
Third-party water (purchased)	13.88	15.20	12.28
Total water withdrawal	6.858.96	15.39	12.37

WATER CONSUMPTION (MEGALITERS) (GRI 303-5)

	2022	2023	2024
Total water consumption (all areas, including those with water stress)	6.858.96	15.39	12.37

¹Note: The reduction in water consumption is due to the decommissioning of our groundwater withdrawal wells.

WATER DISCHARGE (MEGALITERS) (GRI 303-4)

	2022	2023	2024
Water discharged to third parties	6.858.96	15.39	12.37



Effluent Treatment

GRI 303-4

We conduct environmental impact studies of all our processes to map the types of effluent generated and determine the appropriate treatment method, in compliance with the relevant environmental agencies.

Liquid effluents from our operations receive appropriate treatment to minimize environmental impacts:

- **Industrial effluents:** are channeled via ducts to our central Waste Facility, where they are stored in tanks before being sent for final treatment by a specialized third-party firm.

- **Domestic wastewater:** undergoes on-site treatment at our Effluent Treatment Plant (ETP).

To ensure the effectiveness of our effluent treatment, we conduct rigorous monitoring and have adopted advanced treatment technologies, including:

- **Removal of coarse solids and floating materials** through physical processes such as screening and decantation.
- **Biological treatment, using activated sludge or biological filters,** to remove dissolved organic matter and ensure that the final discharge meets all environmental standards.

Additionally, we conduct detailed, periodic assessments to monitor the impact of our operations on local water resources. This allows us to act proactively to mitigate impacts and ensure environmental compliance.



Initiatives for Water Consumption Reduction and Resource Reuse:

- Repurposing condensation water from our air conditioning system, reducing water consumption by 30 m³ on days when the temperature exceeds 24°C.
- Reusing wastewater at our Printing Division for landscape irrigation and other non-potable applications.
- Optimizing our locker room facilities by consolidating four locations into one, achieving daily water savings of 15 m³.
- Conducting feasibility studies to implement water reuse systems in our industrial processes and performing water audits to identify further conservation opportunities.
- Implementing water-efficient technologies such as low-flow faucets and showers, leak detection systems, and water recycling systems in our industrial processes.
- Developing staff training programs to promote best practices in water use and effluent treatment, supplemented by internal campaigns to reinforce the importance of water resource preservation.
- Continuously monitoring our water systems using Key Performance Indicators (KPIs) to ensure continuous improvement in resource management.
- Investing in research and development (R&D) for new technologies and practices to enhance water use efficiency and effluent treatment.

In 2024, we achieved an 85% reduction in water consumption within the industrial processes at our Printing Park, lowering daily usage from 50 m³ to just 1.8 m³. This initiative was recognized by the ABIGRAF Sustainability Award, where we earned second place in the large enterprise category.

During this same period, we identified our on-site restaurant as the highest water consumer across operations. To address this, we initiated collaborative planning with our service provider, including the acquisition of new equipment—such as automated defrosting systems—to minimize waste and improve operational efficiency.

Across other units, we are actively collecting water usage data to establish a per capita consumption index and develop more accurate tracking metrics. These efforts will enable better monitoring and inform targeted strategies to reduce overall water consumption over time.

Recognition

We won the 5th Luiz Metzler Paulista Award for Graphic Excellence in 2024, in the Environmental Sustainability category, for the water reuse system implemented in the printing plate processors at our Printing Division. The initiative was developed to reduce potable water consumption for our sheet-fed and web offset presses, delivering significant reductions in both water use and operational costs.

From 2022 to 2023, the system saved 1,129,978 liters of water, equivalent to nearly half the volume of an Olympic-sized swimming pool. This represents an 84% reduction in consumption and annual cost savings of nearly BRL 30,000.



Energy

GRI 302-4

Energy efficiency is a key priority that reflects our commitment to sustainability. We conduct awareness campaigns for our staff, highlighting the importance of responsible energy and water use. Additionally, we have replaced all fluorescent lighting with LED technology, which has generated an annual 12% reduction in energy consumption.

Beginning in 2025, we will initiate a data monitoring program to establish long-term consumption reduction targets. Using sustainability indicators, we will compile and analyze this data to define optimal management strategies for the years ahead.

TOTAL ELECTRICITY CONSUMPTION (GJ)	
	2024
Open Market Electricity	52.196,00
Regulated Market	1.493,84
Total	53.689,84



TOTAL ENERGY CONSUMPTION BY FUEL TYPE (GJ)			
CATEGORY	FUEL TYPE	2023	2024
Stationary Combustion	Natural Gas	20.425,68	19.764,34
	Diesel (Pure)	94,24	-
	Biodiesel (B100)	11,43	-
Mobile Combustion	Liquefied Petroleum Gas (LPG)	4.560,27	4.387,60
	Gasoline (Pure)	-	5,77
	Diesel (Pure)	725,80	178,56
	Biodiesel (B100)	88,04	27,13
	Anhydrous Ethanol	-	1,48
	Hydrated Ethanol	-	46,85
Total		25.905,47	24.411,73

Emissions

We recognize the importance of mitigating the impact of our operations on greenhouse gas (GHG) emissions and have taken concrete steps to reduce our carbon footprint.

In 2024, as part of our cross-functional **ESG project** on climate change, we developed our Scope 1 and Scope 2 emissions inventory. This assessment identified our Printing Division as the largest source of GHG emissions, accounting for approximately 3,000 metric tons of CO2 annually. We are currently conducting a critical review of these findings to deepen our analysis and define strategic actions for reducing and mitigating these environmental impacts.

“As part of our efforts to mitigate this impact, we are developing a more strategic climate action plan for 2025. This plan will include both emissions reduction measures and a compensation strategy through a proposal to purchase carbon credits at a cost considered feasible for its initial implementation. Furthermore, we plan to expand this initiative across all FTD business units, broadening its scope and driving a positive environmental impact.”

Francisco Javier Pujadas Matalobos
HUMAN RESOURCES MANAGER, FTD EDUCAÇÃO

Emissions Offsetting

• Scope 1

For the upcoming budget cycle, we are evaluating the procurement of carbon credits from projects focused on forest conservation and avoiding deforestation, thereby preventing significant carbon emissions. Each carbon credit represents one metric ton of avoided CO2 emissions. Neutralizing the emissions reported in our inventory would require the purchase of 2,143 carbon credits.

• Scope 2

We are pursuing the purchase of I-RECs (International Renewable Energy Certificates). As we already procure power from Brazil’s free energy market (Mercado Livre de Energia), these certificates are the recommended instrument. They verify that the electricity consumed in our operations is from clean, renewable sources, enabling the full abatement of our Scope 2 emissions and resulting in zero emissions for this scope.

SCOPE EMISSIONS (TCO2E) (GRI 305-1; 305-2)	2023	2024 ¹
Scope 2	2,407.03	2,143.36
Scope 2	560.57	858.82
Total	2,967.60	3,002.18

¹Note: FTD’s greenhouse gas emissions for the 2024 base year correspond to 2,143.37 tCO2e for Scope 1 (primarily from stationary combustion sources). Scope 2 corresponds to purchased electricity and contributes 858.82 tCO2e.

²Note: The GHG data accounts for all emissions related to the operations of the Printing Division located in the municipality of Guarulhos, state of São Paulo.

This chapter presents the key achievements of our non-profit hospitals, São Marcelino Champagnat and Universitário Cajuru, throughout 2024. We detail our projects and initiatives across the environmental, social, and governance (ESG) pillars, along with performance indicators reported in accordance with the Global Reporting Initiative (GRI) Standards. The data herein forms an integral part of the Marista Group's 2024 Sustainability Report.





“We continue to advance initiatives aligned with ESG principles, reaffirming our mission to deliver accessible, high-quality healthcare services.”

Dr. Álvaro Luis Lopes Quintas
DIRETOR GERAL DA ÁREA DE SAÚDE

A MESSAGE FROM THE General Director GRI 2-22

We are proud to present the initiatives undertaken throughout 2024, which reflect the daily commitment of our Health Complex—composed of the São Marcelino Champagnat Hospital and the Cajuru University Hospital—to operate with responsibility, innovation, and care in providing access to health and serving our communities.

In the last cycle, we strengthened initiatives aligned with the ESG pillars, reaffirming our mission to offer accessible, high-quality health services. We remain committed to excellence in healthcare, aligning social and environmental responsibility with our institutional values. Our work has been essential in meeting the needs of society, particularly the communities that rely on Brazil’s Unified Health System (SUS) in the state of Paraná.

