ANNUAL REPORT

2017

20 years sowing knowledge to generate opportunities.

IOS INSTITUTO DA
OPORTUNIDADE
SOCIAL
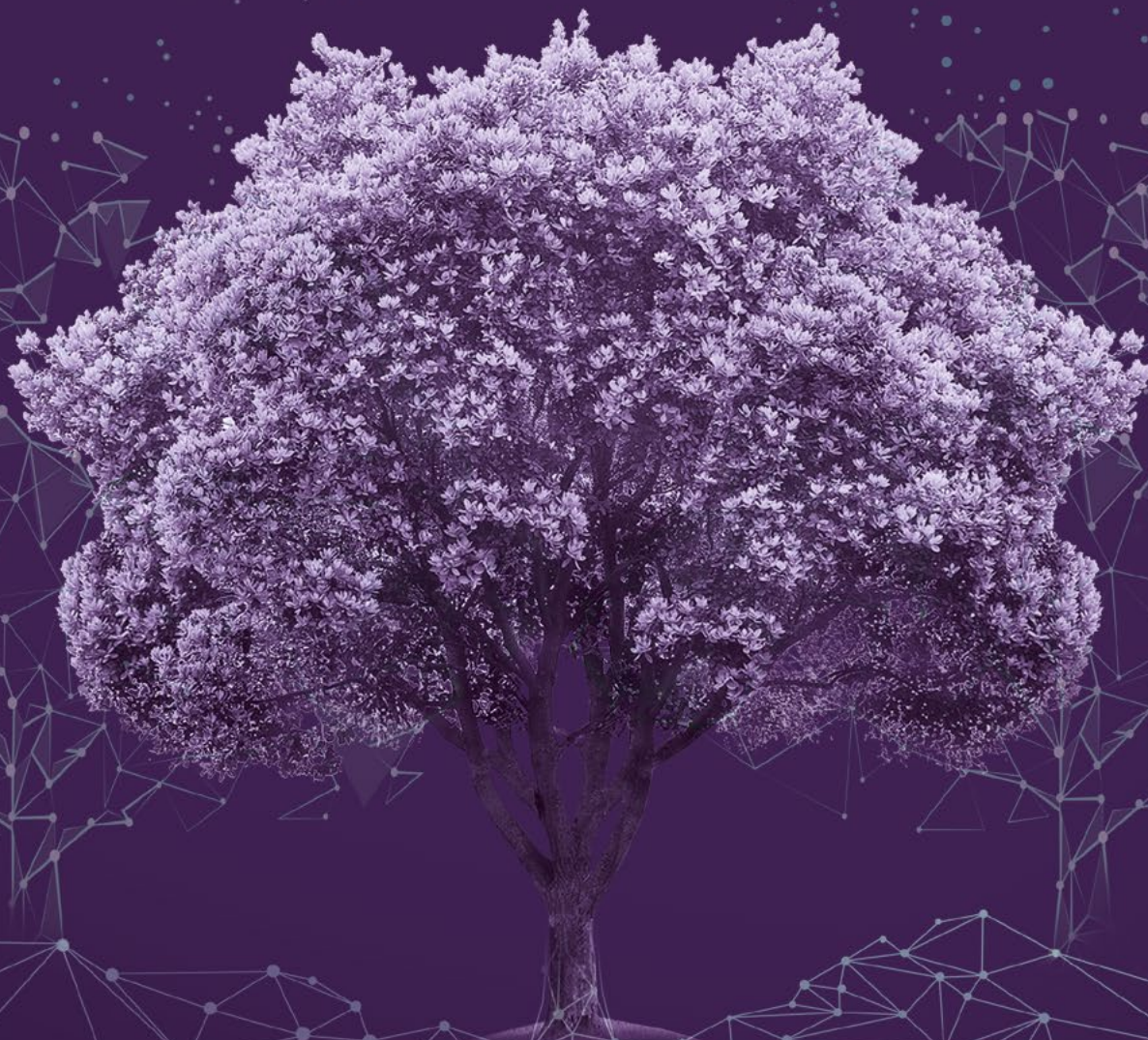
SOCIAL IMPACT
CITIZENSHIP
EMPLOYMENT
LEARNING
TRANSFORMATION
TRAINING

A MESSAGE FROM THE IOS TEAM

It is common knowledge that 2017 was not at all a typical year in Brazil, this reflected negatively in several sectors of the economy and society. IOS however was able to maintain positive results despite the unfavorable national scenario in regards to fundraising, investment in infrastructure and employability of its students.

We restructured the area responsible for the student's employability, which is the final goal of the IOS mission, and in doing this, we have achieved very positive growth. In comparison to 2016, we achieved an **increase of 18% in the employability** of the young people who participated in the **IOS Professional Training** courses.

The change of headquarters in Sao Paulo was another important step we took. The **new IOS headquarters** allowed us to increase servicing capability, expanding the benefits generated in all fronts operations with the students. The new headquarters increased the visibility of the IOS brand, with more space for institutional actions. When a company visits the Institute and can see the quality of the facilities themselves, they realize the results of the investment they are making for the benefit of the students even more.

One of the highlights of the proposed planning, which caused us all great pride in 2017 was the project **Future Talents**, sponsored by JP Morgan in partnership of TOTVS, Arcos Dorados, Cisco Networking Academy and IT Educational. It was vital for IOS to count on strong partners, who brought about the opportunity to develop professional training with content focused on information technology (programming, software deployment, infrastructure / networks), with a higher course load than our usual courses, in addition to addressing digital education and citizenship, mathematics, communication and expression.

Another IOS accomplishment that deserves to be highlighted is the implementation of the **Social Technology Project**. This is a model of network performance, which allows for servicing expansion, multiplying its methodology to other institutions all over the country. Thus maximizing the expansion of social impact, through the generation of social opportunity in other locations.

Although the last few years have been challenging, we finished 2017 in celebration. Our capacity for social impact has been expanded from the new headquarters, new courses and new projects. New relationships have also been designed and implemented and, from all this, we keep moving forward, working for a more promising 2018.

The IOS Team

SOWING KNOWLEDGE TO GENERATE OPPORTUNITIES SINCE 1998

The 2017 Annual Report of the Institute of Social Opportunity presents the development of the institution throughout the year in the main aspects of sustainability. In this edition, the approach is based on the **social impact through connectivity**. It is noted that, once qualified in IOS, the students of the Institute practice in their daily life the skills acquired in the classroom and extracurricular activities, generating impact in the environments where they inhabit (family, company and society), which we call the **IOS effect**.

In this report, we analogically compare IOS to a tree, through its structures (roots, trunk, leaves and seeds); it plays the role of connecting the internal and external environment (student and partner companies). The result is the dissemination of knowledge that provides more dignified living conditions for the IOS students, their families and, consequently, the surrounding communities.

We invite you to enjoy the reading and to connect with IOS.

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For the fourth year in a row, IOS publishes its Annual Report with the most relevant performance indicators for the Institute for the period of January 1st to December 31st 2017. The report follows the G4 version, Essential level of the GRI (Global Reporting Initiative) guidelines, which is recognized worldwide by its parameters for performance reporting.

The process of verification and construction of this content involved interviews with managers of the main areas of IOS, as well as the collection of data related to GRI indicators, as established in the G4 version.

To find out more about the guidelines go to: https://www.globalreporting.org/languages/Portuguesebrazil ⬉

MATERIALITY

The Institute's management considered that the revised material themes in 2016 continue to be valid for the reporting cycle of 2017. They are:

- Dialogue with Stakeholders
- Employability
- Investment and Fundraising
- Program Quality
- Partnerships of Value
- Ethics
- Student Cycle

Following the methodology proposed by the GRI, the material themes were correlated to indicators, which were answered in this publication and can be identified by the acronym "GRI-G4". In accordance with the GRI G4 "Essential" option, the report committed itself to meet at least one indicator for each selected aspect. It is worth noting that IOS does not report on environmental indicators, since they were not taken into account in the process of defining the institution's materiality.

Occasional changes in performance monitoring have been directly pointed out in the indicators in the table at the end of the report.

COMMUNICATION CHANNELS
GRI G4-37 | G4-NGO-DMA

Additional information and clarifications about this report can be obtained through the site **www.ios.org.br** or via e-mail at **relacionamento@ios.org.br** ✉⬉

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Financial Department	+55 (11) 2503-2617
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Institutional Relations	+55 (11) 2503-2617
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IOS in social media

Facebook	www.facebook.com/IOS.Oficial ⬉
LinkedIn	https://www.linkedin.com/company/instituto-da-oportunidade-social/?trk=company_logo ⬉
YouTube	https://www.youtube.com/user/institutoios ⬉

2017 HIGHLIGHTS

INSTITUTIONAL

- Implementation of the Social Technology Project with **three partner institutions**, Centro Santa Fé, Acessa SP and PAC (Friends of Children Project), in which IOS expands its performance and methodology.

- Move to the new headquarters, to a space of 1,400 m2 **increasing IOS service capacity by 40%.**

EDUCATIONAL

- Partnership with JP Morgan and Arcos Dorados (largest network of McDonald's franchises in Brazil and Latin America) for the Future Talents course, where **264 vacancies** were offered to train young people in the Technology area.

- Meeting the classroom occupation goal, with **2,889 vacancies offered** in the full- time attendance and semi-attendance modalities, and **2,824 students enrolled**, which generated a **room occupancy rate of 98%.**

EMPLOYABILITY

- **18% increase in the employability of students** who have gone through the IOS courses, in comparison to 2016.

IMPACT IN FAMILY INCOME

- **40% increase in family income** when a trained IOS student starts to work.

STRATEGIC MANAGEMENT

MISSION, VISION AND VALUES
GRI G4-56

Mission
Seek out, support and monitor the employability of young people and people with disabilities, who have less access to the job market.

Vision
To be a reference and have excellence in training, education and relationships, which will promote job opportunities for young and disabled people, turning them into modifying agents of their communities.

Values
We are a transformation agent founded on: Integrity, Ethics, Respect, Dedication, Search of Knowledge and Team Spirit.

PERFORMANCE PILLARS

PROFESSIONAL QUALIFICATION
Free in the areas of Business Administration and Information Technology (IT), with hybrid teaching (use of technology that add new learning experiences), practice in the use of business management software (ERP), Digital Education and Citizenship, Mathematics, Communication and Expression, in addition to psychosocial monitoring with a multidisciplinary team (professionals from the areas of psychology, social service and psycho-pedagogy). The stimulus for corporate attitude experienced at IOS contributes to the Institute's students being ready for career challenges in various sectors.

EMPLOYMENT AND SOCIAL OPPORTUNITIES
The IOS Core Unit of Opportunities is the area that accompanies current students and refers them, free of charge, for entry-level openings (internship, young apprenticeship and effective hire), as well as encourages entrepreneurship and continuity of studies – technical and higher education.

SOCIAL TECHNOLOGY
Articulation of a network of social organizations, which expands the IOS servicing coverage. With the potential of high growth and low investment in technology, infrastructure and human resources. It uses the Institute's educational and social opportunities generation models.
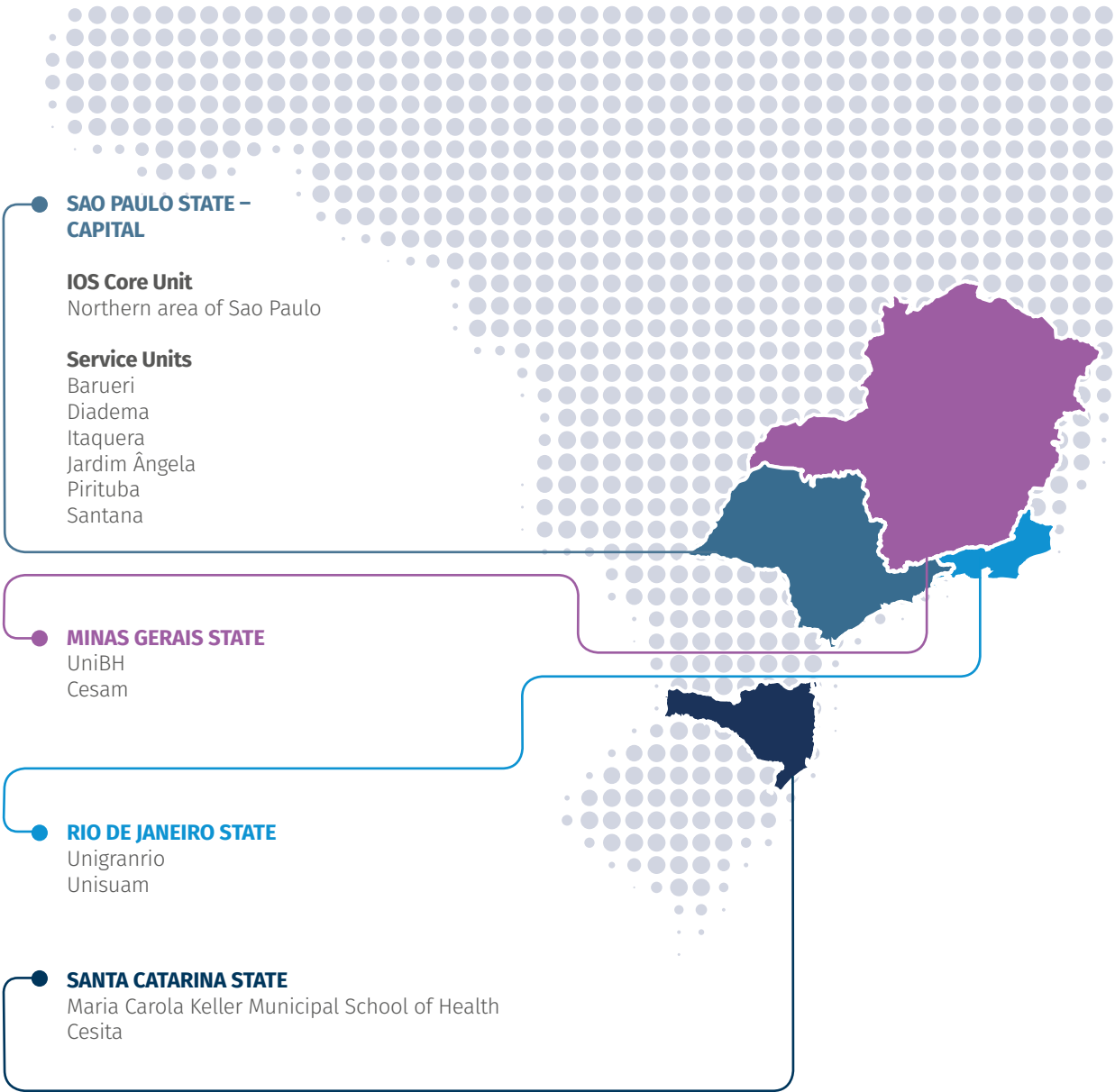
IOS TECNOLOGIA SOCIAL

PERFORMANCE MAP
GRI G4-6

Founded in 1998 IOS is a non- governmental organization (NGO) with OSCIP certification (Public Interest Civil Society Organization). Its objective is to bring technological access to low income youth and people with disabilities through professional training programs.

