

ANNUAL



REPORT
2018

Institutional & Sustainability



INTRODUCTION

Mackenzie completed 148 years of activities in 2018, focused on education based on confessional principles, compatible with the interpretation of the Reformation of the sixteenth century.

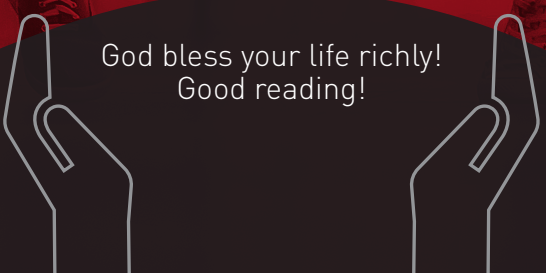
In the year, it expanded its borders in the area of health with the acquisition of a hospital and a college of medicine in the City of Curitiba (PR).

The Institution aims to be recognized by society as a Confessional organization dedicated to the divine and human sciences, thus guiding its actions.

We invite you to take a look at this report, which presents a summary of sustainability activities and actions of the Institution.

The Executive Board is grateful to God, who has supported Mackenzie in its role as a leading player in the development of teaching, education, and now, health in Brazil; and to the Board of Directors for the continuous support and strategic guidance for administrative actions.

Get to know the full version of the report by visiting our website on the page of Social Responsibility.



God bless your life richly!
Good reading!



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REPORT

GETTING TO KNOW MACKENZIE

HIGHLIGHTS IN 2018

Institutional



Acquisition of Evangelical Hospital and College of Medicine in Curitiba-PR, joining the Hospital in Dourados-MS.

42.5 thousand Confessional Literatures distributed by Chaplaincy in the year.

Opening of Higienópolis-Mackenzie subway station, with a positive impact on access to Higienópolis campus.

R\$1.9 million invested in the improvement of employees, which benefited **11,013** participants.

16.8% increase in the number of **students assisted** by Mackenzie Teaching Systems (**57.6 thousand**), and **28%** increase in the number of partner schools (**343**).

More than **48.5 thousand students enrolled** in the units of Mackenzie.



Social



26.9 thousand students assisted with full or partial scholarships, of which **7.1 thousand** with need-based scholarships.

Mackenzie Volunteer Program attracts **55 thousand** volunteers and reaches approximately **474 thousand** beneficiaries throughout the country.



University



Progress in the activities of Innovation and Development in the area of **Graphene** in integration with companies.

In its third year of operation, **Distance Higher Education (EaD)** achieves **2.9 thousand students** and **maximum score** in the courses evaluated by **MEC**.

More than **21 thousand internship contracts** entered into in the year. Mackenzie is **top** among the universities that most employ their students in the market.

Extension of **UPM internationalization**, with **237** signed agreements, involving **144** institutions from **38** countries.

Investments of **R\$34.9 million** in research and training of **masters and doctors**.

For **the seventh** consecutive year, **UPM is the best Private Institution** in the State of São Paulo, according to the **University Ranking of Folha (RUF)**.

Institutional Score of UPM with **maximum grade (5)** in evaluation of the **Ministry of Education (MEC)**.



Schools



Maintenance of the **growth** rate, with **8,531 students** enrolled and **expansion of 6.3%** in the year.

Internationalization: 388 students enrolled in **Middle and High School**, with **83** already graduated.

Mackenzie Schools reinforce their **practical inclusive nature**, by assisting students with **special needs**.

Educational technology advances in the **physical structure**, in the development of competences and in the **pedagogy of projects**.

PRESENCE

PROFILE

Mackenzie is a civil philanthropic, Confessional, non-profit and noncommercial association with educational, social, welfare and health purposes. It has the Presbyterian Church of Brazil as its perpetual sponsoring associate.

As a private educational institution, open to all, regardless of creed, ethnicity, disability status or socio-economic condition, throughout its 148 years of existence, Mackenzie has contributed significantly to national scientific and academic development through various pedagogical innovations. Such pioneerism has allowed Mackenzie to be recognized as one of the foremost renowned teaching and research institutions in Brazil.

