

Profile of our employees

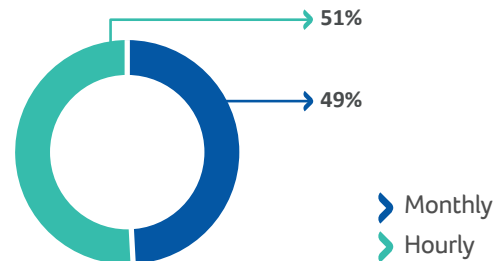
GRI G4-10 / GRI LA1 / LA12

By the end of 2017, we had 22,049 employees, both in administrative and academic departments. We had 130 members at the School Board, 60 in the Company's Senior Leadership (N1 and N2) and 12 in the Board of Directors. Because of the nature of our business, most of our employees are teachers and tutors.

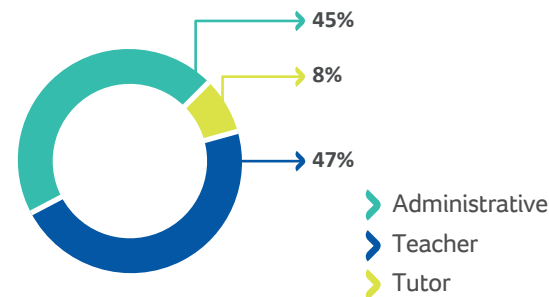
We value the individuality of each employee, recognizing differences as a factor that generates value for the Company. Therefore, in our contracting and promotion processes, we value meritocracy, never discriminating against gender, age, race or any other feature, leading to a diverse staff, representative of the different regions in which we operate.



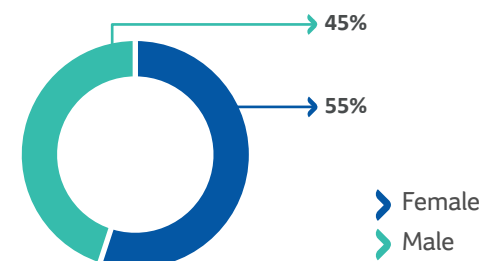
Employees by employment contract



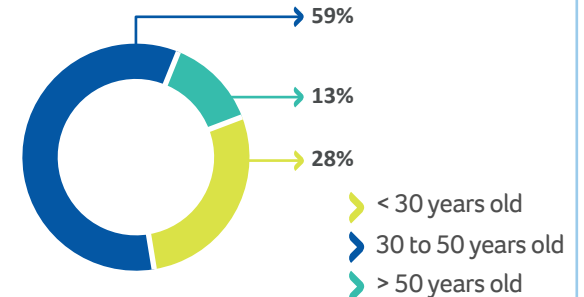
Employees by type of employment



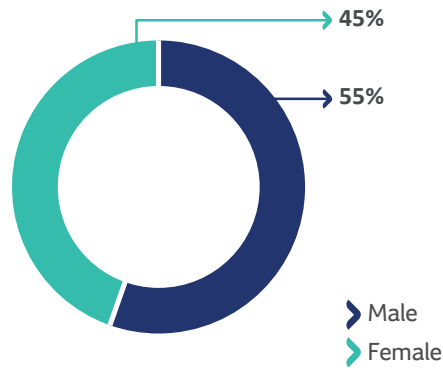
Employees by gender



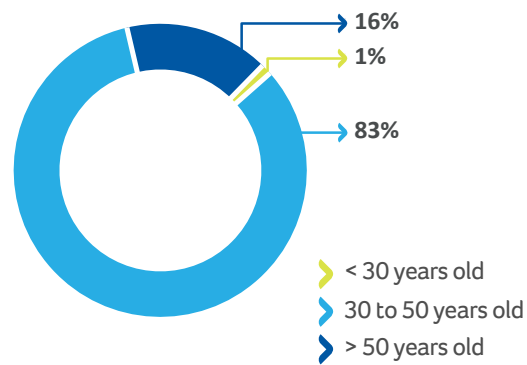
Employees by age group



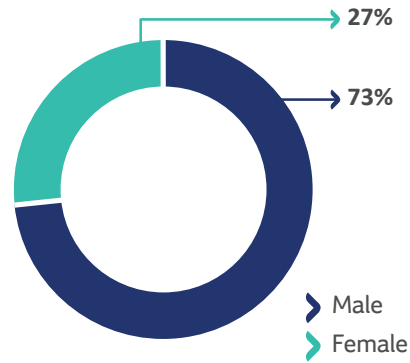
Composition of School Management by gender



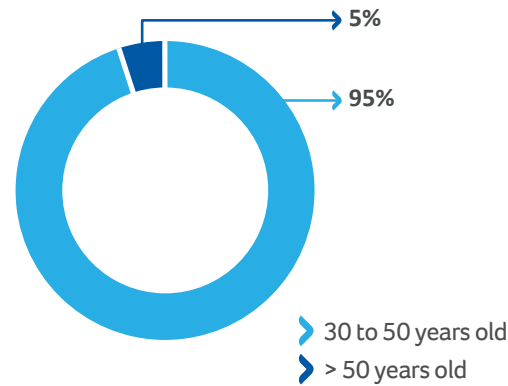
Composition of School Management by age group