In addition to the headquarters of IOS, located in the north of São Paulo, the Institute operates through the IOS Service Units, present in the greater São Paulo and in the states of Minas Gerais, Santa Catarina and Rio de Janeiro. In these four states, the Institute offers professional training courses with the ERP TOTVS software and other IT tools. With the support of partner companies, whether as alumni employers or IOS project support.

SAO PAULO STATE – CAPITAL

IOS Core Unit
Northern area of Sao Paulo

Service Units
Barueri
Diadema
Itaquera
Jardim Ângela
Pirituba
Santana

MINAS GERAIS STATE
UniBH
Cesam

RIO DE JANEIRO STATE
Unigranrio
Unisuam

SANTA CATARINA STATE
Maria Carola Keller Municipal School of Health
Cesita

NEW CORE UNIT GRI G4-13

In August 2017, IOS moved to a new headquarters in the Santana neighborhood, in the north of Sao Paulo. The change is part of the Institute's strategy of expanding its work and serving a larger number of young people and people with disabilities. In an accessible area of 1,320 m2, IOS reinforced the quality of service to students with a new internal infrastructure, divided into four floors. The new place has a living area and a dining room for students, and ten classrooms (there were seven in the old headquarters), which increases servicing capacity by 40%.

PARTNER ORGANIZATIONS
GRI G4-13

The IOS operating model promotes the articulation of local networks for the development of different communities, including those of interest to the investing partners. The Institute provides the methodology and the educational team, which teaches classes within social organizations already established and recognized by the community. From this partnership, the public served by the organization will benefit from the IOS methodology.

This model demonstrates that the Institute has the expertise to establish partnerships with social organizations for local development, thus contributing to overall positive results.

Anhanguera
Pirituba - SP
Campus Marte - SP

Betel Igreja Batista
Santana - SP

Projov
Barueri - SP

OBRA SOCIAL DOM BOSCO
Itaquera - São Paulo
Itaquera - SP

OBRA SOCIAL SÃO FRANCISCO XAVIER
Diadema - SP

CESAM-MG
Belo Horizonte - MG

Sociedade Santos Mártires
Jd. Ângela - SP

Secretaria de Educação
Prefeitura de Joinville
Joinville -SC

UNISUAM
Rio de Janeiro - RJ

UNIGRANRIO
Vá além da sala de aula
Rio de Janeiro - RJ

unibh
Belo Horizonte - MG

STRATEGIC MANAGEMENT

STUDENT PROFILE
GRI G4-8

Young people between **15 and 29 years old**

People with disabilities*
starting at 16 years old

High School – attending or completed
preferably in the public school system
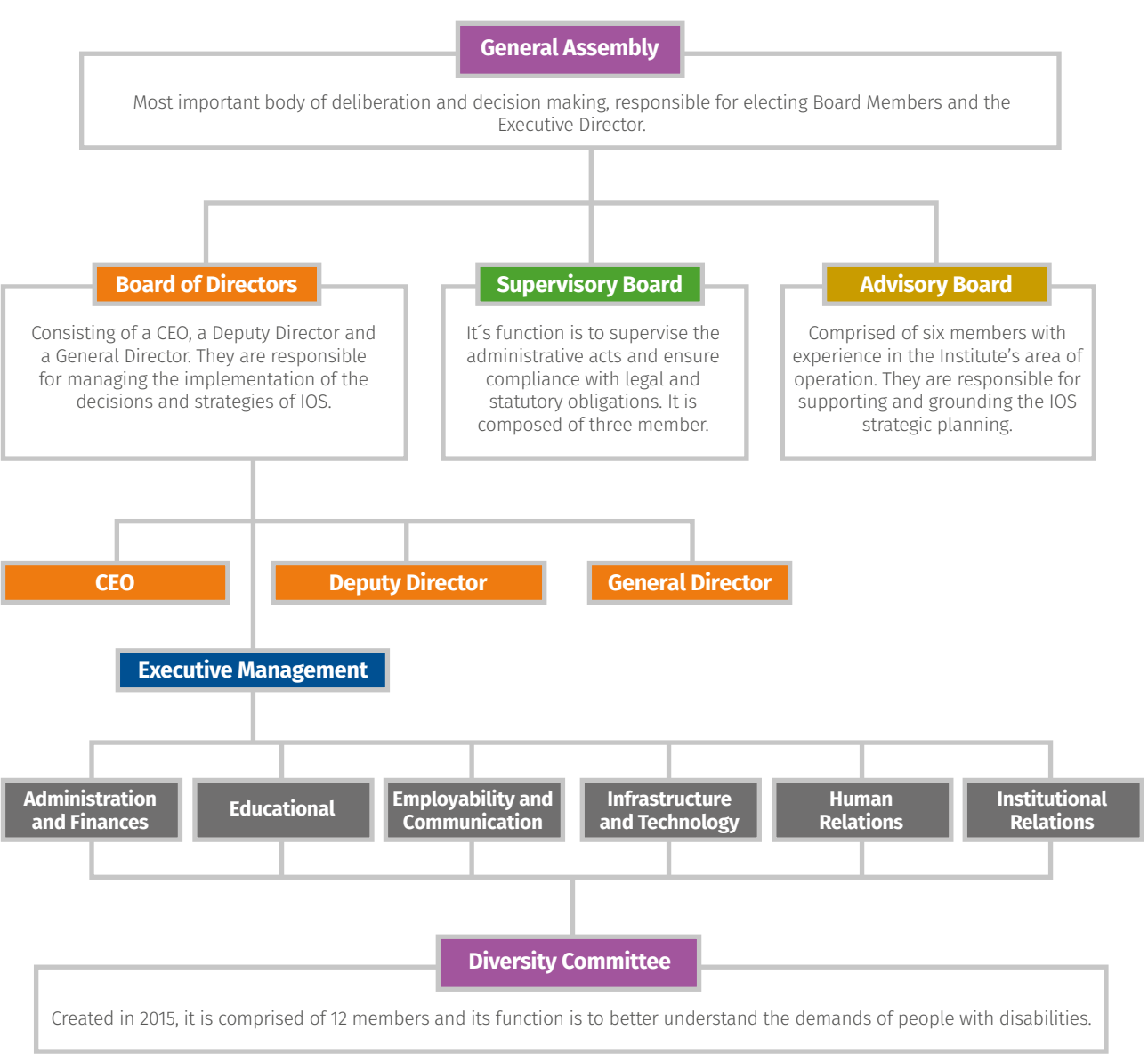
SHARED MANAGEMENT
GRI G4-34

The IOS corporate governance model has less centralized management, with decisions shared between the Institute's Coordinators and Managers. The Institute complies with the legislation that regulates the performance of Public Interest Civil Society Organizations (OSCIP).

IOS financial transactions are annually evaluated by an external audit to ensure the accuracy and reliability of the accounting data and the results. In line with the transparency policy, the Institute informs partners and investors how resources have been used through continuous accountability.

* No maximum age limit for people with disabilities.

ORGANIZATIONAL STRUCTURE
GRI G4-12 | G4-34 | G4-NGO-DMA

General Assembly
Most important body of deliberation and decision making, responsible for electing Board Members and the Executive Director.

Board of Directors
Consisting of a CEO, a Deputy Director and a General Director. They are responsible for managing the implementation of the decisions and strategies of IOS.

Supervisory Board
It's function is to supervise the administrative acts and ensure compliance with legal and statutory obligations. It is composed of three member.

Advisory Board
Comprised of six members with experience in the Institute's area of operation. They are responsible for supporting and grounding the IOS strategic planning.

CEO — **Deputy Director** — **General Director**

Executive Management

Administration and Finances | **Educational** | **Employability and Communication** | **Infrastructure and Technology** | **Human Relations** | **Institutional Relations**

Diversity Committee
Created in 2015, it is comprised of 12 members and its function is to better understand the demands of people with disabilities.

TRANSPARENCY AND ETHICS
GRI G4-56 | G4-SO2 | G4-SO3 | G4-NGO-DMA

All topics related to compliance and ethics receive increased IOS attention, with direct involvement of the leadership in the discussion and treatment of cases. During the year 2017, the Code of Ethics and Conduct was structured to guide and direct participants to IOS principles and standards. The code emphasizes the mission, values and the continuous search for the transparency and ethics of the relations with all the relevant publics of the Institute. It is an important tool to reinforce the image of the Institute with students, participants and society in general. The policies were disseminated to all employees via e-newsletter and are available on an internal digital platform.

DIVERSITY COMMITTEE

Composed of employees representing all areas of IOS and its branches, the Diversity Committee discusses diversity and inclusion actions aimed at students and partners, seeking knowledge and solutions within the diversity topic.

In 2017, the actions of the Committee were incorporated in a transversal way in the operation of the Institute, so that all areas assumed a pillar of action within the theme.

In practice, it is the initiatives of technology, education, HR, communication, employability, among other topics, that IOS performs and takes into account if diversity is being respected, not only within the Committee, but also by all on a daily basis.

COMMITMENT AND PARTICIPATION IN ASSOCIATIONS
GRI G4-15 | GRI G4-16

Since 2015, the Institute has been a signatory to the Global Pact, an initiative of the United Nations (UN) focused on human rights, labor relations, the environment and the fight against corruption. IOS has also been part of the Silicon Valley Community Foundation since 2015, with the goal of expanding its relationship with international fundraising institutions.

In 2017, the Institute worked to strengthen the Third Sector, with participation in 14 associations and entities.

- Mineira Foundation of Foundations and Associations of Private Law (FUNDAMIG).
- Brazilian Association of Fundraisers (ABCR).
- Brazilian Association of Information Technology and Communication Companies (BRASSCOM), as an Institutional Member.
- Municipal Council of Social Assistance (COMAS), in Sao Paulo (SP).
- Municipal Council of Social Welfare (CMAS).
- State Council for the Rights of the Child and Adolescents of the State of Sao Paulo (CONDECA);
- Municipal Council for the Rights of Children and Adolescents (CMDCA) of Belo Horizonte (MG), Diadema and Sao Paulo (SP), Joinville (SC) and Rio de Janeiro (RJ).
- Regional Board of Development and Social Assistance (DRADS), in Sao Paulo (SP).
- Paulista Professional Forum of Learning of Sao Paulo (FOPAP) and State Forum of Professional Learning of Rio de Janeiro (FEAP).
- National Institute of Social Security (INSS), in Sao Paulo (SP) and Joinville (SC).
- Support Program for the Persons with Disabilities of the Government of the State of Sao Paulo (PADEF).
- National Program to Support Health Care of the Disabled (PRONAS / PCD).
- Department of Education of the State of Sao Paulo (SEESP).
- Department of Employment and Labor Relations of the State of Sao Paulo (SP).
- Regional Superintendence of the Ministry of Labor and Employment in the State of Sao Paulo (SRTE / SP).

HOW IOS GENERATES VALUE TO ITS PUBLIC GRI G4-24| G4-26 | G4-NGO-DMA

Public	Relationship with IOS	IOS Strategy	Value Generation	Accomplished in 2017
Young people, people with disabilities and their families	Participation in the Institute's training and employability programs.	Expansion of course availability, ongoing psychosocial support to students and families. Relationship with the Employability team and ongoing training through events that increase knowledge and opportunities.	Expansion of employability and increase of family income.	Offering of new courses and greater interaction of the IOS team with the family, to accompany the students along the courses as a way to support them in the process of training and employability.
Sponsoring companies	Donation of financial resources or infrastructure equipment.	Closeness in relationship, in strategy and projects decision making, as well as continuing accountability in an open and transparent way.	Training and provision of qualified workers for the employment market. Association of our brand with social programs, which generate social impact.	Increase in the number of trained and employed students. Move to IOS's new headquarters, which has higher capacity for service and execution.
Partner companies	Hiring of the young people or people with disabilities trained by IOS.	Expansion in partner's network. Relationship development through a client satisfaction survey and continuous support.	Training and referral of qualified labor.	Improvement in the monitoring of indicators, through projects and based on the trained students' cycle. Monitored information in the management system.
Partner organizations	Providing physical space and support in the development of courses in the local communities.	Carry out studies to understand the demands of the communities. Search for new partnerships to deploy new IOS service units.	Improvement to the local community.	Articulation for the establishment of two more IOS service units within the Anhanguera Educacional partner – Marte Campus, in Santana neighborhood.
Government bodies	Regulation of the IOS activities, its funding through fiscal incentives and the categories of student hiring (permanent hires, trainees, internships, etc.).	Building partnerships through the work of the Institutional and Government Relations team.	Improvement in the training and the employability of young people and people with disabilities. Increase in family income and consequently in economic indicators.	Registration in six projects for funds made available through a State and Municipal public announcement in defense of children and adolescent's rights - FUMCAD SP, CONDECASP and FUMCAD BH.
Participants (Employees)	Development of student servicing programs, and in the areas of support, planning and management.	Improvement of internal processes, engagement of participants with active listening, and the preference in the promotions of participants for internal opportunities.	Professional performance generating income. Association with projects that impact society.	Internal engagement campaign to reinforce IOS values with its employees.

IOS GOALS AND COMMITMENTS

G4-NGO-DMA

IOS monitors and evaluates the evolution of established goals on the various management fronts, both in internal activities and in the relationship with strategic audiences. Look below for 2017's progress.