The patient is at the center of everything we do. We strive to provide agile and welcoming care, reaffirming our commitment to patient safety through rigorous clinical protocols aligned with best-in-class care practices. We continuously monitor our performance indicators and invest in the training of our multidisciplinary teams, guided always by our Christian and humanistic values. Our objective is to ensure that every person we serve feels well-cared for and valued.

Our dedication is reflected in concrete actions, such as actively listening to our patients to ensure their voices guide real improvements. Other examples include our internal programs focused on employee well-being and the maintenance of certifications that attest to the quality of our services—ONA Level 3 accreditation at the Cajuru University

Hospital and JCI accreditation at the São Marcelino Champagnat Hospital.

Our focus remains on delivering quality, safety, and comfort, combined with technology and compassionate care. Our digital transformation process also continues to advance, with the use of technology to increase efficiency and offer greater comfort and security in our services. Furthermore, we continue to expand our presence in strategic areas, such as cardiology and robotics, solidifying our position as a benchmark in the healthcare sector.

At the São Marcelino Champagnat Hospital, we achieved key milestones, such as the acquisition of Paraná’s first Mako surgical robot for hip and knee procedures, which is already bringing direct benefits to patients. We also continued

to invest in modernizing our hemodynamics unit and in improving services and infrastructure for our patients, ensuring greater comfort and excellence in care. In people management, we implemented a Career Pathway for our nursing team, promoting the professional growth of our staff.

The Cajuru University Hospital, true to its commitment to public health, maintained its position as one of the leading reference centers for trauma, urgent, and emergency care in Paraná. Additionally, it reinforced its pursuit of excellence in training health professionals through its partnership with PUCPR, integrating teaching, research, and practice.

Among the highlights planned for 2025 for the Cajuru University Hospital is its expansion, supported by a public investment of BRL 36 million. The project includes the creation of 11 new ICU beds, the modernization of the Emergency Department, and improvements to the climate control system, among other structural advancements. This expansion will increase our intensive care capacity, benefiting more than a thousand patients annually and further elevating the standard of care for patients in Curitiba and the surrounding region.

We recognize that challenges such as securing funding and the growing demand for novel therapies require innovative solutions and strong partnerships. We remain determined to face them with transparency and dedication, ensuring our services continue to be sustainable and accessible to all.

On the environmental front, we highlight our partnership with the Itaipu Dam, which will enable the implementation of renewable energy through the construction of four solar power plants in Paraná, designated to serve our hospitals and other philanthropic institutions in the region. This initiative will provide significant cost reductions and strengthen our role as agents of sustainable development.

This report is more than a record of our actions; it is a celebration of the impact generated by our joint efforts and constant evolution. We thank everyone who contributes to this journey and reaffirm our commitment to the quality, safety, and care that transform lives.

Dr. Álvaro Luis Lopes Quintas
General Director, Health Division

“Guided by our Christian and humanistic values, we place the patient at the center of everything we do, delivering responsive and compassionate care through protocols aligned with best-in-class clinical practices.”





“Humanity remains at the
core of our operations.”

Dr. Juliano Gasparetto
DIRECTOR, HOSPITAL COMPLEX

A MESSAGE FROM **Our Leadership**

Throughout 2024, we prioritized advancements in financial sustainability, social impact, and quality within our Health division. We concluded two foundational milestones for our hospitals: the Master Plan and the Strategic Plan. These instruments now guide the responsible growth, quality of care, and innovation across the Marista Group’s health institutions.

Guided by our Christian values and our mission to promote the well-being of the communities we serve, we have prioritized excellence in care, infrastructure modernization, professional development, and the strategic use of resources. In 2024, these initiatives enabled us to double the capacity of the São Marcelino Champagnat Hospital and strengthen the financial and operational sustainability of the Cajuru University Hospital.

We expanded our capacity to serve Brazil’s Unified Health System (SUS) at the Cajuru University Hospital, ensuring greater access and quality for the population in need. The hospital also achieved excellence accreditation (ONA Level 3), making it the only one in Paraná to reach this standard, which is equivalent to the best private hospitals in the country. This is an achievement that reaffirms our commitment to providing high-level care to society.

At the São Marcelino Champagnat Hospital, we made significant investments in shared value creation. Doubling the hospital’s capacity has solidified our position as one of the largest technology parks for cardiology and hemodynamics in Southern Brazil, in addition to strengthening our use of robotics in orthopedics, making us a pioneer in Paraná. We also distinguished

ourselves in men’s health, particularly in the treatment of prostate cancer, performing nearly 10% of the country’s prostate surgeries—a recognition reinforced by international partners like Boston Scientific.

Humanization remains a central value in our operations. The integration between our employees, suppliers, and physicians was essential to achieving significant results. Stakeholder engagement surveys and metrics like the Net Promoter Score (NPS) showed substantial improvement, reaching the highest satisfaction rates in our history. Students, physicians, and patients alike have recognized the positive impact of our actions.

Technology played a crucial role in this progress. At the Cajuru University Hospital, the implementation of

artificial intelligence optimized both the humanization of care and operational efficiency. We also advanced the patient's digital journey, with improvements from admission to discharge. Through a central command system inspired by the aviation industry, we successfully managed bed allocation, increasing our care capacity without compromising quality.

Another major advance was in governance. We enhanced our use of analytics, monitoring data in real-time to allow senior leadership to track trends and make decisions with greater agility and precision. We also promoted a cultural transformation through targeted training for leaders and employees, reinforcing our commitment to excellence.

By integrating these initiatives with ESG (environmental, social, and governance) practices, the Marista Group's hospitals are consolidating a strategy that prioritizes sustainability, social equity, and transparency. Projects focused on the efficient management of natural resources, social impact to broaden access to healthcare, and ethical governance are fundamental to this process. By combining technology and innovation with sustainable practices, we lead with humanity, promoting positive change in the communities we serve.

“By combining technology and innovation with sustainable practices, we lead with humanity, promoting positive change in the communities we serve.”

This commitment reflects our mission and empowers us to face the challenges of the present and build a more sustainable future aligned with our values. We thank all of our employees, physicians, and partners who are part of this transformative journey.

Dr. Juliano Gasparetto
Director, Hospital Complex



Who we are



Hospital
Universitário
CAJURU
GRUPO MARISTA

Cajuru University Hospital:

Founded in 1958, Cajuru University Hospital is a leading center for complex and tertiary care, exclusively serving Brazil's public health system (SUS). As the first and largest emergency and trauma center in the state of Paraná, it has a distinguished focus on advanced trauma care and surgical emergencies. Its key specialties include general and trauma surgery, orthopedic surgery, neurological surgery, and kidney transplantation.



Hospital
**SÃO MARCELINO
CHAMPAGNAT**
GRUPO MARISTA

São Marcelino Champagnat Hospital:

São Marcelino Champagnat Hospital provides comprehensive and integrated care, establishing itself as a benchmark for healthcare excellence in Paraná and throughout Brazil. It is a full-service hospital defined by its renowned specialists, its commitment to safe and human-centered care, and its continuous investment in advanced medical technology.



A BENCHMARK IN
Healthcare

Cajuru University Hospital

A leading public service institution, 100% dedicated to serving Brazil's national health system (SUS).

São Marcelino Champagnat Hospital

A center of excellence defined by the fusion of advanced technology and human-centered care.

OUR 2024 PERFORMANCE HIGHLIGHTS



2,028

Employees across our two hospitals¹

¹Note: Two employees are faculty members (SV-ED-000.D).



BRL 10 million

Invested in Innovation & Technology



118,377

Urgent & Emergency Care Visits²

²Note: Data refers to patient care services across both hospitals.



198,247

Outpatient Consultations



26.213

Surgical Procedures



80%

of Patient Care Provided to the Public Health System (SUS)³



1.449.569
Diagnostic & Lab Tests

30.683
Hospital Admissions

³Note: Our hospitals operate under the legal designation of Beneficent Social Assistance Entities (CEBAS). This philanthropic certification in Brazil requires that a minimum of 60% of our services be dedicated to Brazil's Unified Health System (SUS).



CAJURU UNIVERSITY
HOSPITAL

93,000+
patient consultations

13,000+
surgical procedures
performed

16,000+
inpatient admissions

High Impact
on Public Health



FOR 2025

BRL 36 million
in public investment



Strategic Outcomes

GRI 3-3: FINANCIAL SUSTAINABILITY

In 2024, we made significant strides in operational excellence, innovation, and sustainability. The year was marked by the conclusion of several key strategic projects that successfully enhanced our patient care capacity, drove operational improvements, and solidified our benchmark position in the market. These results were guided by two complementary long-term plans:

Master Plan: Initiated in 2021, our Master Plan has driven the physical expansion of our hospitals with the ultimate goal of doubling patient care capacity and enhancing the patient experience. This plan promotes critical structural improvements for delivering care rooted in clinical safety, excellence, and human-centered principles

Strategic Plan: Our Strategic Plan has concentrated on three core pillars: leveraging Innovation and Sustainability by deploying technology to optimize operations and reduce our environmental footprint; driving Operational Improvements through process re-engineering for greater efficiency; and strengthening our Market Leadership

through targeted strategic partnerships.