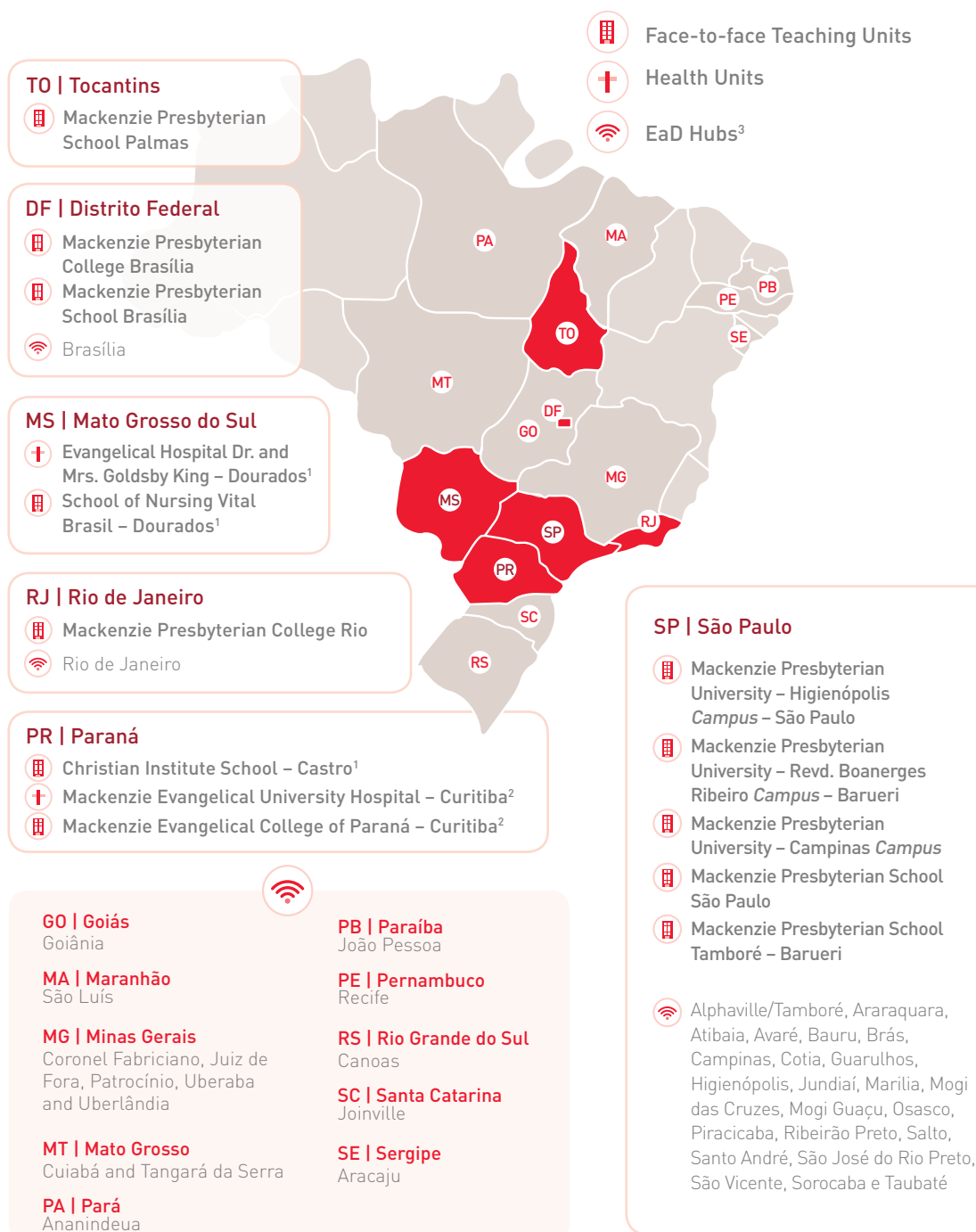
Aiming at the integral development of its students, Mackenzie prepares them from preschool, in Basic Education, passing through undergraduate education with courses in all the areas of knowledge, up to postgraduate education, in levels of specialization, master's and doctorate, besides the courses in Distance Higher Education (EaD).