AREA	2017 COMMITMENTS	STATUS	
Institutional	Expand partnerships within the IOS Social Technology project.	Mission accomplished	✓
Educational	Introduce new courses, with the support of new sponsors and learning programs, in partnership with educational institutions, non-governmental organizations and technology companies	Mission accomplished	✓
Employability	Search for new partners in order to increase vacancy offers for former students.	Mission accomplished	✓
	Increase by 12% the annual indicator of employability of graduates.	Mission accomplished	✓
	Strengthen support for Employability (inside and outside IOS, with participants, students and partners) through relationship and promotional actions.	Mission accomplished	✓
Human Resources	Reinforce IOS communication actions with participants.	Mission accomplished	✓
	Finalize the implementation of HR policies and procedures such as 180º Performance Evaluation, Job and Salary Program, Dismissals and IOS Certification.	Mission accomplished	✓
Corporate governance	Create the Code of Ethics and Conduct of IOS.	Not accomplished	✕
Financial Balance	Increase by at least 10% the volume of resources mobilized on an accrual basis.	Mission accomplished	✓
Communication and Institutional Visibility	Expand the visibility of IOS with relationship actions and participation in events.	Mission accomplished	✓

COMMITMENTS FOR THE 2018 CYCLE
GRI G4-NGO-DMA

For 2018, the following commitments have been established:

Institutional	· Develop at least five new partnerships in the Social Technology model, expanding opportunities for access to courses offered by IOS in new locations.
Educational	· To update the technical and pedagogical training for the team of teachers as a way to expand knowledge, exchange knowledge in a collaborative way, and thus improve the Educational performance of the Institute. · Develop new courses, with topics focused on Human Resources and Entrepreneurship. · Methodological and didactic restructuring of the Learning Program, increasing its potential for expansion and revenue for the Institute.
Employability	· Growth of 10% in the annual indicator of employability of the graduated students (a student cycle considers three years after the conclusion of the IOS courses in order to receive referrals from the area of Employability for vacancies of employment).
Human Resources	· Finalize the implementation of Human Resources policies and processes, highlighting Performance Evaluation 180º, Job and Salaries Program and Dismissals. · Reinforce the actions of integration and engagement of the internal public and the History of Value Campaign. · Expand the Quality of Life Program for IOS employees. · Conduct the Work Climate Survey, making it an annual practice.
Corporate Governance	· Complete the dissemination and implementation of the IOS Code of Ethics and Conduct, and the guidelines for Government relationships. · Finalize the Institute's strategic planning by 2020. · Invest in business and people's management of the Institute with the implementation of the Controllership and People concept.

IOS GOALS AND COMMITMENTS

Financial Balance and Fundraising	• Increase at least 10% the volume of resources mobilized (in 2018 versus 2017) for projects of the Institute on an accrual basis - not necessarily to be received in the year 2018. • Reduce by 25% the dependency of projects encouraged by the Government, replacing this percentage by direct contributions of private companies and direct contributors, in comparison to 2017. • Search for sponsoring companies for our branches: RJ, BH and JOI (Joinville). • Develop new strategies and mechanisms for fundraising such as through the provisions of social services via individuals.
Communication and Institutional Visibility	• Expand the IOS brand visibility, with actions aimed at its strategic public (press and investors). • Participation in sectorial events.

EDUCATIONAL

IOS PREPARES THE YOUNG PEOPLE TO BE THE MASTERS OF THEIR FUTURE

It is through Vocational Training that the Institute of Social Opportunity (IOS) enables young people and people with disabilities to enter the job market and broaden their perspectives to build a professional career. IOS offers free courses in Digital Education, Administration and Technology for students aged 15-29: who are attending or have concluded high school.

There is no age limit for people with disabilities.

IOS STUDENT CYCLE

The Institute of Social Opportunity counts on a structure designed to give the necessary support to the student, with the Student Cycle of the IOS as a main axis. The Student Cycle is divided into four stages: Attraction, Development, Employability and Relationship.

RELATIONSHIP
How the student acts in the job market

ATTRACTION
How the student arrives at IOS

STUDENT CYCLE

EMPLOYABILITY
How the student gets a job

DEVELOPMENT
How the student gets trained
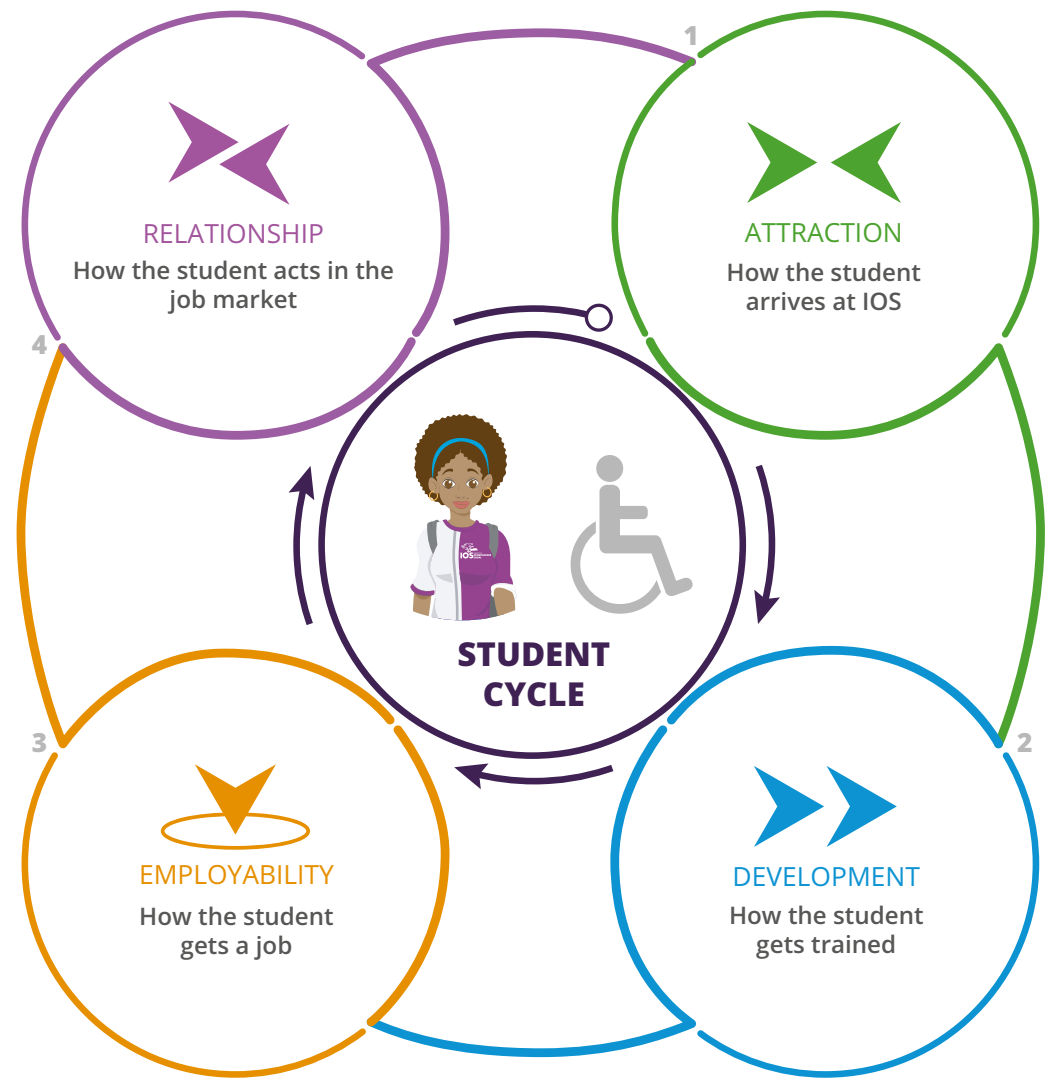
STUDENT ATTRACTION
GRI G4-NGO-DMA

IOS promotes new course vacancies through various channels:

In its own social networks – IOS has approximately 19k fans in the Institutes social network pages (Facebook, LinkedIn and YouTube)*

Press office – 124 stories cited IOS in the press in 2017, an increase of 14% compared to 2016.

Regional Educational Departments of the Public Schools of Sao Paulo, with authorization from the Department of Education of the State of São Paulo.

#OperationFullClassroom (#OperaçãoSala Cheia) – mobilization of the IOS teams to promote the courses in person in the schools, shopping centers and social centers around the Service unit, if not all the vacancies have been filled.

In 2017, the online enrollment model was maintained, through which young people and people with disabilities interested in the courses performed online registration. After sending the digital form, they went to the nearest IOS Service Unit to present the necessary supporting documentation based on their school and social profile. Candidates also go through a Portuguese and mathematics test, to assess their level of knowledge. There were 4,784 registrations for 2,889 vacancies of the Business Management courses with TOTVS ERP software, in the full-time attendance and semi-attendance modalities.

DEVELOPMENT

After being approved for enrollment, the student begins his classes at IOS, which can last from one

Data collected until May of 2018.

to two semesters, depending on the course. He will learn specific technical content, communication, mathematical calculations, and soft skills. Training is supported by an instructor, who is the professional responsible for the administration and information technology classes. There is also a monitor who assists the instructor during the classes, answering student's individual questions in the "learning station" itself, as well as assisting with other administrative activities that involve the student's attendance. Completing the team, there is a pedagogue, responsible for Portuguese, Mathematics and soft skills classes. Throughout the course, there are individual assessments to verify the student's content retention, and the Course Conclusion Work, which is drawn up in teams.

At the end of the process, in addition to training in technology, young people also leave IOS prepared for the job market, with regard to professional behavior.

EMPLOYABILITY AND SOCIAL OPPORTUNITIES

The IOS Employability area is responsible for looking for partner companies, which inform IOS about their new job vacancies for Apprentices, Trainees and / or Effective Hires. The students whose profile best fit into the desired criteria are then referred to the companies.

RELATIONSHIP

IOS keeps in touch with its alumni throughout the early years of their careers, referring them to open positions, courses and promoting workshops with new tips for interviewing and resume updating.

EDUCATIONAL

PSYCHOSOCIAL TEAM

IOS implemented, in 2016, and consolidated, in 2017, a pillar of psychosocial performance in the Educational area, composed of professionals of social services, psychology and psycho-pedagogy, providing the student with a more targeted and complete social monitoring.

The work is carried out by a specialized team, which acts so that the student faces and overcomes difficulties (family, cognitive or emotional) that may negatively impact the development of their professional training. This same team also accompanies the Learning Program, supporting the student in the challenges of the first job and supporting the partner companies regarding the Law of Learning, guidelines and good practices in working with these young professionals.

With the performance of psycho-pedagogues, we review the evaluation tool that maps the knowledge profile of the student when he arrives at IOS. Before, student knowledge was assessed by prioritizing writing and logical thinking in a more general way. From 2017 onwards we mapped out the specific skills for example, in mathematics, besides evaluating the logical reasoning of the student, we observe his capacity to interpret data, to construct graphs, to apply percentages, etc. Thus, we constructed a formative evaluation, where it is possible to understand in a more detailed way the difficulties and abilities presented by the students in each discipline.

CONTENT ALIGNED WITH THE JOB MARKET'S NEEDS

The IOS aims to graduate students prepared for the current demands of the job market and according to their chosen course; it is part of the pedagogical curriculum:

· **Digital Education:** Office Suites and Internet.
· **Administration:** Business rules and processes in the areas of Purchasing, Stock, Financial and Billing, with practical classes in TOTVS ERP software.
· **Technology:** Programming, Software Deployment, Infrastructure and Networks
· **School Extension:** Mathematics, Communication and Expression
· **Social-emotional skills:** skills and competences worked in a transverse and interdisciplinary way, focusing on: citizenship, employability and behavior.

2017 RESULTS
GRI G4-NGO-DMA

IOS PROFESSIONAL TRAINING PROGRAM

It contemplates the regular courses of the Institute, offered in the full-time and semi-attendance modalities. The regular courses focuses on the Administration area, in which the student learns the routines of a company, through Business Management software (ERP).

FULL-TIME ATTENDANCE COURSES

Semester courses, with classes from February to June and from August to December, with an average hourly load of 300 hours. Students have classes from Monday to Friday. Classes are three and a half hours long, two hours in the computer lab and one and a half hour in the school extension room. Classrooms have a maximum of 20 to 30 students.

GENDER (%)
2015 2016 2017

Female	Male
53 54 57	47 46 43

AGE GROUP (%)
2015 2016 2017

Minors	Adults
67 70 69	33 30 31

EDUCATIONAL LEVEL (%)
2015 2016 2017

Middle School	High School – attending	High School – concluded	Higher Education	Technical School	Interrupted / Not Informed
3 3 1.75	72.4 71 67	22 23 28	2.5 2 2.75	0.1 0.5 0.5	0 0.5 0

RETENTION (%)
2015 2016 2017

Enrollment rate	Dropout rate	Passing rate	Failing rate
93.2 105.6 98	18 18 17	92 91 92	8 9 8
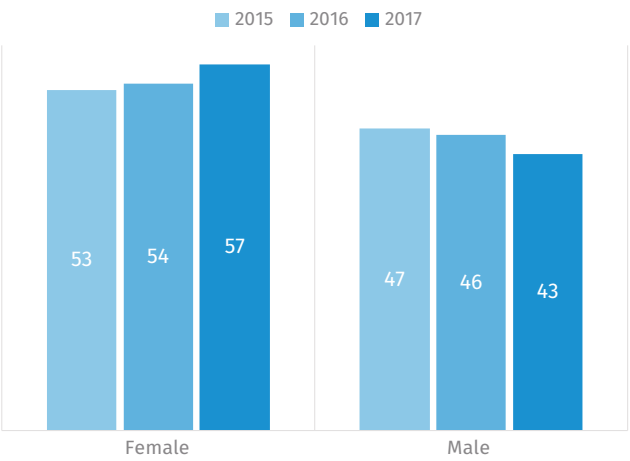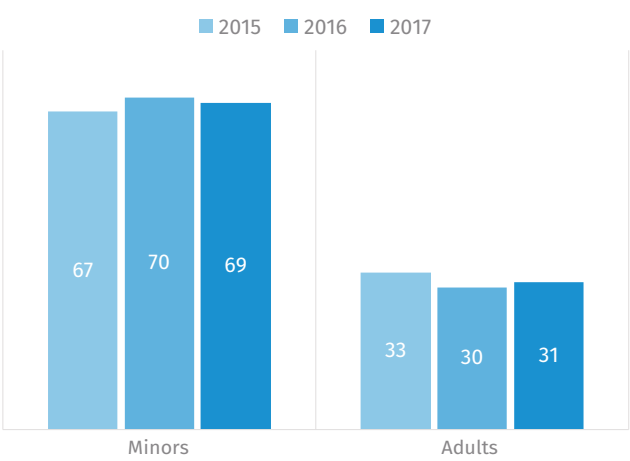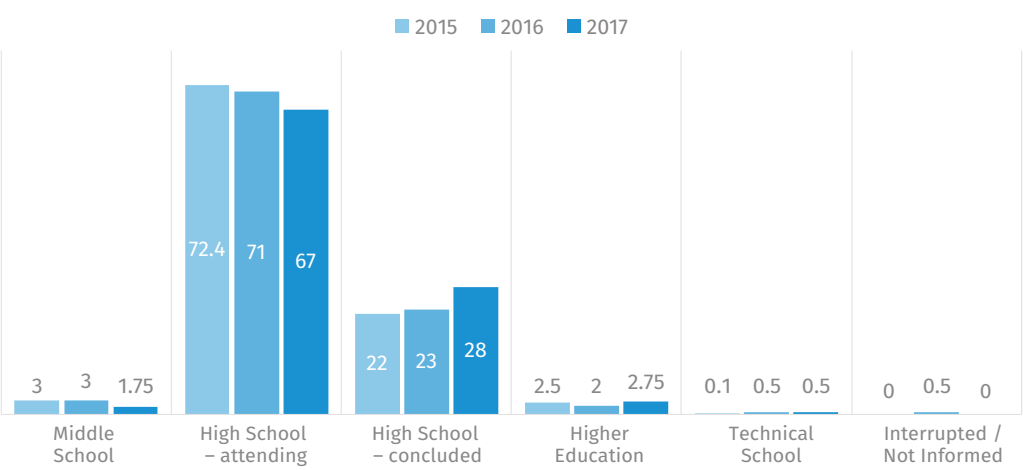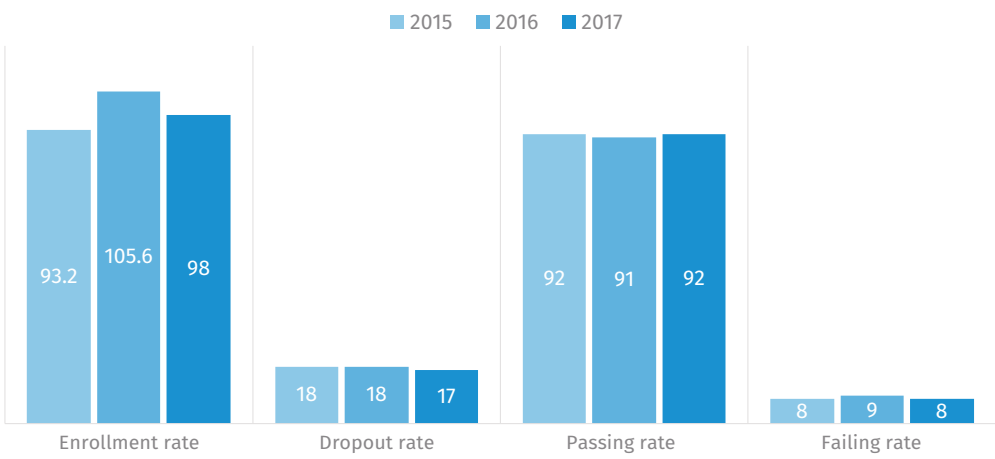
EDUCATIONAL