Collectively, these initiatives have been instrumental in strengthening our financial and operational sustainability. They are a direct reflection of our core strategy for growth and modernization, centered on delivering a superior patient experience.

Cajuru University Hospital

Upholding our steadfast commitment to public health, Cajuru University Hospital expanded its operational capacity to serve patients within Brazil's public healthcare system (SUS) by 10% in 2024. This initiative enhanced both access to and the quality of care, solidifying our position as a benchmark institution for serving the region's most vulnerable populations.

Looking ahead to 2025, we will build on this progress with a planned R\$36 million investment earmarked for further infrastructure expansion. This project includes the addition of 11 new intensive care unit (ICU) beds, which will significantly enhance our critical care capabilities.

São Marcelino Champagnat Hospital Continuous Evolution

In 2024, São Marcelino Champagnat Hospital doubled its patient care capacity, solidifying its position as a leading healthcare benchmark in the state of Paraná and across Brazil. This growth was driven by significant advances in medical technology and personalized care, establishing our facility as one of the most technologically advanced centers for cardiology and hemodynamics in Southern Brazil. We also cemented our reputation for innovation by pioneering the use of robotic-assisted orthopedic hip and knee surgery in the state. Discover more in the Innovation section.

This period of expansion included significant infrastructure upgrades to enhance the patient experience, featuring the launch of new premium patient suites and the expansion of our executive health and medical check-up programs. Explore Customer Centricity.

The year 2024 marked a key strategic milestone: the conclusion of our previous strategic plan and the launch of our next five-year planning cycle. This new strategic framework prioritizes fundamental enhancements across our operations, including improving the physician and patient experience, accelerating our digital transformation, and increasing the efficiency of patient flow and bed management.

We recognize that every action we take directly impacts our patients, their families, and the community. It is for this reason that all our work is guided by a robust governance framework, ensuring every initiative aligns with our core purpose and delivers sustainable, positive value to all stakeholders.



SÃO MARCELINO
CHAMPAGNAT
HOSPITAL

100,000+
patient consultations

76,000+
patient consultations

1,300+
inpatient admissions
per month

Advanced
Technology and
Personalized Care



Awards and Recognitions

SUCESU ‘Innovative Case’ Award: São Marcelino Champagnat Hospital received the 2024 ‘Innovative Case’ award from the SUCESU technology association in recognition of its pioneering Command Center project. By leveraging AI-powered solutions, our Command Center has significantly enhanced operational efficiency and enables faster, more data-driven decision-making across the hospital.

TopView ‘Mais Saúde’ (More Health) Award: Cajuru University Hospital was named the top public hospital in Curitiba, the state capital of Paraná. In the same awards, São Marcelino Champagnat Hospital was recognized as the city’s leading private hospital and the premier institution for general surgery.



Solutions, a leading provider of clinical intelligence and healthcare data management, these certifications recognize national excellence in critical care. Cajuru University Hospital earned the ‘Efficient ICU’ seal for outstanding performance, while São Marcelino Champagnat Hospital was designated a ‘Top Performer.’ Both honors reflect the profound commitment of our intensive care unit teams to delivering exceptional patient outcomes.

Unimed ‘High-Safety Best Practices’ Award: São Marcelino Champagnat Hospital received this prestigious award for its innovative application of data analytics in patient safety. Our winning submission, presented at the 9th Annual Paranaense Conference, showcased the hospital’s use of a Power BI platform to proactively track, analyze, and manage adverse events, reinforcing our commitment to a data-driven safety culture.

Boston Scientific ‘Rezum Center of Excellence’ Designation: Dr. Mark Neumaier of São Marcelino Champagnat Hospital was certified by Boston Scientific for his mastery of Rezum™ Water Vapor Therapy—a state-of-the-art, minimally invasive therapy

for benign prostatic hyperplasia (BPH). This designation makes our hospital the first official Center of Excellence for this therapy in Brazil, solidifying our position as a national leader in innovative treatments for men’s health.

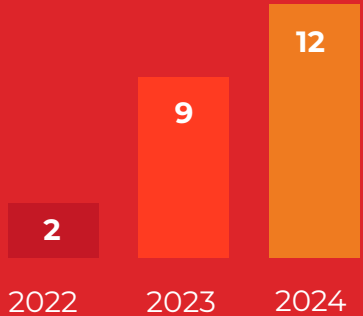
‘Retrate Innovation’ Award for Health Governance: Cajuru University Hospital was honored in the inaugural edition of this award, receiving top prize in the Health Governance category for its ‘Social Service Panel’ initiative. Presented by Hub Connect HealthTech in partnership with the Ibes Group, the award recognizes innovation in healthcare management and operational excellence.

Top Marketing Award in the Social Impact category and the Top Idea distinction: Our “Som da Vida” (Sound of Life) project earned the highest honors in both the Social and ‘Top Idea’ categories. This unique initiative, which uses artificial intelligence to transform patient narratives into personalized songs, was recognized by the Paraná chapter of the Brazilian Association of Marketing and Sales Executives (ADVB-PR) for its creative and high-impact approach to patient engagement.



External Awards and Accreditations

(002 - Academic Excellence)





Excellence GM 3006

In 2024, Cajuru University Hospital achieved ONA Level 3 accreditation, the highest national standard for hospital excellence in Brazil. This top-tier recognition is a direct result of the tireless collaboration and commitment of our clinical and operational teams. It places the hospital among the nation’s elite healthcare institutions and reaffirms our dedication to delivering services of the highest standard, with a focus on innovation and the continuous improvement of our clinical pathways—particularly for patients within Brazil’s public healthcare system (SUS).

For our patients, this commitment to excellence translates into a superior care experience defined by:

Safety: optimized processes designed to mitigate risk and ensure superior clinical outcomes.

Quality: Fully integrated services delivering comprehensive, patient-centric care.

Human-centered care: an approach that blends state-of-the-art technology with compassionate, attentive support to create a truly human healthcare

experience. This principle guides our participation in key strategic programs and our pursuit of elite accreditations.

Cajuru University Hospital is a key participant in HOSPSUS, a strategic program in the state of Paraná for the support and qualification of public and philanthropic hospitals. The program is designed to enhance high-quality inpatient capacity across the state by providing funding to partner hospitals that meet rigorous performance criteria. Through HOSPSUS, which includes evaluations every four months, we advance our commitment to core public health objectives, including achieving benchmark operational efficiency, addressing critical gaps in the continuum of care, and integrating into priority healthcare delivery networks.

São Marcelino Champagnat Hospital continues to be recognized for its leadership in patient safety and clinical quality. The hospital’s recent recertification with Diamond status—the highest honor awarded by the Unimed Paraná ‘High Safety’ Program—is in recognition of its adherence to best practices in management and the rigorous implementation of patient

safety and clinical care protocols.

Furthermore, the hospital holds accreditation from the **Joint Commission International (JCI)**, widely regarded as the global gold standard for quality and patient safety in healthcare. This was a landmark achievement, marking the first time a hospital in the state of Paraná earned this elite distinction.



Unimed Paraná’s Safe Discharge Program

A flagship initiative designed to advance excellence in care quality and patient safety. Through stringent protocols aligned with industry-leading standards, the program drives continuous improvement in clinical processes—prioritizing patient-centered care and the mitigation of risk at every stage of the discharge journey.



Patient Health and Safety

GRI 2-27; 416-2

Patient safety is a foundational principle across all our operations—validated by our attainment of ONA Level 3 accreditation and alignment with Joint Commission International (JCI) standards. These certifications underscore our commitment to delivering high-quality care while minimizing risks and safeguarding lives. To this end, we maintain a continuous cycle of service analysis and quality enhancement, ensuring alignment with global best practices.

All hospital processes undergo rigorous risk assessment and failure prevention protocols. Insights from these assessments guide the prioritization of corrective actions and the establishment of robust performance indicators.

In addition to compliance metrics mandated by accreditation bodies, we proactively monitor internal indicators to evaluate care quality, operational efficiency, and service safety. This holistic approach enables us to course-correct promptly and remain aligned with international safety benchmarks.