Since 2017, as part of its expansion process and in line with its vocation, Mackenzie has expanded its activities in the area of health, associating with institutions that are a reference in its areas of business. The Institution now has two hospitals, a college of medicine and a technical nursing school.



Higienópolis-Mackenzie subway station in SP

PRESENCE



1. Association with Mackenzie Presbyterian Institute (IPM) at the end of 2017.
 2. Institution acquired in an auction on September 28, 2018.
 3. Total of 40 poles, position on January 20, 2019.

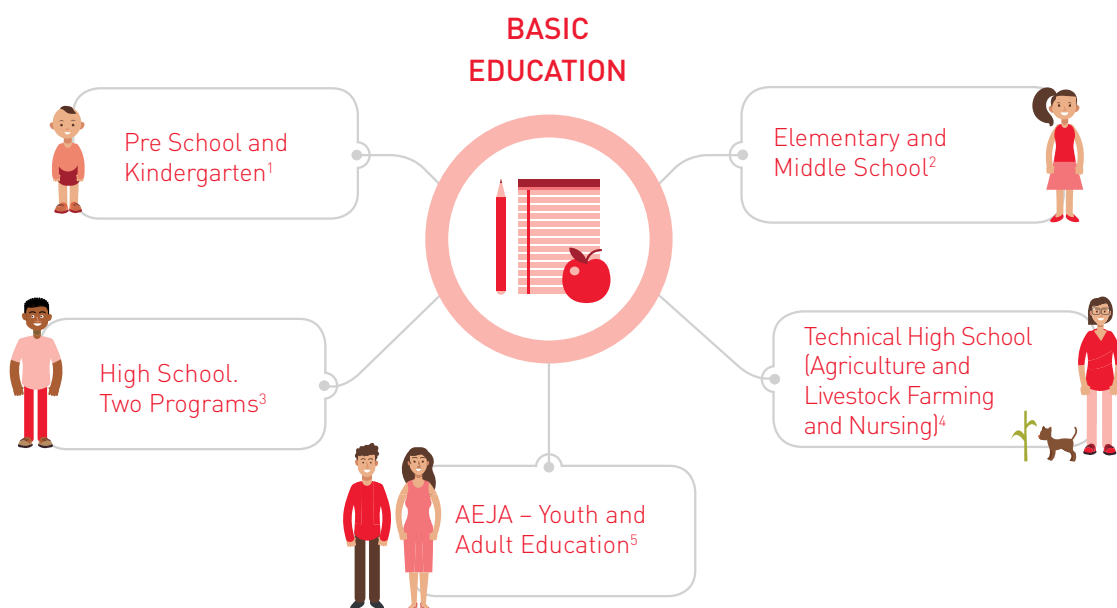
STRUCTURE

In its ten* face to face campuses Mackenzie houses 846 classrooms, 319 laboratories and 17 auditoriums, comprised of 912,986 m² of land and 209,052 m² of built area.

The two hospitals, Curitiba and Dourados, have 544 active beds in 34,931 m² of built area.

* Considers Basic and Higher Education: Higienópolis campuses, Alphaville, Campinas, Rio de Janeiro, Brasília (two), Palmas, Dourados, Castro and Curitiba.

Courses offered



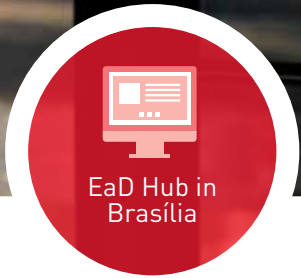
1. Schools São Paulo, Tamboré, Brasília and Palmas. Bilingual only in Brasília.