SEMI - ATTENDANCE COURSES

In this format, you have to physically attend classes however, the student completes activities online through the IOS distance-learning platform. In 2017, the subject of Materials Management was offered.

GENDER (%)
■ 2016 ■ 2017

	Female	Male
2016	57	43
2017	61	39

AGE GROUP (%)
■ 2016 ■ 2017

	Minors	Adults
2016	39	61
2017	90.5	9.5

EDUCATIONAL LEVEL (%)
■ 2016 ■ 2017

	Middle School	High School – attending	High School – concluded	Higher Education	Technical School	Interrupted Not Informed
2016	3	42.5	42.5	10.5	0	1.5
2017	7	79	11	2	1	0

RETENTION (%)

	Enrolled / Beginners	Dropouts	Passed	Failed
2016	55	21	79	21
2017	97	22	81	19

CUSTOMIZED TRAINING

In the customized training courses, the courses are developed and customized to meet the demands of compliance with the Quotas Law, the Learning Law, or for specific courses in partnership with partner companies. These are the courses carried out, for example, through PRONAS (National Program to Support Health Care of the Disabled). These courses are implemented by the Ministry of Health to encourage actions and services developed by private non-profit entities, associations and foundations in the health field of the disabled person. Another example is the Rehabilitation project, a course carried out at the INSS (National Institute of Social Security) directed at people who have been dismissed from work because of a disability.

F5 Project

A pilot project carried out in partnership with Accenture, which promoted a course on Project Management, Digital Education and Behavioral Skills for 48 students at the IOS headquarters. The objective of the project was to train young people to have a vision for the company's relations with its various audiences: employees, customers, partners and suppliers. It also offered concepts of how to manage a project, from the point of view of time, cost and human resources.

In addition, we work on the social-emotional skills of young people, preparing them for entry into the job market, providing them with the tools for their performance. In 2018, three new classes will be held at the IOS Campo Limpo Service Unit, a new partnership between the Institute and Anhanguera Educacional.

COVERED COURSES - 2017

Pie chart values: 37%, 28%, 22%, 13%

■ Pronas - Visually Impaired
■ Pronas - Diverse Handicaps
■ F5 - Update your status to the job market
■ Rehabilitating

GENDER (%)
■ Female ■ Male

	2015	2016	2017
Female	52	41	49
Male	48	59	51

EDUCATIONAL

NUMBER OF PEOPLE SERVICED (%)

Year	Value
2015	92
2016	184
2017	204

AGE GROUP (%)

Minors / Adults

Year	Minors	Adults
2015	2	98
2016	0	100
2017	6	94

EDUCATIONAL LEVEL (%)

2015 / 2016 / 2017

	2015	2016	2017
Middle School	2	2.5	1
High School – attending	26	13	10
High School – concluded	63	56	72.5
Higher Education	9	28	15.5
Technical School	0	0.5	1

RETENTION (%)

Dropouts / Passed / Failed

Year	Dropouts	Passed	Failed
2015	23	67	10
2016	10	80	10
2017	16	70	14

IOS LEARNING PROGRAM

In partnership with the Ministry of Labor and Employment, in the city of Sao Paulo, IOS acts as a Social Organization executing Professional Learning, supporting companies in compliance with the Learning Law. The courses are 16-months long, with 36 hours of classes per month, divided into 6 days. Through the program, the Employability team offers companies the opportunity to have their young professionals trained in the IOS methodology, with current themes and a technological perspective. The IOS Learning Program has been discontinued in the branches in order to network with other training institutions validated by the Ministry of Labor and Employment.

EDUCATIONAL LEVEL (%)

High School – attending / High School – concluded / Higher Education / Technical School

	High School – attending	High School – concluded	Higher Education	Technical School
Núcleo	28	65.5	1.5	5
BH - Unibh	20	60	0	20
Joi Fundamas	59	25	0	16
Rio de Janeiro - UNISUAM	6	73	0	21
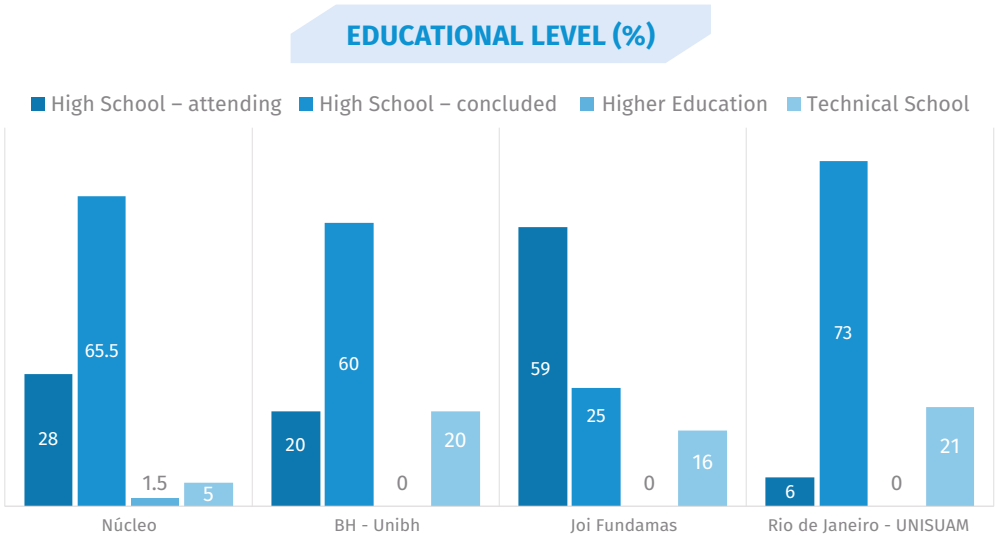
LEARNING COURSES % OF VACANCIES FILLED

- 85.23 — Core Unit – Learning Course
- 56.82 — JOI Fundamas – Learning Course
- 40 — BH UNIBH – Learning Course
- 68.75 — Rio de Janeiro UNISUAM – Learning Course
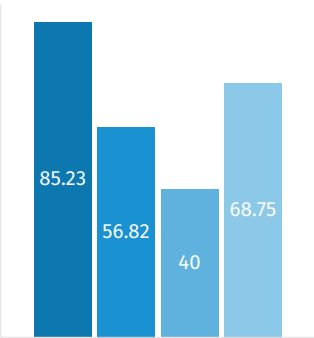
Core Unit - Learning Course
JOI Fundamas - Learning Course
BH UNIBH - Learning Course
Rio de Janeiro UNISUAM - Learning Course

2017 HIGHLIGHTS

46% growth in the number of trainees*

19% increase in the number of effective hires*

* In comparison to 2016

IOS PROGRAM OF PROFESSIONAL INCLUSION

IOS is also committed to the training and employability of young people and people with physical, visual or hearing disabilities, whom have less access to job opportunities. Within the range of projects and free training courses that it performs, the Institute assists people with disabilities in a variety of subjects, such as Technology, Communication and Administration, among others. Of the students served by IOS in 2017, two hundred and forty were rehabilitating or had some kind of disability.

TYPE OF DISABILITY OF THE SERVICED STUDENTS

- 47%
- 23%
- 3%
- 1%
- 26%

■ Visual Disability ■ Hearing Disability
■ Intellectual Disability ■ Multiple Disability ■ Re-habilitated

FUTURE TALENTS IN TECHNOLOGY

The technology market is one of the most promising today. Data from the Brazilian Association of Information Technology and Communication Companies (Brasscom) show that the technology sector grew by 12.5% in 2017 in relation to the previous year and produced BRL 195.7 billion, which is equivalent to a participation of 7.1% in Brazil's GDP. With a focus on this potential, IOS has developed, in partnership with the JP Morgan Chase Foundation, the free of charge course, Future Talents in Technology, with three new courses: Programming, Infrastructure Software Deployment and Networks.

The Future Talents is aimed at young people between the ages of 17 and 29 who are attending or have finished high school in public schools, who come from lower income families and are interested in developing a career in the Technology field. The course fulfills the goal of promoting the productive inclusion of these young people, expanding their perspectives of insertion in the technology market.

In this project, 264 vacancies were opened, in which a portion of these were destined to the Arcos Dourados partner (the largest franch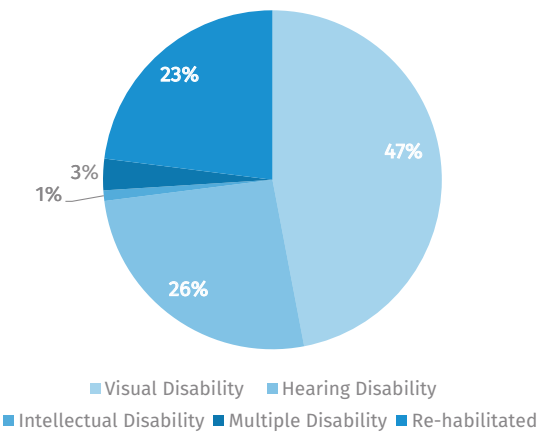ise network of McDonald's restaurants in Brazil and Latin America), which referred young professionals from their restaurants for the project. Throughout the course, students received support from the IOS's educational, psychosocial and employability teams.

Classes are conducted on a daily basis, during the three periods of the day, morning, afternoon and evening. The curriculum involves IT disciplines such as Programming Logic, Algorithms, Databases, Digital Education, along with Portuguese, Mathematics and behavioral skills, treated transversely and interdisciplinary. Students also had the opportunity to attend lectures with area experts who shared their professional experiences with students.

The graduation of the first group was held in May 2018 in the auditorium of TOTVS with the presence of several partner companies.

FUTURE TALENTS – ENROLLED STUDENTS (2017)

ENROLLED (IN ABSOLUTE NUMBERS)

■ Arcos Dorados ■ External Public

	Arcos Dorados	External Public
1st Module - Enrolled	116	150
1st Module - Dropouts	21	39
2nd Module - Enrolled	95	111
2nd Module - Dropouts	9	16
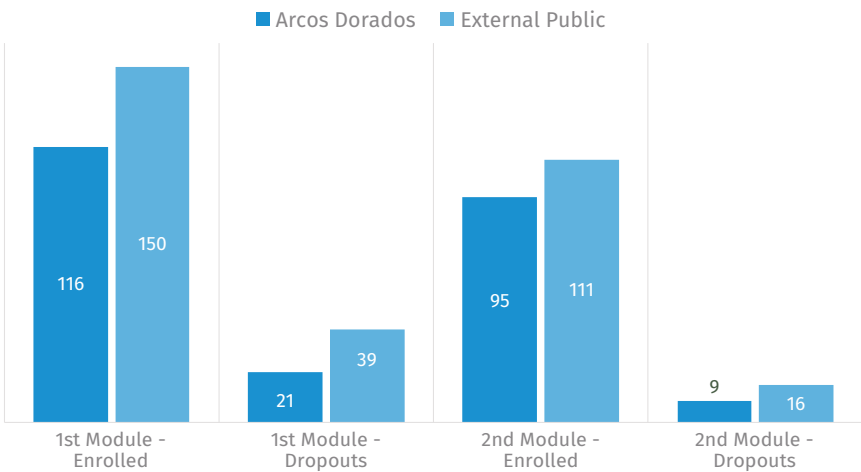
* The 3rd module was in progress during the reporting period, therefore the data will be compiled for the next report.

CURRICULUM

- Web Programming – HTML 5, PHP and My SQL
- Deployment – UML, Bemacash and ERP TOTVS
- Infrastructure and Networks – Cisco Networking Academy, with IT Essentials certification, Network topology, assembly and maintenance project

EDUCATIONAL

SUMMARY TABLE	IOS PROFESSIONAL TRAINING COURSES	SEMI-ATTENDANCE COURSE	CUSTOMIZED COURSES	TOTAL
GENDER				
Female	1475	155	100	1730
Male	1096	98	104	1298
AGE GROUP				
Minor	1762	229	11	2002
Adult	809	24	193	2104
EDUCATIONAL LEVEL				
Middle School	45	17	2	64
High School - attending	1724	200	20	1944
High School - concluded	716	29	148	893
Higher Education	71	5	32	108
Technical Education	14	2	2	18
Interrupted/Not informed	1	0	0	1
RETENTION				
Enrolled	2571	253	204	3028
Passed	1958	160	142	2260
Failed	164	38	29	231
Dropouts	449	55	33	537
TOTAL	**2571**	**253**	**204**	**3028**

STUDENT SATISFACTION
GRI G4-NGO-DMA | G4-PR5

Listening to students is a fundamental assignment of the Educational area of IOS. As communication tools, the Institute offers an e-mail: falecomedu@ios.org.br (Edu is the character created to humanize this dialogue and encourage contact), which has existed for over a year. In that period, only one complaint was received concerning employability and resolved. Another initiative is the satisfaction surveys, online forms available to the students, which evaluate the teachers, the classes and the infrastructure of the Institute.