Neither of our hospitals has received official notices, fines, or penalties for legal non-compliance. In 2024, São Marcelino Champagnat Hospital reported four sentinel events¹ and 20 serious adverse events². Cajuru University Hospital reported 29 never events³, 18 serious adverse events, and 10 deaths.

Transparency and a culture of continuous improvement are integral to our governance. All reported incidents are openly documented and followed by thorough root cause analyses with the relevant teams. These processes lead to targeted action plans to mitigate recurrence and strengthen system resilience.

¹ Sentinel events are unforeseen incidents involving death or serious injury—physical or psychological—necessitating immediate investigation and systemic response.

² Serious adverse events are incidents that cause substantial harm to patients, requiring detailed analysis and corrective actions, though without an imminent risk of death.

³ Never events are serious, preventable adverse incidents in healthcare, demanding deep root cause analysis and systemic reform to prevent recurrence.

Fostering a Culture of Health and Safety

Patient safety remains our highest organizational priority. In 2024, we advanced several initiatives to cultivate a safety-first culture. These included:

- Over 250 hours of employee training focused on quality and safety in care delivery
- Awareness campaigns to reinforce preventive practices and institutional standards.
- Targeted communication materials distributed across clinical and operational teams.
- The annual Quality and Patient Safety Week, a dedicated event designed to deepen employee engagement and institutionalize patient-centered best practices.

Public Sector & Tax-Incentivized Funding

Saving lives and offering humanized care are the core values that drive our philanthropic hospitals, which serve as essential pillars of health in our community. Nevertheless, we face significant challenges in maintaining the continuity and quality of our services.

At the Cajuru University Hospital, which serves patients of Brazil's Unified Health System (SUS), financial stability remains an essential priority, despite the important advances we have made in management and governance. Our ability to sustain and enhance our operations with excellence depends directly on support from the public sector and on our capacity to mobilize resources.

Resource mobilization is central to the sustainability of our health services, especially in the face of growing challenges such as the rising loss ratios of private health insurers and the high costs of novel therapies for treatments in areas like oncology and autism.

To overcome these challenges, we have adopted fundraising and resource management strategies that complement government funding. These efforts are coupled with constant dialogue with the public sector and the formation of strategic partnerships. Through such collaborative and sustainable solutions, we work to guarantee the quality of our care, even in the face of the current financial landscape.



“It’s time to move from discussion to action—driving real, sustainable change in our healthcare system. The challenges are well understood: bridging public and private sectors, strengthening prevention and health promotion, addressing the complexities of measuring and rewarding care based on value delivered, overcoming chronic underfunding in the public sector, investing in workforce development, and harnessing data for smarter decision-making. Turning these reflections into actionable strategies is how we build a healthcare system that is more efficient, integrated, and truly centered on people.”

Leonardo Barchik, Administrative Manager, Health Complex



2024 FUNDRAISING & PARTNERSHIPS SUMMARY:

BRL 1.8 million
from direct public donations.

BRL 5.3 million
through federal tax-incentive
programs for charitable
giving.

BRL 10 million
in public sector grants and
agreements designated for
infrastructure and technology
modernization.

BRL 8.8 million
from legislative budgetary
amendments allocated for
operational support.



- **The ‘Amigo Marista’:**
Employee Giving Program Since 2018, this program has provided a structured way for our employees to support the Cajuru University Hospital. The program offers two simplified options: employees who file detailed tax returns can allocate up to 6% of their income tax liability directly to the hospital, or they can make a voluntary donation through our ‘Doação do Coração’ (Donation from the Heart) campaign
- **Direct Community Donations:**
We receive direct financial support from the broader community, including patients’ families and former patients. A partnership also allows for convenient donations to be made via the monthly utility bill from Copel, the Paraná state energy company. In 2024, this channel raised R\$460,000, representing a 170% year-over-year increase from 2023.
- **Legislative Funding & Allocations**
Legislators: at the federal, state, and municipal levels play a fundamental role in directing public funds. Through this channel, we receive significant allocations for key investments, including equipment acquisition, capital works, and operational support. In 2024, our mission was supported by allocations from more than 50 legislators.



Modernization of the Cardiovascular & Hemodynamics Unit

As part of the ‘Quality in Elderly Care’ initiative, funded by the Curitiba Municipal Fund for the Rights of the Elderly, Cajuru University Hospital has significantly modernized its Cardiovascular & Hemodynamics Unit. The project’s objective is to enable our teams to perform complex, minimally invasive cardiovascular procedures, with a focus on rapid recovery and enhanced patient comfort.

This modernization was made possible by a total investment of BRL 8.7million, with 5.5 million secured in 2024. We are grateful for the broad support from our partners, including the Social Action Foundation (FAS), the Municipal Fund for the Rights of the Elderly, and numerous corporations and private citizens who contributed through tax-incentivized donation programs.

The project culminates in 2025 with the installation of a second state-of-the-art hemodynamics system and 18 pieces of ancillary equipment. This expansion will increase the unit’s capacity to perform up to 1,200 procedures annually, marking the project’s successful completion and reinforcing our deep commitment to public health and clinical excellence.

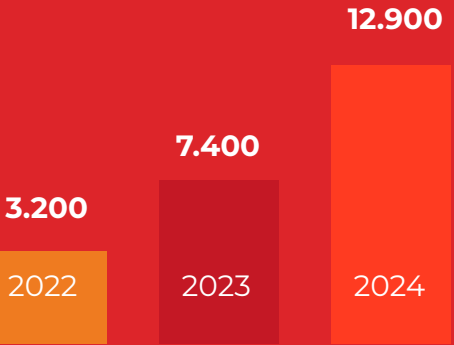


IN 2024, WE INVESTED **BRL 14.4 million¹** TO EXECUTE 16 KEY INNOVATION AND TECHNOLOGY INITIATIVES.

¹Note: Total investment of R\$14,394,793.87, comprising Capital Expenditures (CAPEX), Operational Expenditures (OPEX), and dedicated Health Projects.

Investment in Innovation & Technology Projects (in thousands of BRL)¹

(003 - Innovation & Technology)



¹Note: Scope includes projects initiated in 2024 and scheduled for completion by the end of H1 2025. The breakdown is as follows: Quality-related Capital Expenditures (CAPEX): BRL 11,473,377.60; IT/Digital Transformation (DTTD) CAPEX: BRL 1,423,780.87; and DTTD Operational Expenditures (OPEX): BRL 1,497,635.40.

²Note: Effective from 2024, the scope of “Innovation & Technology” projects includes initiatives from both the Quality department (as per the Strategic Master Plan) and the IT/Digital Transformation (DTTD) department.

Innovation

GRI 3-3: INNOVATION AND TECHNOLOGY, GM 2003

Innovation is the engine of transformation in healthcare, driving improvements in efficiency, accessibility, and quality for patients. In a constantly evolving sector, integrating new technologies, processes, and approaches allows us to anticipate challenges, improve clinical outcomes, and elevate the standard of care.

For us, innovation is more than just adopting advanced tools. It means rethinking paradigms, transforming data into actionable insights, and aligning state-of-the-art technology with human-centered practices. Our goal is to redefine what is possible in the care journey, promoting solutions that benefit our patients, our professionals, and society as a whole.

In 2024, our innovation roadmap came to life through several key projects. These included the launch of new mobile applications for physicians and patients, wide-

-ranging digital transformation initiatives, the development of a new Patient Portal, and significant investments in both our hospital management systems and physical infrastructure. Key highlights from these initiatives are detailed below.

Leadership in Robotic-Assisted Surgery

São Marcelino Champagnat Hospital is a leader in robotic-assisted procedures in Paraná. We are proud to be the first in the state to deploy the Mako robotic system for hip and knee surgeries. This technology delivers precision planning and implant accuracy, resulting in less pain, shorter hospital stays (one day less on average), faster recoveries, fewer complications, and enhanced surgical ergonomics. It also reduces the number of surgical assistants needed—improving operational efficiency.



The introduction of the Mako robot has attracted notable media coverage. Learn more in the press.

On the cardiology front, we've doubled our technology capacity in 2024, positioning ourselves as a leading hub for advanced cardiology and men's health care in Southern Brazil, with recognition from stakeholders like Boston Scientific.



Digital Command Center

At both the São Marcelino Champagnat Hospital and the Cajuru University Hospital, digital transformation is a reality that positions us at the forefront of healthcare innovation. Since 2024, our Command Center, a central command hub that operates 24/7, has been a milestone in modernizing our services by optimizing bed occupancy, reducing wait times, and expanding our care capacity.

Functioning like an air traffic control tower, the Command Center expedites decisions regarding admissions, treatments, and discharges, allowing us to transcend the concept of a static physical bed. Using dynamic dashboards and digital tools, this model improves hospital management and makes it possible to accommodate more patients within the same day, in a rigorous and efficient manner.