Composition of Senior Leadership* by gender

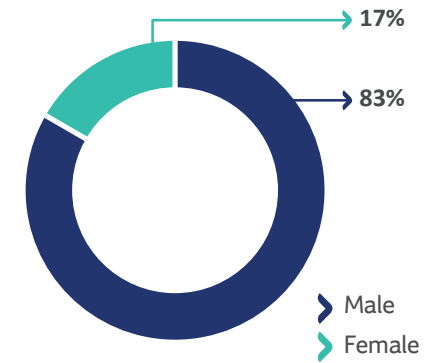


Composition of Senior Leadership* by age group

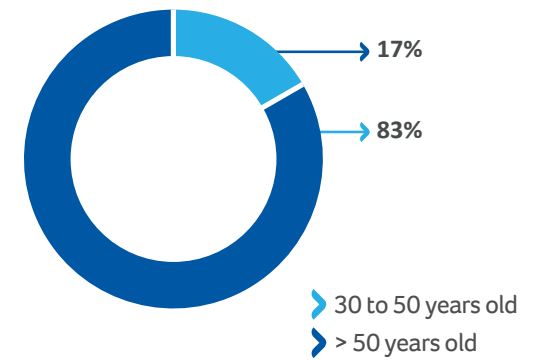


*N1 and N2: Vice-Presidents, Officers and Senior Managers reporting to the second level of presidency

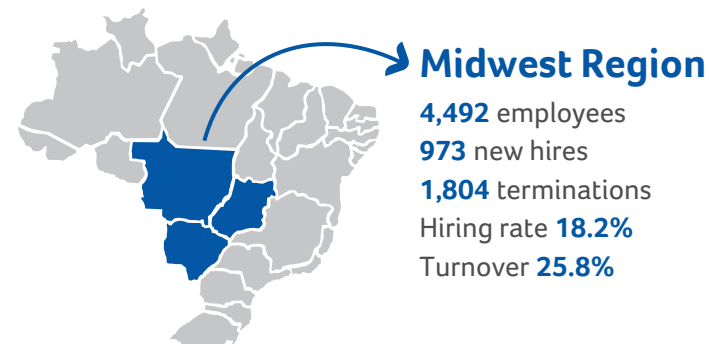
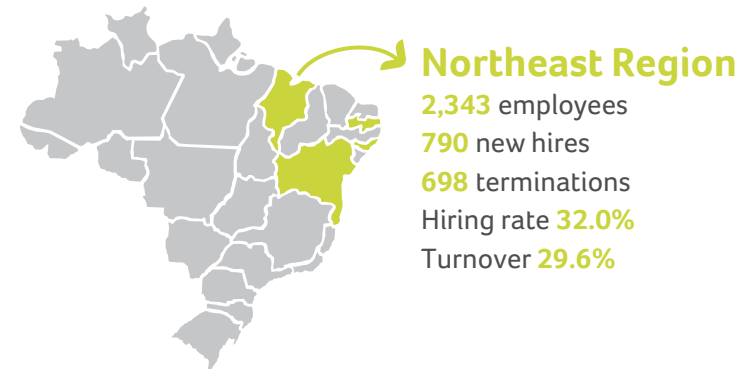
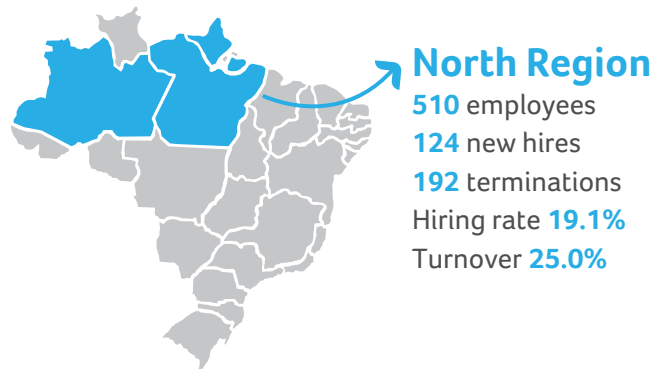
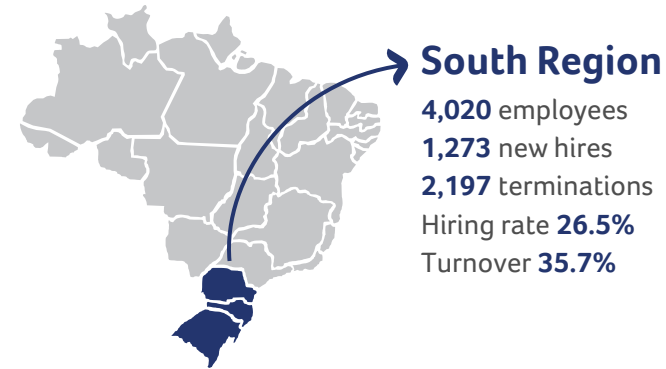
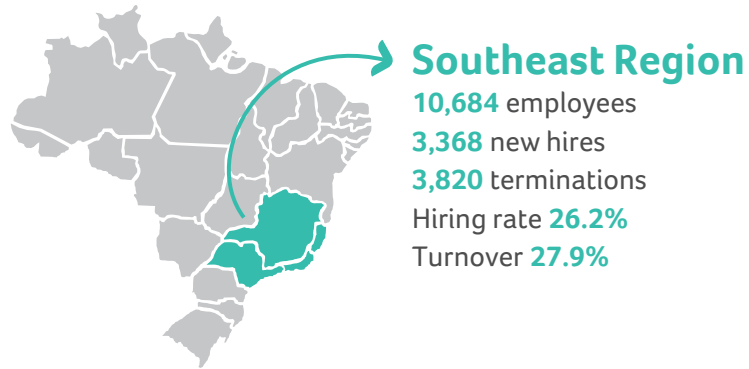
Board composition by gender



Board composition by age group



Distribution of employees



Employees	New hires	Hiring rate	Terminations	Turnover
Male	2,862	25.5%	4,899	29.8%
Female	3,666	24.3%	3,813	28.3%
< 30 years old	2,835	41.3%	2,334	37.7%
30 to 50 years old	3,262	20.7%	5,305	27.1%
> 50 years old	431	12.5%	1,072	21.6%
Total	6,528	24.9%	8,711	29.1%