The latest survey, conducted in 2017, has brought positive results for IOS. The students emphasize, the infrastructure of the Institute, the commitment and didactics of the teachers, besides along with the acquired knowledge.

Infrastructure

Accessibility was the focus of IOS with regard to infrastructure. The new headquarters has been remodeled and adapted to receive students with physical disabilities.

Legend: Acessibility, Cleanliness

	Great	Good	Regular	Bad	Terrible
Acessibility	30	26	9	2	2
Cleanliness	67	29	4	1	0
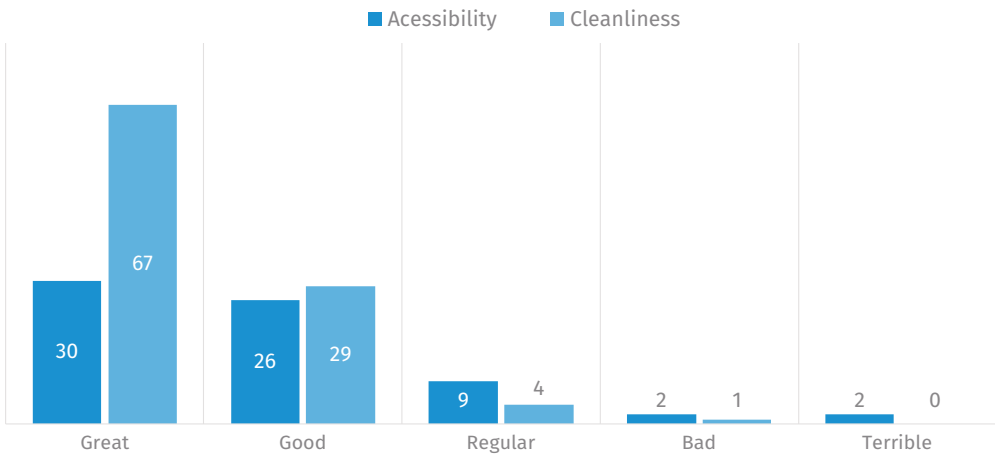
Didacts Material

Booklet and notebooks with educational content were vastly approved by the students, with the majority considering them good and excellent.

Legend: IT Digital Booklet, Extension booklet, IT Workbook

	Great	Good	Regular	Bad
IT Digital Booklet	67	27	5	1
Extension booklet	64	28	7	1
IT Workbook	66	28	5	1
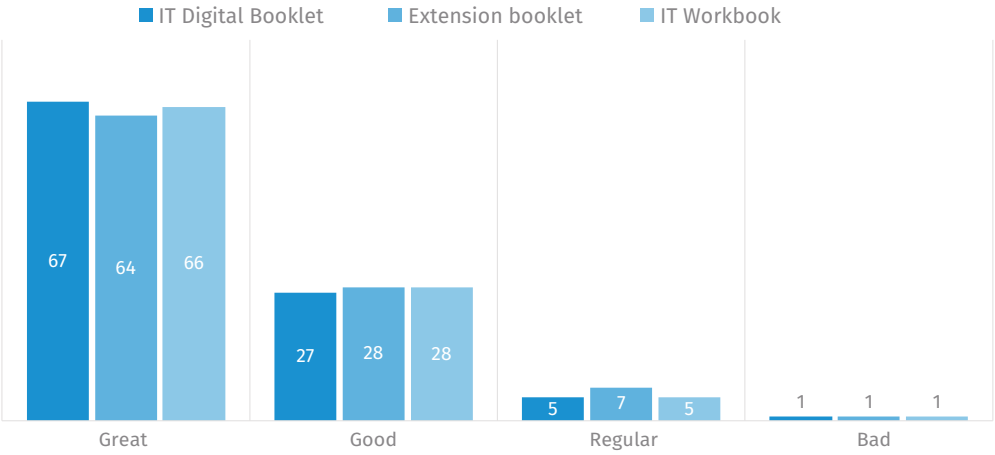
IOS Educational Professional Team

The survey shows the recognition of the students regarding the performance of the instructors, monitors and pedagogues of the Institute.

IT INSTRUCTOR

Legend: ■ Knowledge ■ Posture ■ IT Classes

	Great	Good	Regular	Bad
Knowledge	90	9	1	0
Posture	82	16	2	1
IT Classes	80	19	1	0

MONITORS

Legend: ■ Knowledge ■ Posture ■ Support Classes

	Great	Good	Regular	Bad
Knowledge	81	16	2	1
Posture	77	20	2	1
Support Classes	69	28	3	1

PEDAGOGUE

Legend: ■ Knowledge ■ Posture ■ Portuguese Classes ■ Math Classes ■ Workshops

	Great	Good	Regular	Bad
Knowledge	79	15	4	1
Posture	75	19	5	1
Portuguese Classes	66	28	5	1
Math Classes	64	28	7	1
Workshops	70	26	3	1

SPEECHES AND EVENTS

Pie chart: Great 59%, Good 34%, Regular 6%, Bad 1%

Legend: ■ Great ■ Good ■ Regular ■ Bad

Of the students who graduated in IOS in 2017, 15% showed interest in continuing to study and entered university. This number is relevant because it indicates the interest of the trainees to continue with knowledge development for professional evolution.

It is also worth mentioning that in the first year after completing the IOS course, at least 35% of the graduates are working and 15% are enrolled in Higher Education. These figures show that in the year following the course, 50% are headed for better social opportunities.

PARENTS OR GUARDIANS ALSO PARTICIPATE

During the learning process, IOS organizes meetings with the students' families in the units where they study, inviting them to participate in the students' training process and to encourage them to support the young students. In 2017, the Service Units and IOS headquarters received 1,522 parents of underage students, the equivalent to 83% of the family members - this number indicates a high interest of the family to follow the development of the students.
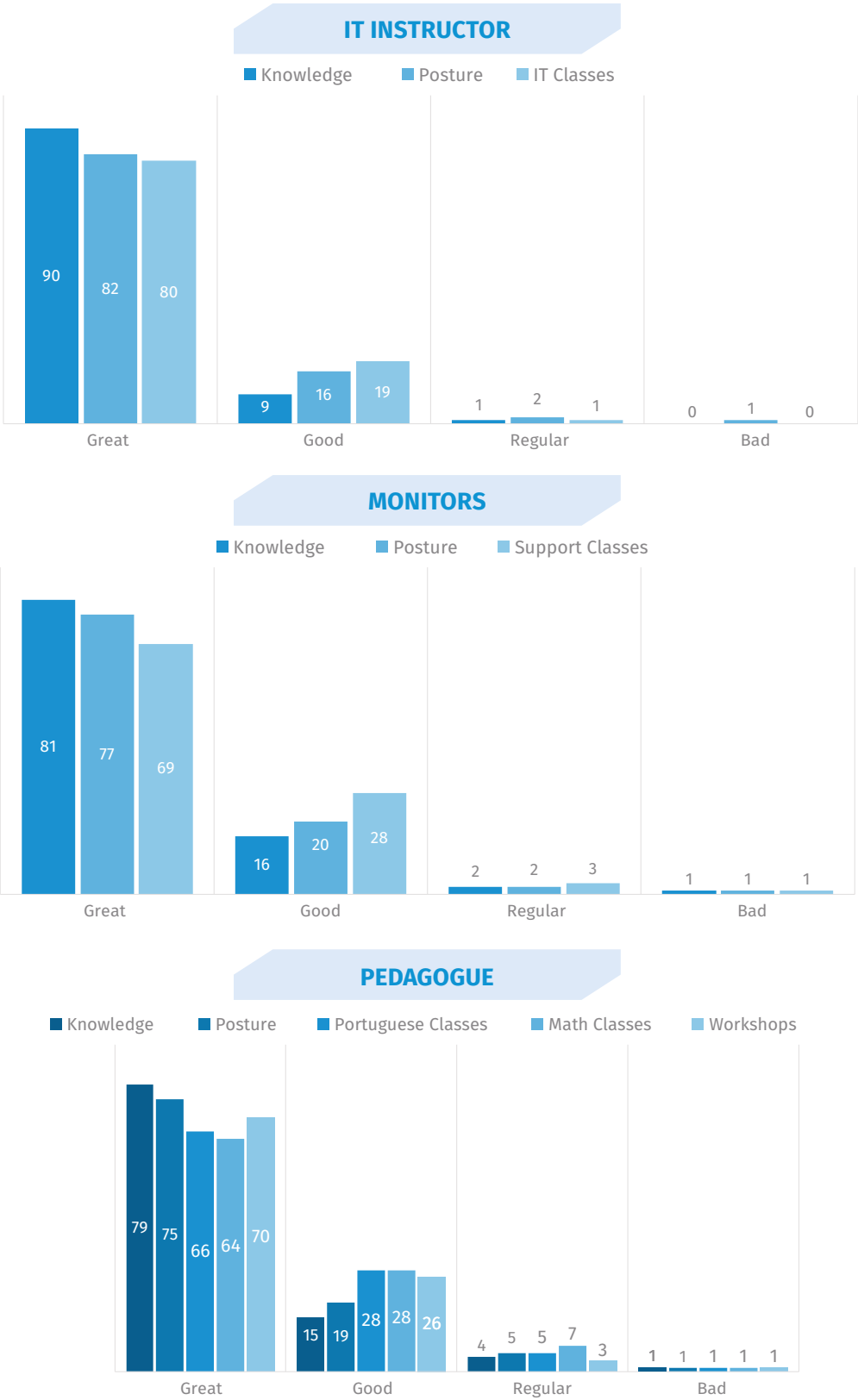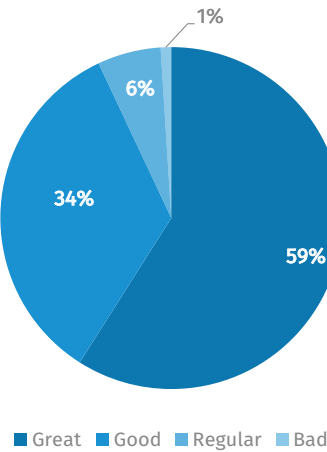
COMPLEMENTARY ACTIVITIES

In parallel to the courses, IOS promotes educational events for students, enriching the cultural and social background of young people. In 2017, the following events took place:

· **IOS Circuit Lectures –** IBM volunteers, technology experts, share their expertise with students by offering themed lectures. In 2017, the topics covered were Internet of Things, Women in Technology, Social Media, Games, Cognitive Computing, Social Networks, Sharing Economy and First Steps in a Technology Career.

· **Visit to TOTVS –** IOS students visit the new headquarters of TOTVS, which is a reference in innovative environment. In the local, they meet different professionals and participate in various activities.

EMPLOYMENT AND SOCIAL OPPORTUNITIES

RECORD OF EMPLOYED STUDENTS IN 2017

The Institute surpassed its commitment of referring its students to the job market, even in the face of an adverse scenario. In 2017, it achieved an employability rate **18% higher** than that of 2016, reaching the largest number of students employed since the beginning of its activities.

In all, **1,016 students** were included in the job market. There was growth in São Paulo, as well as in the Belo Horizonte, Joinville and Rio de Janeiro branches. Of this contingent, there was an increase of 46% in the number of apprentice hiring (which shows a cultural change of the corporate market, assimilating the culture of the apprentice) and a 19% increase in effective hires, as compared to 2016.

EMPLOYABILITY RESULTS
GRI G4-NGO-DMA

EMPLOYED STUDENTS – 2013 TO 2017

Year	Employed Students
2013	842
2014	731
2015	786
2016	860
2017	1016

18%
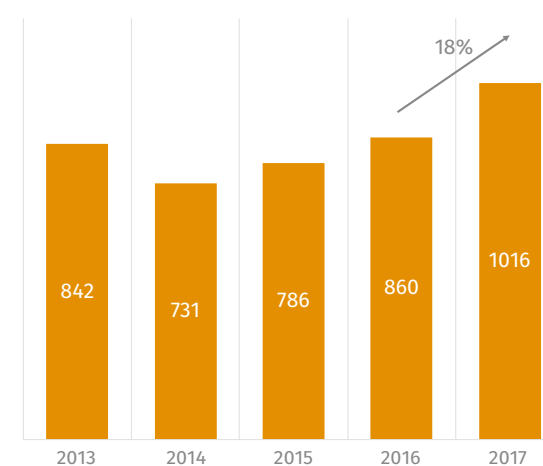
EMPLOYABILITY BY SERVICE UNIT

■ Rio de Janeiro ■ Joinville ■ Belo Horizonte ■ Sao Paulo

Rio de Janeiro	Joinville	Belo Horizonte	Sao Paulo
103	150	146	617
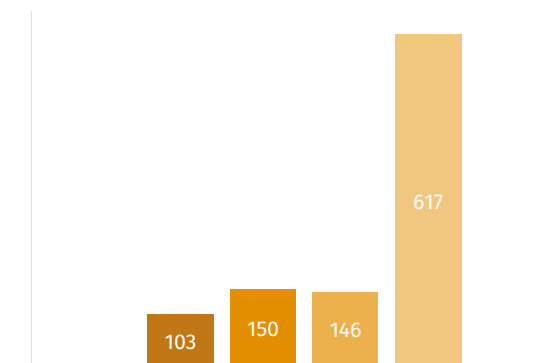
Youth, employment and IOS' role

The difficulty in generating jobs was a sensitive point in the Brazilian economy in 2017, when 13.6% of the population was affected by unemployment (data from the IBGE- Institute of Brazilian Geography and Statistics). Young people were the most affected: one in four were unemployed (the survey considers young people declaring themselves looking for job opportunities). In all, 6.6 million Brazilians between the ages of 18 and 24 did not study or work in 2017. Concerning people with disabilities, the challenge is even greater. According to the 2010 IBGE Census, less than 1% of this sample is employed.