Tasy Evolution: Next-Gen Hospital Management

We implemented the Tasy Evolution project, a significant leap in the digitization of our hospital management. With the migration



to the HTML5 platform, the solution provides an intuitive and responsive experience, ensuring greater operational efficiency, security, and connectivity for healthcare professionals and patients. This modernization also eliminates the need for complex software installations on employee workstations, allowing for more agile and flexible access to the system regardless of the device used.

The benefits range from the optimization of internal processes to an improvement in the quality of care provided. The integration of tools such as electronic prescribing (CPOE), therapeutic plan management, and interactive dashboards allows professionals to more accurately monitor patient conditions, increasing assertiveness in diagnosis and treatment. By integrating data

from consultations, exams, and surgical procedures, the system helps teams implement interventions in a timely and precise manner. With the daily monitoring of indicators, we are building a more efficient, sustainable, and innovative system that corrects failures immediately, consolidating data on quality, patient experience, and financial performance into an integrated view.

To ensure a safe and efficient transition to the new platform, the Tasy Evolution project was structured with a change management methodology. This "wave" approach enabled a gradual implementation, allowing for the progressive adaptation of users and the incorporation of new functionalities over time.



Artificial Intelligence

At the São Marcelino Champagnat Hospital, Artificial Intelligence (AI) has been accelerating diagnoses and improving the precision of treatments. With RapiAI software, strokes are identified in imaging exams, enabling early treatment. This technology combines advanced imaging with an optimized workflow, accelerating triage decisions and benefiting patients with more efficient care. In orthopedics, AI has been essential in analyzing imaging exams, identifying anatomical structures, and enhancing 3D image reconstruction. This improves exam quality, reduces the patient's radiation dose, and contributes to more precise diagnoses of conditions such as degeneration, trauma, infections, inflammation, metastases, and spinal deformities.



The use of Artificial Intelligence by our Health division has been featured in the press. Click here to access.

Technology that Humanizes

Among the diverse contributions of AI to education and health—pillars of the Marista Group's mission—the “Som da Vida” (Sound of Life) project at the Cajuru University Hospital stands out. The project uses AI to create personalized soundtracks for patients, an example of how technology can add value and positively impact the people served by the Marista mission. It is a clear demonstration of how we can use technology not just as an operational tool, but as a means to transform and enrich the patient experience, integrating innovation with humanization.



Click here to access.



With Tasy Evolution, at São Marcelino Champagnat, we reduced bed wait times by **30 minutes** between July and September 2024.

At the Cajuru University Hospital, the ICU readmission rate fell from **4.6% to 2%**, comparing the periods of March-June 2023 and 2024. The average length of stay was reduced from **6.6 to 4 days** in just one year, **decreasing bed occupancy by almost 40%**.



“As a healthcare professional, I see firsthand the profound impact an institution grounded in values, quality, and the patient experience has on people’s lives. When care is safe, supportive, and human-centered, it enables a smoother, more hopeful recovery. Improving our processes is not just about efficiency; it’s about ensuring every person receives the dignified care they deserve, founded on respect, attentiveness, and empathy. This approach impacts physical health and emotional well-being equally, building deep bonds of trust between patients, families, and our professional teams. Ultimately, our most important role is to provide quality healthcare that transforms lives by upholding human dignity.”- Dr. Maria Fernanda Uady A. de Carvalho, Medical Coordinator, São Marcelino Champagnat Hospital

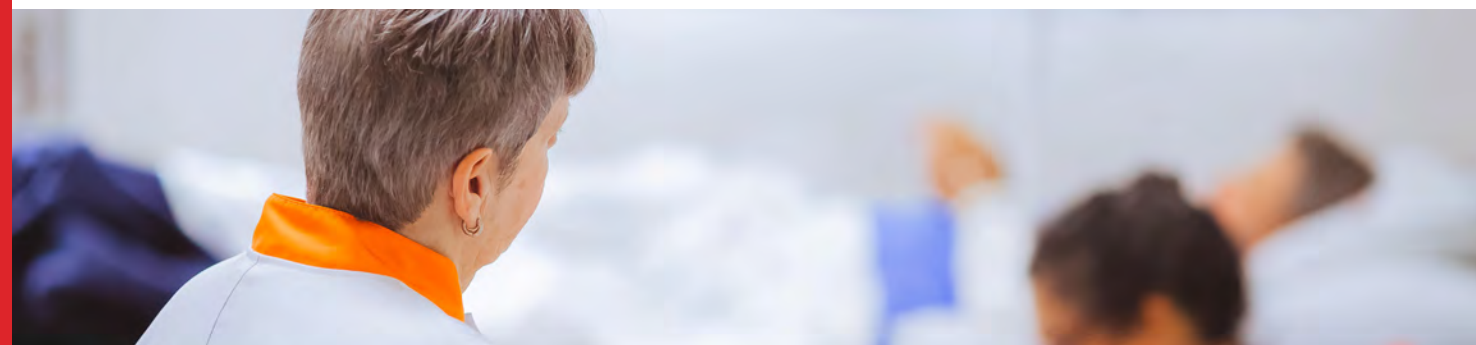
Social Impact

The mission of the Marist Health System extends beyond providing specialized treatments with excellence; we are dedicated to transforming the patient experience at every stage of care, with an unwavering focus on safety, quality, and compassion.

Our work is grounded in a commitment to ethics, positive social impact, and human-centered care. We focus on building a trusted relationship between physicians and patients by delivering agile, efficient, and personalized services tailored to the unique needs of each individual.

This mission is enabled by our integrated, multidisciplinary teams, who leverage state-of-the-art

technology and modern infrastructure to deliver superior outcomes. Our commitment to human-centered care and patient safety is underpinned by the highest international standards and the continuous professional development of our people. Our teams are consistently engaged in advanced certification programs, ensuring our practices remain at the forefront of patient safety and clinical excellence.



Human-Centered Care

Our dedication to patient-centered care is brought to life through key programs that prioritize the emotional, social, and spiritual well-being of our patients and their families.

The Human-Centered Care Committee This group leads initiatives designed to personalize the hospital experience and promote comfort. Key practices include:

- Arranging therapeutic time outdoors for patients in the ICU.
- Offering extended visiting hours for family members.
- Celebrating patient birthdays to mark important personal milestones.
- Utilizing Personalized Care Profiles that document individual preferences, such as favorite foods and music, to create a more comforting and familiar environment, especially for those in long-term care.

Spiritual Care Services Our Pastoral Care program offers spiritual support and comfort to patients, families, and employees during times of distress and uncertainty, attending to the holistic needs of the individual.

These practices reflect our foundational commitment to providing compassionate, personalized care that is truly aligned with what matters most to each patient.



A significant improvement in our Net Promoter Score (NPS) serves as a primary indicator of our success in enhancing the patient experience. Performance highlights include a 7% increase in patient satisfaction at Cajuru University Hospital and a 3% increase at São Marcelino Champagnat Hospital.

Connecting Through Inclusion

A powerful example of our human-centered approach in practice is the story of Débora Gonçalves Moçato, a nurse at São Marcelino Champagnat Hospital. She took the initiative to learn Brazilian Sign Language (Libras) to better communicate with Fabrício Roberto Domingues, the son of a patient. Fabrício is one of the more than 9.7 million Brazilians who are Deaf or hard of hearing, according to the Brazilian Institute of Geography and Statistics (IBGE).

“I was so impressed to have a nurse who updated me on my mother’s condition every day with such clarity, objectivity, and warmth,” Fabrício recalls. “It was a profound relief to be able to understand everything that was happening.”, recalls Fabrício, emotionally.

Actions like these embody our commitment to providing care that is inclusive, respectful, and transformative for both patients and their families.



Volunteer Program GM 4009

Volunteering is part of the “Marist Way” and has been present in our Health division for 18 years through a structured program. The mission of our volunteers is to offer care and attention to patients, their families, and our employees, through activities that promote comfort and a welcoming atmosphere, transforming the daily hospital experience.

Key activities include support groups, solidarity visits, storytellers, a choir, clowns, and musicians, as well as instructors for manual activities such as origami, sewing, and crafts. We also offer integrative therapies including reiki,

auriculotherapy, and laughter yoga. We also conduct several activities in partnership with other organizations, including:

- The “Amigo Bicho” (Animal Friend) Project, which brings therapy dogs every two weeks to interact with our employees.
- “Beauty Moments,” providing haircuts and beard trims.
- Food assistance for more than 200 patients facing socioeconomic vulnerability.

- A “Christmas Special,” providing gifts for patients, their companions, and our employees at the end of the year.