IOS EMPLOYABILITY PROGRAM

IOS has redesigned the employability cycle of its students and alumni so that the Institute can increase the monitoring and follow-up capacity of young people with more efficiency in the process of entering the formal labor market. Starting in 2017, employability statistics consider students who have studied at IOS over a period of three years - always counted from the same semester of the beginning of the course. For example, the data for the first semester of 2017 covers the classes, which started on the first half of 2014.

In order for this monitoring to work, the Institute has tightened its relationship with the former student to reinforce contact and guide him/her to update his/her training, generating a new cycle of employability.

EMPLOYABILITY PARTNERS

Employability is the direct result of the successful performance of IOS. The area of employability works directly with the partner companies, to find out about the main demands and receive feedback on the performance of the alumni of the Institute. In 2017, there was a 27% increase in the total number of students hired by new companies, which had been prospected within the year, in comparison to 2016.
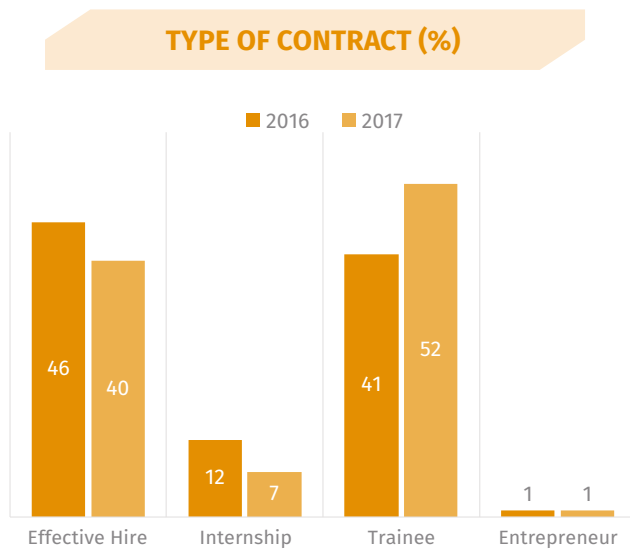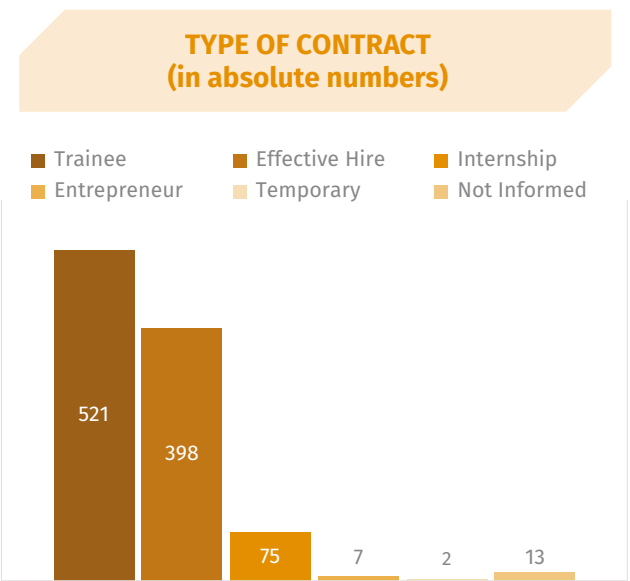
The data shows that the prospecting and the relationship building proved to be most effective in the search for job vacancies.

In addition, the area acts in the orientation of students, training them for all stages in the search of employment opportunity, from the development of their resume to the job interview. The contact with the alumni is essential, since it gives continuity to the work done in the classroom. We refer them to participate in interviewing processes, guide them in the search of an opportunity and support them with questions about the job market.

TYPE OF CONTRACT (in absolute numbers)

Legend: Trainee, Effective Hire, Internship, Entrepreneur, Temporary, Not Informed

Trainee: 521
Effective Hire: 398
Internship: 75
Entrepreneur: 7
Temporary: 2
Not Informed: 13

TYPE OF CONTRACT (%)

Legend: 2016, 2017

	2016	2017
Effective Hire	46	40
Internship	12	7
Trainee	41	52
Entrepreneur	1	1

EMPLOYABILITY ACADEMY

The 2017 results were the fruit of the important changes promoted by IOS, supported by two pillars: **partner and student relationships**. In Sao Paulo, part of the team worked on the themes related to partners, and the other part on the themes concerning the students, always keeping the goal of employability in sight.

A team was in charge of finding new partners, whether through courses, HR events, relationship actions or in continuous contact by social networks, to ensure the best promotion of the Institute's cause.

The other team took direct care of the relationship with the students, getting in touch when there were available positions, clarifying and referring them to interviews. This process was done by telephone, a Facebook alumni group or by e-mail. At the Service Branches, which have leaner teams, there was a leader and an analyst fully focused on supporting employability.

The measure was reinforced in the Branches through a specific training, called the **Employability Academy**, in which professionals from Rio de Janeiro, Belo Horizonte and Joinville visited the IOS headquarters and worked together to align processes and to discuss strategies to improve students and companies' relationship practices.

During the Employability Academy, the participants discussed the use of the customized TOTVS CRM tool for the needs of the area. The national indicators will be measured through this management tool.

IOS EMPLOYMENT TASK FORCE

With the objective of supporting the search for a job, IOS held an Employment Task Force, an event that allows students and the surrounding community to have direct contact with hiring companies.

In October 2017, in addition to the 7th edition of the Employment Task Force in Sao Paulo (SP), an event was held for the first time in Belo Horizonte (MG), connecting more than 3,300 people, with companies that have open positions to be filled.

• **7th edition in São Paulo:** with 1,800 people and the participation of 19 companies.

• **1st edition in Belo Horizonte:** with 1,500 people and the participation of 12 companies.

· Approximately 1,000 formal job openings were advertised for positions as Apprentice, Purchasing Assistant, Store Operator, Sales Supervisor, Store Manager, Salesman, Logistic Operator, among others, averaging from BRL 800.00 to BRL 2,500.00.

In addition to passing out resumes, participants attended lectures and received tips on how to prepare a resume and how to be a part of a selection process. In both events, attending public agencies issued work permit documents for those who did not have their document, as well as a duplicate.

YOUTH AS AN AGENT FOR TRANSFORMATION

The young person and person with disability that arrives at IOS sees in the Institute an entryway into their professional life, an opportunity to be the masters of their own destiny. In this context, IOS works as a direct connection between youth and formal employment in a competitive job market, giving them support to create their own roots of knowledge and to be prepared for new opportunities.

After a training period, with courses that qualify the student to work in the administrative or technological area of a company, everyone who takes part of this cycle wins: the student, the company and society. The student starts to have a monthly income, which directly impacts the family income, which contributes to a better quality of life at home, and from there he/she envisions the possibility of designing a career plan. The market, in turn, receives skilled labor, who is interested in learning and developing. As for society, it will have a young man/woman who is aware of his/her role as an agent of transformation.

SOCIETY (Social Impact / Benefits to Society)

COMPANY (Employment / Career development / Growth)

FAMILY (Impact in Family Income)

STUDENT (Training)
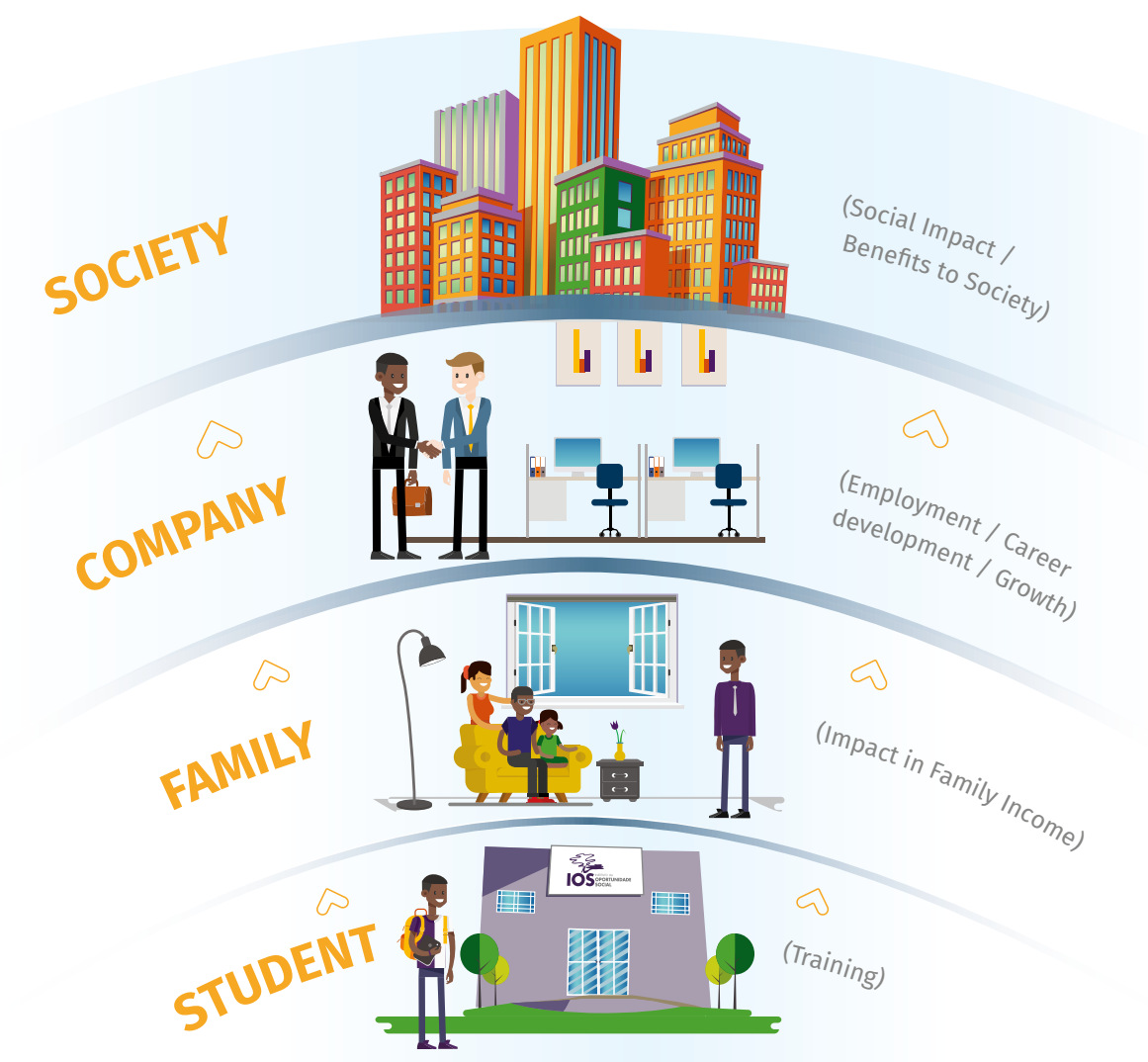
A WELL-PREPARED AND EMPLOYED YOUNG PERSON, CAN TRANSFORM HIS/HER ENVIRONMENT: **FAMILY, COMPANY AND SOCIETY.**

SOCIAL IMPACT

IMPACT IN FAMILY INCOME

In 2017, the salaries of students who entered the job market through IOS generated a 40% increase in family income. In comparison with 2016, the impact on family income was reduced by 7%, because the students attending IOS already had higher monthly incomes at the beginning of the year with the resumption of the job offer in the country and greater prospects of replacement in the market, which justifies the difference in proportion.

In the regions served by the IOS Units, the impact on income was 30% higher in 2017 than in the previous year.

FAMILY INCOME – THE IMPACT OF EMPLOYABILITY

■ Family Income- Enrolled Students
■ Average Salary of employed students (after IOS)

41% —— 47% —— 40%

BRL 1,755.16
BRL 1,574.37
BRL 1,853.48
BRL 721.48
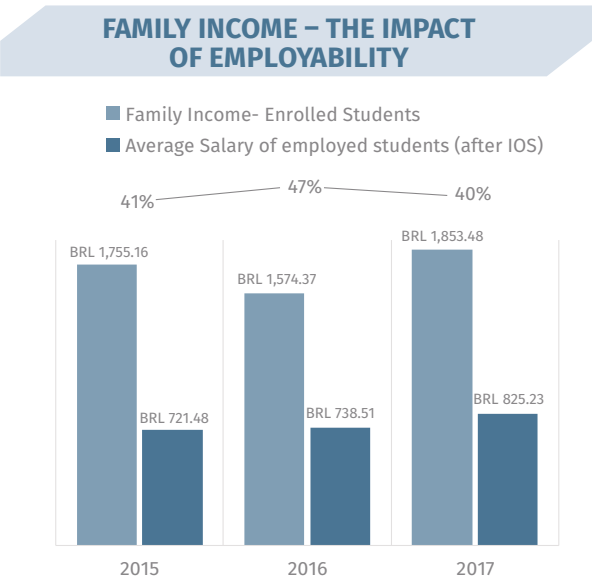BRL 738.51
BRL 825.23

2015   2016   2017

IOS Solidarity Project

The young people who participate in IOS courses also work for the benefit of society, through the **IOS Solidarity Project**, in which students are volunteers in social institutions.

The goal is for the young person to understand that he is a protagonist in society and is a part of the movements of change necessary for the advances of their surroundings.

In 2017, young people collected approximately 1,500 kg of non-perishable food and about 915 liters of milk; more than 4 thousand items of clothing; and 5,000 items were collected through events hosted by IOS partners.

IOS TECNOLOGIA SOCIAL

SOCIAL TECHNOLOGY

The new demands of the job market and social changes have increased the need for professional training. However, how to serve so many young people in a country as big as Brazil?

The Institute's response is in the creation of the IOS Social Technology, a project in which we offer methodology and tools, so that social partner organizations can multiply the professional training consolidated by the Institute. The great benefit of the initiative is to provide access to knowledge for the greatest amount of people as possible, in different locations, through service centers. In order that we may establish a sustainable educational initiative through a networking concept.

DELIVERED BY IOS	DEVELOPED BY THE PARTNER
Provides a Virtual Learning Environment for access to all materials needed for student training.	Offers local team and infrastructure for the project execution.
It offers technical-pedagogical training for the teachers of the organization, certifying them in technology and in our methodology.	It acts in the promotion of the center with the local communities, taking over the registration process and candidates' selection for the courses.
Prepares the partner to take over the employability activities of the graduates.	Minister classes according to the IOS methodology, as well as class evaluations and performance ratings.
Tracks and monitors the implementation of the IOS training methodology, management and employability with the partner.	It supports the student in the process of training and job search and in the adaptation or transition of work.
Certifies the partner with a quality seal as recognition by the training model.	Works with partner companies to articulate opportunities that generate employability for students.