Far beyond simple assistance, these initiatives create moments of empathy and humanization within the hospital environment.

In 2024, the program at the Cajuru University Hospital and the São Marcelino Champagnat Hospital included **375 volunteers**, with **120 new members** joining throughout the year.



Together, they carried out **21 social impact initiatives** in the surrounding communities.



Through these initiatives, we provided a supportive and welcoming environment, recreational opportunities, and essential assistance, bringing moments of joy to community members facing daily challenges.



Community GRI 413-1

In 2024, the Cajuru University Hospital and São Marcelino Champagnat Hospital reaffirmed their commitment to social responsibility by supporting initiatives aimed at children and adolescents in socially vulnerable contexts.

One of these initiatives was held at the Padre Giocondo Assistance Center, which supports 110 children and teens in Curitiba's Cajuru neighborhood. Volunteers from the "Mãos que Transformam"

("Transforming Hands") program crafted personalized gifts using repurposed materials from the hospitals' Central Sterile Supply Departments (CSSDs). These handcrafted items were distributed to the children and to patients during special holidays throughout the year.

A second key initiative took place at the Esperança Marist Social School in the Prado Velho-Parolin neighborhood, serving 360 children. Understanding

the developmental importance of play, hospital leadership launched a fundraising campaign to rent trampolines that were integrated into the school's pedagogical and recreational activities.

Additionally, in December, we organized the "Natal do Afeto" ("Christmas of Affection") celebration, delivering toys, clothing, shoes, and hygiene kits to 360 children. More than a seasonal gesture, the initiative was designed

to address basic needs and offer care, comfort, and dignity to children living in conditions of social and economic vulnerability.

Academic Medical Center

Our integrated healthcare system, comprising Cajuru University Hospital and São Marcelino Champagnat Hospital, is built on a unified vision that strengthens our deep ties to academia. This synergy between clinical practice and academic development is fundamental to our mission.

Cajuru University Hospital: Core Teaching & Research As the primary teaching hospital for the Pontifical Catholic University of Paraná (PUCPR), Cajuru University Hospital is central to our purpose, seamlessly integrating patient care with the education of future healthcare professionals. Our partnership with PUCPR provides medical students and residents with practical clinical experience, supervised internships, and robust residency programs. Together, we work to advance scientific research and pioneer new technologies and approaches in healthcare.

São Marcelino Champagnat Hospital: Specialized Training Environment São Marcelino Champagnat Hospital offers a complementary and highly valuable training environment. Here, medical students and residents gain unique exposure to the private healthcare sector and train in a facility that operates under rigorous international accreditation standards. This experience, always conducted with specialized supervision, provides a comprehensive perspective on modern healthcare delivery.



Number of articles published, indexed by Qualis CAPES (001 - Quality of Teaching - Scientific Production)	2022	2023	2024
Cajuru University Hospital (Source: Google Scholar)	101	95	63
São Marcelino Champagnat Hospital (Source: Google Scholar)	182	157	128



Academic medical centers play a critical role in shaping the next generation of healthcare leaders—professionals who are not only highly skilled, but also deeply responsible and committed to their social purpose.

As a center of excellence for medical education, Cajuru University Hospital offers advanced training programs across 20 specialties. We provide a comprehensive learning environment that features state-of-the-art infrastructure and direct mentorship from renowned medical experts, uniting hands-on clinical practice with a commitment to innovation.



The Center for Education, Research, and Innovation (CEPI)

Serving the medical and scientific communities, our Center for Education, Research, and Innovation (CEPI) drives progress across our healthcare system. The Center conducts vital research, offers advanced professional development programs, and champions clinical innovation within both Cajuru University Hospital and São Marcelino Champagnat Hospital.

Grounded in the highest ethical principles and dedicated to the advancement of clinical best practices, CEPI’s mission is to continuously discover and implement innovative methods for patient care, treatment, and recovery. Every initiative is driven by an unwavering commitment to medical excellence.



Empathy, attentive listening,
and clear communication are
the foundational pillars for an
environment where every person
receives true, whole-person care.



A PATIENT-CENTRIC Approach

GRI 3-3: CUSTOMER FOCUS; GRI 2-29

At São Marcelino Champagnat Hospital and Cajuru University Hospital, we believe the core of healthcare delivery is the patient experience. This principle guides every action we take. We plan each stage of the care journey to be human-centered, efficient, and integrated, ensuring that from first contact to the conclusion of treatment, our patients' unique needs are met with personalized attention.

We prioritize clear, respectful, and attentive communication to reinforce the importance of the human connection. Every interaction is an opportunity to strengthen the relationship between patients, care teams, and physicians, ensuring patients fully understand their treatment and feel empowered in their healthcare decisions.

Governance and Management Our commitment to patient-centricity is managed by our dedicated Patient Experience Committee. This cross-

functional body brings together leaders from across our hospitals to devise solutions, implement corrective actions, and structure long-term improvement projects. It serves as the engine for our continuous improvement efforts.

Innovation and Continuous Improvement Innovation is central to our approach. We leverage new technologies and modern processes not only to enhance efficiency and safety but also to fundamentally transform the patient experience with agile, personalized solutions.

Our focus is on proactively identifying and resolving friction points in both the patient and physician journeys. Using detailed journey mapping to uncover root causes, we implement effective solutions that optimize workflows, reduce bottlenecks, and enhance the quality of the experience for all stakeholders interacting with our hospitals.



Comfort and Exclusivity

In 2024, São Marcelino Champagnat Hospital inaugurated two premium care apartments, designed to offer an elevated and personalized patient experience. These exclusive units feature a dedicated nursing team, routine concierge services, a curated menu, and fully automated control of lighting, television, air conditioning, and curtains.

To enhance the comfort of accompanying family members or caregivers, the apartments are outfitted with high-quality linens, plush towels, and a full suite of premium amenities—delivering a hospitality-level experience that aligns with our commitment to excellence in patient-centered care.



The Patient Experience

Since 2022, we have been developing initiatives that reinforce our commitment to efficiency, quality, and human-centered care. Our goal is to provide a more agile and personalized healthcare journey that is directly aligned with the needs of our patients.

2024 Program Highlights

Training of the entire front-desk and tele-support team by the PUCPR School of Business, enhancing the patient experience at reception and in telephonic support.

São Marcelino Champagnat Hospital:

- Centralization of exam results delivery to a single, unified location.
- Expansion of check-up services
- Improvements to the authorization workflows for health plans and hospital admissions.
- Implementation of a tool for patients and their companions to track the status of emergency room services and surgical procedures.



Feedback Channels

GM 4001; GM 4002

The patient voice is central to our mission. As a non-profit healthcare institution serving a diverse population, including public health system patients, we are committed to delivering human-centered, high-quality care. The active engagement of our employees, suppliers, and physicians is fundamental to this commitment and to our operational success.

Formal Feedback Mechanisms

To ensure we understand and respond to the needs of our community, we have established multiple channels for feedback:

- Ombudsman Channel:** We maintain a formal Ombudsman channel for stakeholders to submit suggestions, compliments, inquiries, and complaints. This tool provides invaluable insights, enabling continuous improvement and strengthening the bond of trust with our patients.
- Patient Experience Metrics:** We utilize standardized, data-driven tools to measure patient experience and trust. These include:

- Net Promoter Score (NPS):** To measure patients' likelihood to recommend our services.
- Customer Satisfaction Score (CSAT):** To gauge patient perception of care quality, calculated via email surveys managed on the Qualtrics platform.

Data-Driven Management & Continuous Improvement

Every piece of feedback is handled with respect and diligence, serving as a critical input for enhancing the patient experience. The consistent growth in our NPS results reflects the positive impact of the improvement initiatives we have implemented.

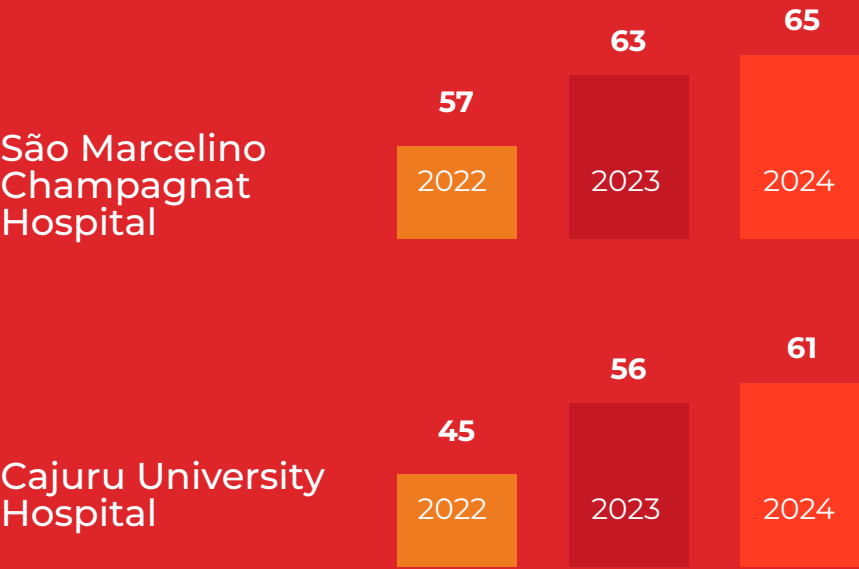
To ensure accountability, our NPS and CSAT results are monitored daily and distributed to staff across our hospitals via email and WhatsApp. This practice ensures active, data-driven management of these key performance indicators, creating a robust cycle of continuous improvement.