SOCIAL TECHNOLOGY

IOS TECNOLOGIA SOCIAL

OVERVIEW OF SOCIAL TECHNOLOGY CENTERS IN 2017

In 2017, three centers were implemented in the city of Sao Paulo, in addition to the continuity of the Sacramento Center - MG. The following is a summary of the data collected during the year:

INSTITUTO MADIBA · **Colo Social** · **acessasp** · **PAC PROJETOS AMIGOS DAS CRIANÇAS**

AGE GROUP
ADULTS **72%**
MINORS **28%**

GENDER **46%** **54%**

EDUCATIONAL LEVEL

- 14% Middle School
- 51% High School – attending
- 27% High School – concluded
- 1% Higher Education
- 7% Technical School
- 0% Interrupted/Not Informed

■ Middle School   ■ High School – attending
■ High School – concluded   ■ Higher Education
■ Technical School   □ Interrupted/Not Informed

RETENTION

- 74% Passed
- 23% Failed
- 3% Dropouts

■ Passed   ■ Failed   ■ Dropouts

SUMMARY TABLE - SOCIAL TECHNOLOGY CENTER

GENDER	
Female	44
Male	38

AGE GROUP	
Minors	59
Adults	23

EDUCATIONAL LEVEL	
Middle School	11
High School - attending	42
High School - concluded	22
Higher Education	1
Technical Education	0
Interrupted / Not informed	6

RETENTION	
Enrolled	82
Passed	61
Failed	19
Dropout	2
TOTAL	82

INSTITUTIONAL RELATIONS

OPEN DIALOGUE WITH THE COMPANIES

IOS has in the area of Institutional Relations one of its important bases to promote the Institute's actions with its strategic stakeholders and establish a dialogue that can generate financial resources, materials and knowledge exchange. In addition to contact with students, alumni and parents or guardians, the Institute is constantly in contact with companies (main sponsoring company, sponsors and institutional partnerships), government agencies, its participants (IOS employees) and other institutions / organizations.

PARTNERSHIP MODELS

In 2017, the Institute maintained most of the partnerships established in the previous year. TOTVS - among the largest developers of integrated management systems in the world, segment leader in Brazil and Latin America - continues as IOS main sponsoring company. Alliances with other corporations are built as a result of projects or actions defined throughout the year.

The relationship with all partners last year was fueled with initiatives that mark and consolidate the joint trajectory. Thank you notes, monthly newsletter and welcome kits were distributed to those who initiated the partnership.

DAY TO DAY SHARING

Stakeholder dialogue is a fundamental step in the management of the Institute. The exchange of information and impressions, with both, the students and the representatives of the partner companies, is constant and guides IOS decisions. Formally, there is the satisfaction survey with students and partner companies, and the documentation containing feedback from the different relationship public, so that we can measure how the Institute is meeting the expectations of the different groups of dialogue.

The teams from the Educational and Employability areas work together, measuring result indicators to monitor the quality of the services offered. Recognizing educational partners and maintaining relationship with investors is a daily, strategic goal for the sustainability of the operation. According to the return of the partners' survey, the great majority sees IOS contribution as strategic for their own businesses and intend to renew the partnership with the Institute.
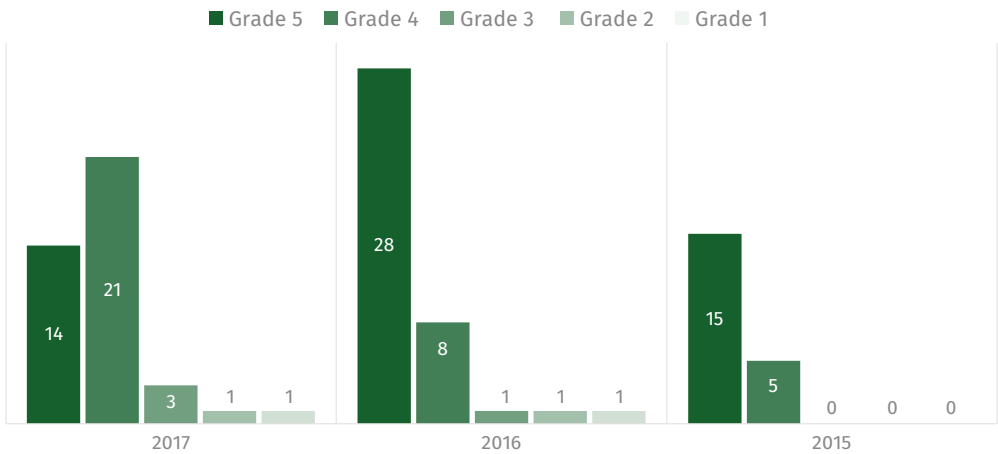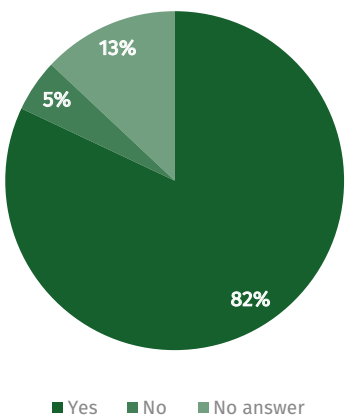
PARTNER'S SATISFACTION SURVEY
GRI G4-PR5

Of the total of all the partner companies (60), 40 answered the questionnaire with the purpose of evaluating the service rendered and the validation of the joint work. With marks from 1 to 5, the maxim represents excellence and the minimum, failure.
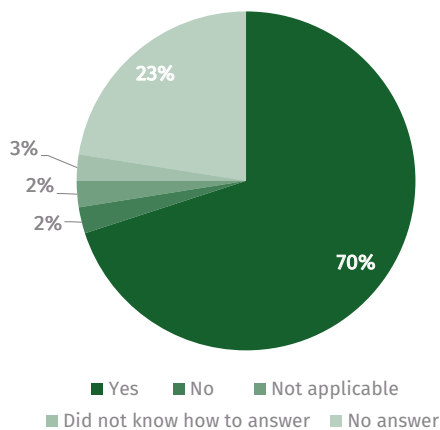
INSTITUTIONAL RELATIONS

IOS GENERAL SERVICING (IN ABSOLUTE NUMBERS)

■ Grade 5 ■ Grade 4 ■ Grade 3 ■ Grade 2 ■ Grade 1

2017: 14, 21, 3, 1, 1
2016: 28, 8, 1, 1, 1
2015: 15, 5, 0, 0, 0

ARE YOU SENSITIVE TO THE IOS CAUSE?

13%
5%
82%

■ Yes ■ No ■ No answer

STUDENT REFERRAL TO SELECTION PROCESSES

3%
20%
22%
55%

■ Great ■ Good ■ Satisfactory ■ No answer

IS THE PARTNERSHIP WITH IOS STRATEGIC FOR YOUR BUSINESS?

23%
3%
2%
2%
70%

■ Yes ■ No ■ Not applicable
■ Did not know how to answer ■ No answer
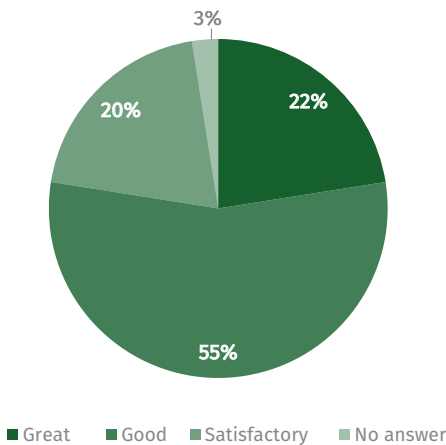
HUMAN RESOURCES

THE PEOPLE WHO PROMOTE THE CONNECTIONS

The focus of IOS Human Resources in 2017 was on strengthening the importance of the Institute's **values** - Integrity, Ethics, Respect, Team Spirit, Dedication and Search for Knowledge - and how participants (IOS employees) can (and should) act as multipliers of these values, inside and outside the IOS. The proposal was to value personal and professional experiences, with the **Value Stories** campaign. The goal was to reinforce engagement and the sense of belonging in the participants by showing them that their values are close to the values of IOS, from stories told by them. The material was published in the #bIOS internal bulletin and was made available on an online platform for all teams.

FORMALIZATION OF INTERNAL POLICIES

Another action planned and accomplished was the formalization and dissemination of IOS internal policies in 2017. The objective was to guide employees in processes, procedures, conduct and information on benefits and other human resources practices. The HR area held a meeting to explain the policies, before moving to the new headquarters, in 2017. The following policies were formalized: Induction and Orientation (integration of new employees); Working hour and Clock-in Control; Home-office; Media and Social Networks; Academic Grants (1st graduation and post-graduation); Expenses Refund; Attraction and Selection; Training and Development; Performance Evaluation; Recruitment and Selection; Recruitment of Trainee and Termination.

IOS TEAM PROFILE GRI G4-10 | LA-12

The Institute has a team with various profiles and is open to diversity - The Organization ended 2017 with 104 employees, considering all the staff (Headquarters and Branches).

PARTICIPANTS (EMPLOYEES)

PARTICIPANTS DISTRIBUTION BY REGION	
Sao Paulo	80
Belo Horizonte	8
Joinville	8
Rio de Janeiro	8

GENDER	
Male	38%
Female	62%

ETHNICITY	
White	60%
Black	31%
Grayish-brown*	9%

AGE GROUP	
17 - 20	10%
21 - 30	52%
31 - 40	25%
41 - 50	10%
Over 50	3%

COUNSEL, DIRECTORSHIP AND MANAGEMENT

GENDER	
Male	38%
Female	62%

ETHNICITY	
White	84%
Black	8%
Grayish-brown*	8%

AGE GROUP	
30 – 40	31%
41 – 50	46%
Over 50	23%

* The IBGE (Brazilian Institute of Geography and Statistics) manual defines grayish-brown as people with a mixed skin color, whether this mix is mulata (descendants of whites and blacks), cabobla (descendants of whites and indigenous people), cafuza (descendants of blacks and indigenous people) or mixed races.

Training and Development
GRI G4-LA9 | HR-2

It is part of the HR policy of IOS to promote the development of its participants, since their individual performance will directly reflect on their professionalism day to day. In 2017, the Institute promoted, in partnership with the Brazilian Association of Training and Development, 65 hours of training aimed at the behavioral and professional improvement. In addition, training was provided for the internal functions - leadership and administrative positions - totaling an amount of 508 hours. Topics such as strategic planning, fundraising, project management and training focused on human rights and diversity, among others, were worked on.

Compensation and Benefits
GRI G4-LA2

The IOS compensation program is compatible with market practices, both in salaries and in the benefits package. In 2017, the Human Resources area began the process of job designing, with the objective of reviewing standards and updating the structure, within the Institute's reality. Participants are hired under the CLT (Brazilian Consolidation of Labor Laws) regime, and have the following benefits package:

· Transportation Tickets
· Meal Tickets
· Health Plan
· Dental Plan
· Academic subsidy
· Life Insurance
· Child care Assistance (for participants who have children up to five years old)
· Private Pension Plan (optional)
· Agreement with SESC* (*Commerce Social Service)
· Agreement with SENAC* (National Service for Commercial Apprenticeship)
· Agreement with HOPI HARI* (*amusement park)

Performance Evaluation
GRI G4-LA11

IOS makes use of the Individual Development Plan - IDP as an HR tool to strategically target the potential of its participants (employees). In practice, the IDP steers the career plan, basing itself on the performance evaluation through competencies, which shows the goals and objectives of each employee for the year. Each direct manager closely monitors the plan and the evaluation cycle begins in August. In 2017, the manager feedback stage and the IDP validation by the directors took place. In August 2018, a new evaluation cycle begins.

PARTICIPANTS EVALUATED IN 2017

Position	Percentage (of total of employees)
Instructors	21%
Analysts	18%
Monitors	14%
Pedagogues	14%
Assistants	13%
Leaders	6%
Coordinators	5%
Trainees	4%
Social Workers	2%
Specialists	2%
Psychologists	1%

INTERNAL COMMUNICATION

Internal communication is essential to maintaining continuous alignment of the strategy and the activities developed in the Institute with its participants (employees). There are two main channels of communication: the electronic internal bulletin, the #bIOS and the Internal Ombudsman channel.

#bIOS: The IOS bulletin comes out weekly, via e-mail, highlighting the latest events and news of the Institute to the participants.

Internal Ombudsman: through the e-mail ouvidoriainterna@ios.org.br, ✉ participants have a direct channel of communication with the Institute's management to ask questions, make suggestions and criticize. It services the Sao Paulo headquarters (SP) as well as the branches in Belo Horizonte (BH), Joinville (SC) and Rio de Janeiro (RJ).

Team interaction

Since August 2017, the HR area has held **Coffee with the Leader**. These are monthly meetings, which aim to create a moment of interaction between the areas and the IOS participants. Each meeting deals with a relevant topic of the day-to-day work. There were three meetings held throughout the year. One on HR goals, another on financial management and a special lecture focusing on the Brazilian labor reform. For about two hours, the leadership from the financial area addressed the new legislation and clarified doubts. All participants were invited and 60 people attended the meeting. Attendees evaluate the event, taking into consideration its organization, usefulness of the proposed topic and content presented. The evaluation of the participants was generally very positive - 45% of the people rated the meeting as excellent and 50% as very good.

Turnover
GRI G4-LA1

In 2017, IOS hired 33 new participants, which generated a turnover rate of 0.279%, very similar to 2016, which was 0.270%. Admissions are linked to new projects and partnerships signed throughout the year.

HUMAN RESOURCES

TOTAL HIRES	TOTAL DISMISSALS	TURNOVER RATE

TURNOVER BY GENDER			
Male	16	9	31%
Female	17	13	23%

TURNOVER BY AGE GROUP			
17 - 20	8	2	50%
21 - 30	16	7	21%
31 - 40	7	10	32%
41 - 50	2	3	22%
Over 50	0	0	0%

TURNOVER BY REGION			
Sao Paulo	28	18	28%
Rio de Janeiro	0	0	0%
Minas Gerais	3	3	37,5%
Santa Catarina	2	1	18,8%

FINANCIAL MANAGEMENT

TRANSPARENCY IN ACCOUNTABILITY

GRI G4-EC1 | G4-EC4 | G4-EC7 | G4-EC8 | G4-EC9 | G4-9 | G4-12 | G4-NGO-DMA

The year 2017 was challenging, and at the same time, with positive results for IOS. It was the best year of the last decade in regard to the application of resources, as a result of the funding made the previous year. It was a period of more executed projects, which is reflected in more opportunities in the courses, in the number of places and in the quality of the offer. With the increase in the number of projects, it was possible to expand the focus of student training, deepening the IT approach, with an even more accurate look at support, software implementation and project management, for example. In practice, it means that the student graduated from the Institute has qualified even more in the search for a job in the formal market.