Access the Ombudsman Chanel



Net Promoter Score (NPS) Results



The Physician Experience

We believe the physician's role is to understand individual patient needs, respect their choices, and deliver human-centered care that honors the dignity and well-being of every person. Our commitment is to empower this mission by providing the sophisticated tools, technology, and structural support necessary to facilitate truly patient-centric care.

Enhancing the Physician Experience in 2024 Throughout 2024, we implemented several key initiatives to improve the daily workflow and professional environment for our medical staff. We focused on optimizing core processes by:

- Streamlining clinical request workflows for greater agility and precision.
- Improving surgical scheduling processes within our Surgical Center.
- Launching a new digital platform to simplify surgical booking and notifications.

- Establishing dedicated support channels to facilitate clear communication and rapid issue resolution for physicians.
- Expanding our high-technology surgical capabilities by recruiting a specialized robotic surgery technologist.

In addition to these process improvements, we hosted targeted events to strengthen the relationship and alignment between our clinical staff and senior leadership.

Our investment in our medical staff is ongoing. We are currently developing a new digital tool at São Marcelino Champagnat Hospital to track and enhance the physician experience, promoting deeper integration between our professionals and the hospital system. We know that the engagement of our clinical staff is essential for delivering the highest standard of care, one that is fully aligned with our core values of compassion and human dignity.



A physician's responsibility transcends clinical treatment. They must be a guide, a listener, and a trusted partner in each patient's journey toward health and well-being.





Every member
of our team
plays an
essential role
in fostering
a welcoming,
supportive
environment
and delivering
excellence in
patient care.



Employee Engagement

A culture of compassionate, human-centered care is at the core of everything we do. Through the pillars of our **Cultural Evolution Framework**, we are embedding a deep commitment to patient-centricity across our São Marcelino Champagnat and Universitário Cajuru hospitals. This involves continuous improvements to our service quality and a focus on strengthening patient relationships by fostering positive, trust-based experiences.

Our primary objective is to cascade this culture through every level of the organization. We engage all our people—

from nursing technicians to physicians and support staff—to ensure our values are consistently applied. We translate our corporate strategy and objectives into clear, accessible language, empowering each employee to understand their specific role in achieving our shared goals.

Throughout the year, we deploy targeted communication campaigns and training programs to enhance the quality of care and drive excellence. We measure our success through comprehensive engagement surveys that evaluate the emotional connection and commitment of our employees, physicians, and

academic partners. We have found a strong correlation between these results and our Net Promoter Score (NPS), which shows significant growth and rising engagement across all areas. We are committed to developing initiatives that create an integrated, positive experience for patients, physicians, and academics alike, translating governance principles into practical, actionable behaviors. By measuring and analyzing our impact, we reaffirm our dedication to innovation and human-centered healthcare, ensuring a safe, high-quality environment for all.

Inspiring Recognition

A simple yet transformative, employee-led initiative is strengthening the spirit of collaboration across our teams. Known as the “Compliment Box,” this peer-to-peer recognition program was created by nurse Lorena Pires Fontoura to foster appreciation among colleagues at our two hospitals. The program has proven to be a powerful tool for enhancing our workplace environment, strengthening team



[Click here to learn more.](#)

Investing in Our People

Our pursuit of excellence in patient care is fundamentally linked to the value and support we provide to our teams. We are committed to fostering a culture where our employees can thrive professionally and personally.

Talent Development & Retention:

With a strategic focus on our nursing staff, we are implementing structural changes to improve talent retention and career satisfaction. Key initiatives include establishing defined career pathways, creating dedicated team training structures, and deploying programs designed to reduce absenteeism and turnover. We are also developing a new Clinical Care Model and Strategic Plan, which will be essential to strengthening and empowering our teams in the years to come.

Leadership & Culture:

We invest in ongoing leadership development to drive our cultural transformation and ensure our values are reflected in our daily operations. Our leaders are empowered to act as change agents across the organization. In 2024, we expanded our signature **Values-Driven Leadership** program to our mid-level management, engaging 75 leaders from our healthcare division in intensive development.

Our Future Commitment:

Looking ahead, our people will remain at the center of every initiative. We will continue to build on these foundations, prioritizing sustainability, efficiency, and well-being. Maintaining our certifications and expanding employee engagement are critical priorities. We are dedicated to launching new initiatives focused on quality of life, ensuring our teams are fully supported and aligned with our collective mission to deliver exceptional care.

The pursuit of excellence in patient care is inseparable from our commitment to investing in and empowering our teams.





Our teams are actively engaged in awareness initiatives through educational activities designed to broaden their understanding and encourage sustainable behaviors, both within and beyond the hospital walls.



Environmental Stewardship & Training

GRI 3-3: ENVIRONMENTAL EDUCATION

At our Universitário Cajuru and São Marcelino Champagnat hospitals, we integrate responsible resource management with our core commitment to excellence in patient care, continuously working to minimize our environmental footprint.

We foster a culture of shared environmental responsibility through targeted training programs designed to empower our employees as active stewards of our resources across all areas of the institution.

This commitment is supported by a robust management system. Our internal procedures include regular audits to identify opportunities for improvement and address any non-conformance. Based on these results, we provide structured feedback to the responsible departments and implement corrective actions as needed, ensuring a cycle of continuous improvement in our environmental performance.





Waste Management

GRI 306-1, 306-2; GM 3004

Our hospitals operate under formal Waste Management Policies and Procedures that govern all related activities. This framework is essential to reducing our environmental impact, ensuring the safety of patients and employees, and maintaining full compliance with all sanitary regulations.

Our waste management program is overseen by a dedicated Waste and Sustainability Committee. This cross-functional group includes physicians, professionals from our Hospital Infection Control Committee, and other support teams. The Committee drives engagement and training initiatives for staff and patients to ensure proper waste segregation and adherence to best-in-class environmental practices across our facilities.

We actively manage our relationship with waste management partners responsible for waste hauling and disposal. Our Committee conducts weekly audits of our internal processes to identify opportunities for improvement and holds monthly meetings with vendors to review performance and address any non-conformance issues.

2024 Performance Highlights

- Trained 1,102 employees on best practices for waste management and segregation.
- Hosted an Environment Week and a Sustainability Fair in partnership with our vendors to promote education on waste treatment and recycling.

• Implemented a sponge recycling project to mitigate the environmental impact of this specific waste stream.

• Established a new composting program to divert organic waste from landfills.

• Reduced our consumption of colored paper, which delivered a significant operational cost savings.

• Launched a Zero Waste Program that successfully reduced plate waste in our cafeterias by 12.5%.

• Donated a significant volume of paper to the EcoFrank recycling cooperative, averaging 5 metric tons per month between July and December for a total of 30 tons.

Reverse Logistics & Circular Economy

A key component of our environmental management strategy is our hospital linen upcycling program, a circular economy practice we have maintained at both the São Marcelino Champagnat and Cajuru University Hospitals since 2020.

The process involves sending used textiles to the Uniformes de Bem cooperative, located in Fazenda Rio Grande, near Curitiba. There, the materials are shredded and reprocessed into insulation for automotive panels. Before the linens are sent, our own Health division team prepares them by removing buttons and ensuring full sanitation, guaranteeing a responsible end-of-life management for these materials.

Between October 2021 and December 2024, this program successfully diverted over 7,000 metric tons of fabric from landfills.

Furthermore, blankets with minor defects are donated to Marist Social Schools and the PUCPR Veterinary Teaching Hospital. This dual-purpose initiative underscores our commitment to both community support and environmental stewardship.



IN 2024, WE DIVERTED 6.455 METRIC TONS OF WASTE FROM LANDFILLS.

1,000+ metric tons sent to final disposal.

200+ metric tons diverted for recycling, reuse, and other recovery methods.

2025 outlook:

Our focus will be on expanding our waste management initiatives and establishing clear targets for reducing generated volume, thereby reinforcing our commitment to sustainability



Total Waste Generated by Composition (Metric Tons) (GRI 306-3)	2022	2023	2024
Hazardous Waste	284.16	339.35	356.56
Non-Hazardous Waste	1,043.75	924.25	964.48
Total Waste Generated	1,327.91	1,263.6	1,321.04

¹Note: Complete data for these indicators is available in the **Environmental** chapter.

Non-Hazardous Waste Diverted from Disposal (by recycling, reuse, composting, etc.) in Metric Tons (GRI 306-4)	2022	2023	2024
Paper/Cardboard	0	0	0
Wood	22.72	12.74	13.36
Landscaping Waste	8	6.6	3.03
Metal, Plastic, and Glass	0	0	0
Mixed Debris (containers) ¹	20.01	2.61	24.00
Organics (Composting)	0	0	0
Recyclables	138.8	146.4	163.66
Lamps	0	0.15	0.05
Cooking Oil	0.7	0.8	0.73
Other	0	0	0
Peso total de resíduos gerados	190.23	169.30	204.83

Total Hazardous Waste Diverted from Disposal (Metric Tons) (GRI 306-4-b)	2022	2023	2024
Recycling	0	0.15	0.05
Total Hazardous Waste Diverted from Disposal	0	0.15	0.05

Total Non-Hazardous Waste Diverted from Disposal (Metric Tons) (GRI 306-4-c)	2022	2023	2024
Recycling	190,23	169,15	204,78
Total Non-Hazardous Waste Diverted from Disposal	190,23	169,15	204,78

Total Waste Directed to Disposal by Type (Metric Tons) (GRI 306-5-a)	2022	2023	2024
Used Oils	0	0	0
Pilhas e baterias	0	0	0
Contaminated Materials	0,4	0	0
Healthcare Waste	266,2	321,4	326,42
Cartridges & Toners	0	0	0
Chemicals	16,9	17,8	30,09
Organic Waste	718,3	697,6	645,26
Mixed Debris (containers)	135,9	57,5	114,44
Total Waste Generated	1.137,7	1.094,3	1.116,21

Hazardous Waste Directed to Disposal by Method (Metric Tons) (GRI 306-5-b)	2021	2022	2024
Class I Landfill (Hazardous)	1796	1780	30,09
Other Disposal Operations	266,20	321,40	326,42
Total Hazardous Waste Directed to Disposal	284,16	339,20	356,51

Non-Hazardous Waste Directed to Disposal by Method (Metric Tons) (GRI 306-5-c)	2022	2023	2024
Class II Landfill (Non-Hazardous)	718,30	697,60	645,26
Mixed Debris (containers)	135,22	57,50	114,44
Total Non-Hazardous Waste Directed to Disposal	853,52	755,10	759,70

Single-Use Materials (Metric Tons) (GM 3001)	2024
Single-Use Plastic Generated ¹	0,840
Total Weight in Tons	0,840

¹Note: Data for the Health division reflects purchased materials as reported by the Supply Chain department, as data on the weight of single-use materials generated is not currently tracked.



Water Sourcing & Independence

GRI 303-1; 303-2; 303-4

We have implemented a sustainable water management model that prioritizes alternative sources to minimize our reliance on municipal water systems. We have invested in developing on-site artesian wells, which currently supply 85% of our water needs. Our forward-looking strategy is to increase our use of these independent sources, further securing our water supply. An expert third-party vendor manages the drilling, operation, and maintenance of our wells, ensuring full compliance with all environmental and regulatory standards for water withdrawal.

Conservation Technology & Efficiency
We deploy multiple technologies to drive water conservation across our facilities. Key initiatives include:

- Rainwater Harvesting:** We utilize a rainwater capture system to supply water for use in our Surgical Center and Intensive Care Unit (ICU) facilities.
- Advanced Leak Detection:** We have implemented a real-time monitoring system for our water

storage tanks. This technology provides immediate alerts that enable our maintenance teams to rapidly detect and remediate leaks, preventing unnecessary water loss.

- Consumption Reduction:** To optimize consumption at the point of use, our hospital installations are equipped with timer-equipped faucets and low-flow aerators.

All wastewater from our healthcare units is responsibly managed. The effluent is treated in accordance with standards set by regulatory agencies before being safely discharged into the local municipal sanitation network managed by the Companhia de Saneamento do Paraná (Sanepar). We conduct continuous monitoring to ensure our discharges remain in full compliance with all applicable environmental and public health regulations.



Total Water Withdrawal by Source (Megaliters) (GRI 303-3)	2022	2023	2024
Groundwater (Total)	95.91	95.72	115.36
Third-party Water (Purchased)	10.90	16.21	7.98
Total Water Withdrawal	106.81	111.93	123.34

Water Consumption (Megaliters) (GRI 303-5)	2022	2023	2024
Total water consumption across all areas, including those in water-stressed regions	106.81	111.93	123.34

¹Note: Data is sourced directly from utility invoices provided by our suppliers, Sanepar and Acquasul. Consumption data is recorded upon receipt for ongoing monitoring and management.

Water Discharge (Megaliters) (GRI 303-4)	2022	2023	2024
Water Discharged to Third Parties	106.81	111.93	123.34

²Note: Wastewater from our hospital facilities is discharged to and treated by the municipal utility, Sanepar. We do not perform on-site water treatment.

Energy GRI 302-4

We are actively investing in alternative energy sources and sustainable technologies to reduce our energy consumption and greenhouse gas (GHG) emissions. Recognizing that the hospital sector is inherently resource-intensive, our commitment to energy efficiency includes clear reduction targets and initiatives to monitor and optimize energy use across our Healthcare Complex. GHG Emissions Management In 2024, we conducted our first Greenhouse Gas (GHG) Inventory, mapping our Scope 1 and Scope 2 emissions for two of our primary hospital units. This foundational step is integral to our climate action commitment and is guided by our overarching ESG strategy, which promotes sustainable management across all operations. The inventory provides the essential data needed to identify reduction opportunities and implement more effective strategies to mitigate our environmental impact.

Key Initiatives

Infrastructure Modernization & Efficiency In 2024, a major project was approved through Copel's Energy Efficiency Program to upgrade the HVAC (Heating, Ventilation, and Air Conditioning) systems across our hospitals. Scheduled for execution in 2025, this initiative represents a significant modernization of our infrastructure that will deliver a considerable reduction in energy consumption, reinforcing our commitment to efficiency and sustainability.

Renewable Energy Partnership & Solar Power Generation In partnership with Itaipu Binacional, one of the world's largest hydroelectric power generators, we are participating in the Energia Program, a statewide initiative in Paraná to expand the use of renewable energy. This project includes:

- An R\$81 million investment to install 18 megawatt-peak (MWp) of new photovoltaic (PV) solar capacity.
- The development of four solar farms, sited using technical and logistical criteria to maximize generation.
- A direct benefit to philanthropic hospitals in our network, including São Marcelino Champagnat Hospital and Cajuru University Hospital, which will be powered by this new clean energy source.

This project represents a significant advancement in reducing our reliance on traditional energy and is projected to deliver an estimated R\$12 million in annual savings for the participating institutions, reaffirming our commitment to a sustainable and energy-efficient healthcare sector.



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Total Energy Consumption by Fuel Type (GJ) (GRI 302-1)		
Category	Fuel	2024
Stationary Combustion	Natural Gas	2,71798
	Diesel (Pure)	128.71
	Biodiesel (B100)	1902
Mobile Combustion	Gasoline (Pure)	22.28
	Diesel (Pure)	3.29
	Biodiesel (B100)	0.49
	Anhydrous Ethanol	5.70

Total Energy Consumption (GJ)	2022	2023	2024
Open Market Electricity	18.627.88	20,205.72	22,473.94
Regulated Market	4.61	18.18	0.36
Distributed Generation	5.40	3.89	1.08
Total	18,637.88	20,227.79	22,475.38

GHG Emissions (tCO ₂ e) 2024 (GRI 305-1; 305-2)		2024 ¹
Scope 1		321.76
Scope 2		343.32

¹Note: For the 2024 baseline year, greenhouse gas (GHG) emissions for the Health division totaled 321.76 tCO₂e for Scope 1 (primarily from stationary combustion sources). Scope 2 emissions, which correspond to purchased electricity, contributed 343.31 tCO₂e.

As 2024 marks our first year of quantifying our GHG inventory, we prioritized the measurement of Scope 1 and Scope 2 emissions to establish a robust baseline before expanding our accounting to include Scope 3.



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Image archives from
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