IOS seeks to diversify sources of resources and maintain relationships with long-standing partners. Relationship is a fundamental premise for the sustainability of the Institute. For TOTVS and other companies sponsoring IOS, social investment is strategic, because the professional qualification of young people directly benefits the human capital of medium and long-term companies.

MAIN SPONSORING COMPANY
TOTVS

SPONSORS
Atlas Schindler · BRASILPREV · cielo · Eurofarma Ampliando horizontes · GLOBO · IBM · J.P.Morgan · Votorantim Cimentos · zendesk

SUPPORTERS
accenture · APSEN FARMACEUTICA · CRIANÇA ESPERANÇA · INSTITUTO CENTER NORTE · instituto VEDACIT · Microsoft · Momenta

INSTITUTIONAL
administradores · CMDCA · condeca · Etec Artes · FUMCAD · GOVERNO DO ESTADO SÃO PAULO · GOVERNO DO ESTADO SÃO PAULO · BRASIL · FILANTROPIA · Ministério da Saúde · peixeurbano · polen · PREFEITURA DE SÃO PAULO · PREVIDENCIA SOCIAL · Prezi · PRONAS · raízen · SILICON VALLEY community foundation · SurveyMonkey · SUS · Network Brazil WE SUPPORT
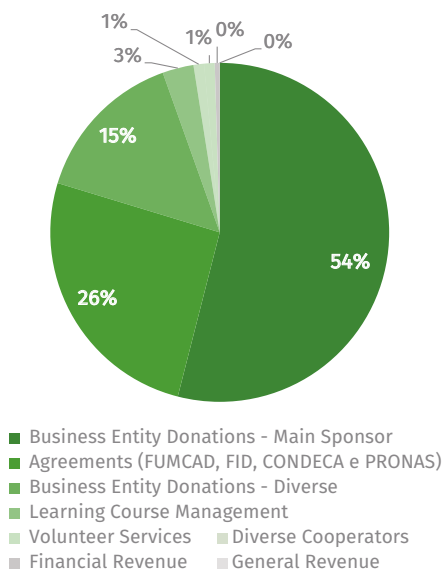
RESOURCE MOBILIZATION AND FUNDRAISING

IOS mobilized 13% more resources in 2017, exceeding the established target of 10%. From the point of view of the origin of resources, IOS closed an important partnership with JP Morgan. In turn, the absence of public notices of financial initiatives by the public administration (federation, states and municipalities) reflected negatively for the IOS, since no new projects were launched originating from fiscal incentives through companies.

IOS wants to be a reference not only in educational training, but also in the management of resources, and therefore, periodically reviews its financial management and funding. In 2017, for example, the service units started to have greater autonomy in the prospecting of partnerships and fundraising, previously concentrated in the headquarters in São Paulo. It is a way of guaranteeing a solid backing so that the Institute can maintain quality service for the student and the employability process.

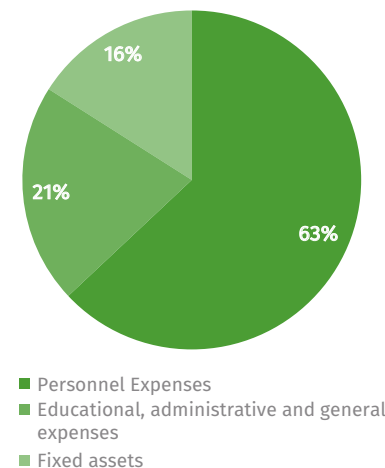In absolute numbers, IOS raised BRL 10,653,614.35 in 2017, a figure 15.4% higher than that presented in the previous year. Of this amount, 53.5% came from its main sponsor, TOTVS, and 14.7% were donations made by other companies. Of the amounts collected, 73% came from the private sector (15% were first received in 2017), and 25.5% came from public agencies. In addition, IOS maintained the funding with Zendesk, an international partner, in 2017.

ALLOCATION OF RESOURCES

GRI G4-12 | EC1 | EC7 | G4-DMA

In 2017, operations carried out by IOS generated an impact on the economic chain in the order of BRL 12,249,242.66 million. The funds were invested in the contracting of suppliers, payroll and payment of social security contributions and investments in fixed assets.

FUND RAISING 2017

- 54% Business Entity Donations - Main Sponsor
- 26% Agreements (FUMCAD, FID, CONDECA e PRONAS)
- 15% Business Entity Donations - Diverse
- 3% Learning Course Management
- 1% Volunteer Services
- 1% Diverse Cooperators
- 0% Financial Revenue
- 0% General Revenue

ALLOCATION OF RESOURCES

- 63% Personnel Expenses
- 21% Educational, administrative and general expenses
- 16% Fixed assets

CORPORATE VOLUNTEERING

IOS offers partner companies the chance to participate in the Corporate Volunteering Program, in which its employees can engage in initiatives such as youth mentoring and the teaching of mini-courses, workshops and lectures - in the same format as it is done with students. In 2017, the Institute counted 72 volunteers, who donated 390 hours of knowledge to the students.

PERSPECTIVES

CONNECTIONS FOR THE FUTURE

In its mission to support young people and people with disabilities in their quest for a formal job opportunity, IOS has been sowing initiatives to become an increasingly important partner for business, students and society itself.

The increase in job opportunities indicate a recovery scenario in 2018, which encourages the Institute to make even greater efforts to expand its network of partners, to benefit more and more young people. This is the role of IOS. And we are going further: the more young people qualified by the Institute's professional training projects, the more organizations will have professionals prepared today and in the future.

This is the main reason for the young person's engagement and participation in the IOS courses: they can already see themselves in perspective, with career potential and the excitement to have hope for the construction of his/her own future.

In this new cycle of 2018, the great challenge of IOS is to guarantee the sustainability of the Institution. If financial resource is a limiting factor, it is necessary to expand, plant the IOS seed in other fields,

broadening the scope of geographical coverage of the Organization. This is where the idea of the Social Technology project comes from, a change of the performance model. Increasingly, class execution is a means and not an end. The value of IOS lies in the knowledge generated and worked at the various angles of training - and this all packaged on a scale that begins to cross boundaries and create new roots.

Social Technology is a reality and the future of IOS. After all, in the third sector there is no competition, there is convergence. When talking about Social Technology, the focus is on a nucleus of knowledge generation and methodologies, which can be expanded, in an exponential curve of social impact. Above all, it is a collaborative process of connecting and forming networks, where a community of knowledge sharing is created, in a sustainable model that benefits the student, the market and society.

Sérgio Serio
IOS President

GRI INDEX

Profile Indicators	Profile Indicators (description)	Reference/Direct Answer
1. Strategy and Analysis		
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization.	Page 3
2. Organizational Profile		
G4-3	Name of the organization.	Page 6
G4-4	Primary brands, products or services.	Page 9
G4-5	Localization of organization's headquarters.	Page 9
G4-6	Number of countries the organization operates.	Page 10
G4-7	Nature of ownership and legal form.	Page 9
G4-8	Markets served.	Page 12
G4-9	Scale of the organization.	Page 9
G4-10	Workforce profile.	Page 45
G4-11	Percentage of total employees covered by collective bargaining agreements.	All of the employees are covered by a collective bargaining agreement. Five interns are not included in the calculation.
G4-12	Describe the organization's supply chain.	Page 13, 49 and 50
G4-13	Significant changes in the structure of the organization during the reporting period.	Page 11

3. Commitments with external initiatives		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	Not applicable.
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	IOS supports the Global Pact, the Millennium Development Goals (page 14) and the 10 anti-corruption measures of the Federal Public Ministry.
G4-16	Significant participation in associations and/or national/international advocacy organizations in which the organization: holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues.	Page 14
4. Identified Material Aspects and Boundaries		
G4-17	List entities included in the organization's consolidated financial statements.	Headquarter and branch were included in the financial statements.
G4-18	Process for defining the report content and the aspect boundaries.	Pages 4 and 6
G4-19	List the material aspects identified in the process for defining report content.	Page 6
G4-20	Material aspect boundary within organization.	All aspects are material within the organization.
G4-21	Material Aspect Boundary outside the organization.	Dialogue with Stakeholders: material theme for Students, Partners, Participants and Suppliers. Employability: material for Students and Partners. Investments and Fundraising: material for Students, Partners and Participants. Program Quality: material for Students. Valuable Partnerships: material for Students and Partners. Ethics: material for Partners and Suppliers. Student Cycle: material for Students.

G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	On the table, which refers to the student profile, in the 2016 version, there was an inversion of information as far as the student training, which was corrected in this report.
G4-23	Report significant changes from previous reporting periods in the scope and aspect boundaries.	There were no significant changes in scope and aspects boundaries reported in relation to the previous report.
5. Stakeholders Engagement		
G4-24	List of stakeholder groups engaged by the organization.	Pages 6 and 15
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Pages 6, 15 and 16
G4-26	Organization's approach to stakeholder engagement, including frequency of engagement.	IOS promotes satisfaction surveys with students and partners, every six months, to verify their level of satisfaction. Other stakeholder groups also participate in the selection process of materiality. IOS also organizes events and meetings for students and student's families.
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and measures adopted by the organization on how to address them.	Page 6
6. Report Profile		
G4-28	Reporting period.	The previous report contemplated the period between January 1st and December 31st 2017. Page 6
G4-29	Date of most recent previous report.	The previous report contemplated the period of January 1st to December 31st 2016 (page 6).
G4-30	Reporting cycle.	Page 6

G4-31	Contact point for questions regarding the report or its contents.	IOS makes the Financial Statements available through prior consultation with the financial department, by the e-mail: financial@ios.org.br.
G4-32	GRI Index for the chosen option (essential or comprehensive) and external assurance.	Page 7
G4-33	Description of organization's policy and current practice with regard to seeking external assurance.	The report will not be audited before its publication. There will be a subsequent audit of the Institute's financial statements, which will be provided to interested parties.
7. Governance Structure and Composition		
G4-34	Governance structure, including committees.	Page 13
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Page 37
G4-39	Report whether the Chair of the highest governance body is also an executive officer.	Page 13
G4-40	Process for nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members (including shareholders).	The directors are elected by the founding members, by the sponsoring companies and by the Management team of the Institute. Knowledge of and engagement with the third sector are the main criteria taken into account for this selection. The term of office is three years and it may be renewed.

8. Highest Governance Body's role in risk management		
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	The management of risks, impacts and opportunities is guided by the Strategic Planning, updated in 2017, and by a map, which assists management and decision-making, put together from a research done with the stakeholders. The Strategic Planning for the next cycle is in consolidation.
9. Ethics and Integrity		
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Page 13
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	The IOS does not have an internal mechanism specifically designed to communicate ethical issues. However, students have an Ombudsman channel, described on Page 07. For participants, the IOS provides an open channel with the HR department. The external public, all relationship channels and social networks (on page 07).
9. Economic Performance		
EC 1	Direct economic value generated and distributed.	Pages 49 and 50
EC4	Financial assistance received from government.	Page 49
10. Indirect Economic Impacts		
EC7	Development and impact of infrastructure investments and services supported.	Page 49 and 50
EC8	Significant indirect economic impacts, including the extent of impacts.	Page 49

11. Procurement Practices		
EC9	Proportion of spending on local suppliers at significant locations of operation.	Page 49
12. Social Performance: Labor practices and decent work		
Employment		
LA1	Total number and rate of new employee hires during the reporting period, by age group, gender and region.	Page 47
LA2	Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation.	Page 46
Training and Education		
LA9	Average hours of training that the organization's employees have undertaken during the reporting period, by gender and employee category.	Page 46
LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	Page 46
Diversity and Equal Opportunity		
LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Page 45

Labor Practices and Grievance Mechanisms		
LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	There were no grievances or complaints in 2017.
13. Social Performance: Human Rights		
HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Page 46
14. Social Performance: Society		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	The Institute operates in a model of partnership with Social Organizations in which it is responsible for structuring the space, content and teaching methodology. The social organization offers the headquarters and the experience with the local public. Impact is measured by changes in the student's family income. (page 37).
Anti-Corruption		
SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	Page 13
SO4	Communication and training on anti-corruption policies and procedures.	There is no official training in the fight against corruption, however, the transparency of management and internal procedures make employees aware so that they may act organically in this regard.
SO5	Confirmed corruption cases and measures taken.	No corruption cases were identified in the Institute within the period covered by the report.

15. Social Performance: Product's Responsibility		
Product and Service Labeling		
PR5	Results of surveys measuring customer satisfaction.	Pages 31 and 43
16. NGO Sector Supplement		
NGO-DMA: Affected stakeholder engagement (former NGO1)	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Page 15
NGO-DMA: Feedback, Complaints and Actions (former NGO2)	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	Legal and accounting consultants are outsourced and contribute to the inspection to maintain the Institute's policy and practice.
NGO-DMA: Monitoring, Evaluation and Learning (former NGO3)	System for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	Page 30 and 31
NGO-DMA: Public Awareness and Advocacy (former NGO5)	Processes to formulate, communicate, implement, and change advocacy positions.	Page 21
NGO-DMA: Coordination (former NGO6)	Processes to take into account and coordinate with the activities of other actors.	Preparation of diversified materials to inform employers about the actions of the Institute, such as Connect Monthly Bulletin, e-book, booklets, info graphics, contents in the Administrators' Portal and LinkedIn. In addition to this, there are the procedures on pages 36, 37 and 41.
NGO-DMA: Resource Allocation (former NGO7)	Resource allocation.	Pages 49 and 50

NGO-DMA: Sources of funding (former NGO8)	Sources of funding by category and five largest donors and monetary value of their contribution.	Pages 49 and 50. In the period, IOS presented an investment in fixed assets and equipment above average due to the remodeling of the new headquarters. The funding of this work was possible due to the reserve fund and supporters such as Zendesk. The aforementioned administrative expenses do not include depreciation and amortization values.
NGO-DMA: Grievance and Complaints Mechanisms Related to Labor Practices (former NGO9)	Mechanisms for workforce feedback and complaints, and their resolutions.	Notes and complaints from Participants (employees) can be reported to their direct leader. If an immediate solution is not identifying, he/she may discuss the issue with other leaders, and together, reach a consensus on how to solve the situation. In addition, the IOS participant may contact the Internal Ombudsman (page 7).
NGO-DMA: Marketing Communication (former NGO 10)	Adherence to standards for fundraising and marketing communications practices.	The Institute has not received any complaints about a violation of good fundraising practice standards and marketing actions.

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