2. Schools São Paulo, Tamboré, Brasília and Palmas. American Middle School in all units, except Palmas.

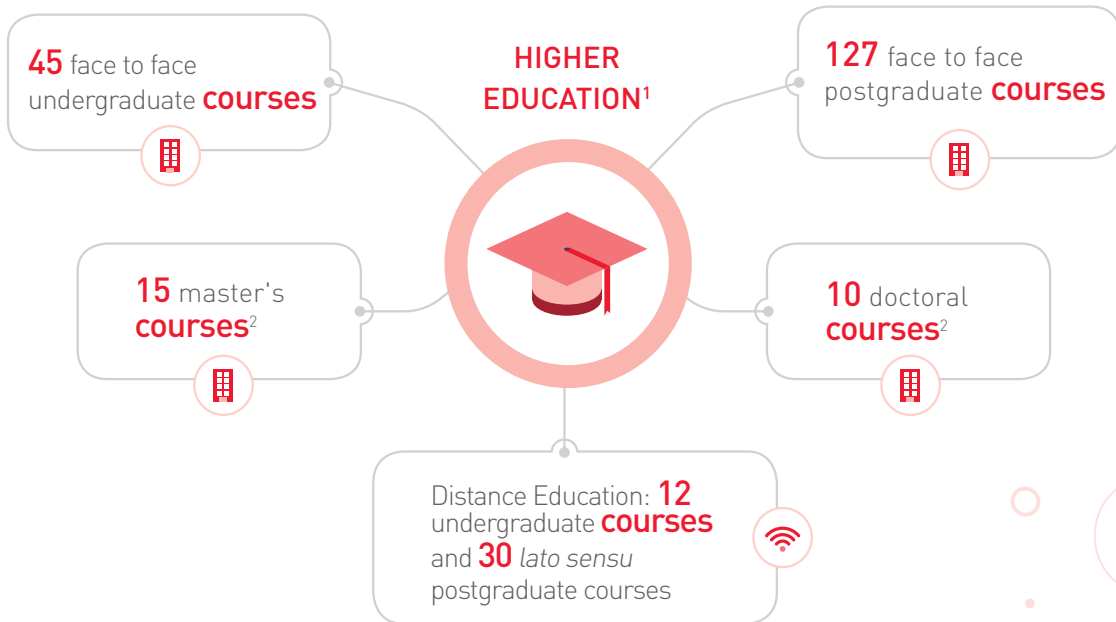
3. Schools São Paulo, Tamboré, Brasília and Castro. Two programs: Brazilian and American High School, except Castro, only with Brazilian.

4. School Castro (Agriculture and Livestock Farming) and School Dourados (Nursing).

5. AEJAMack - São Paulo.



EaD Hub in Brasília

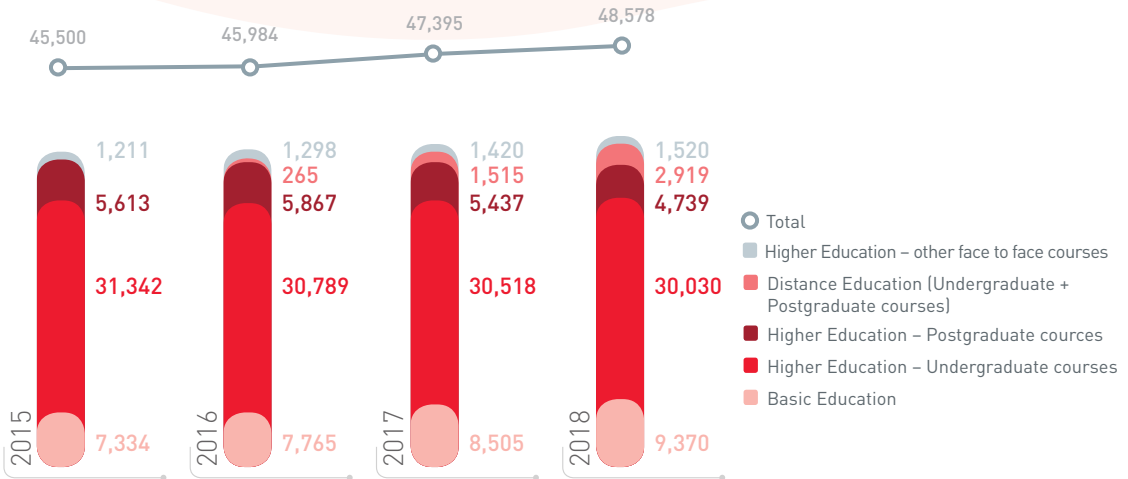


1. UPM campuses, College Rio, College Brasília and College Curitiba.

2. Master's: 14 courses at UPM and 1 at FEMPAR. Doctoral: 9 courses at UPM and 1 at FEMPAR.

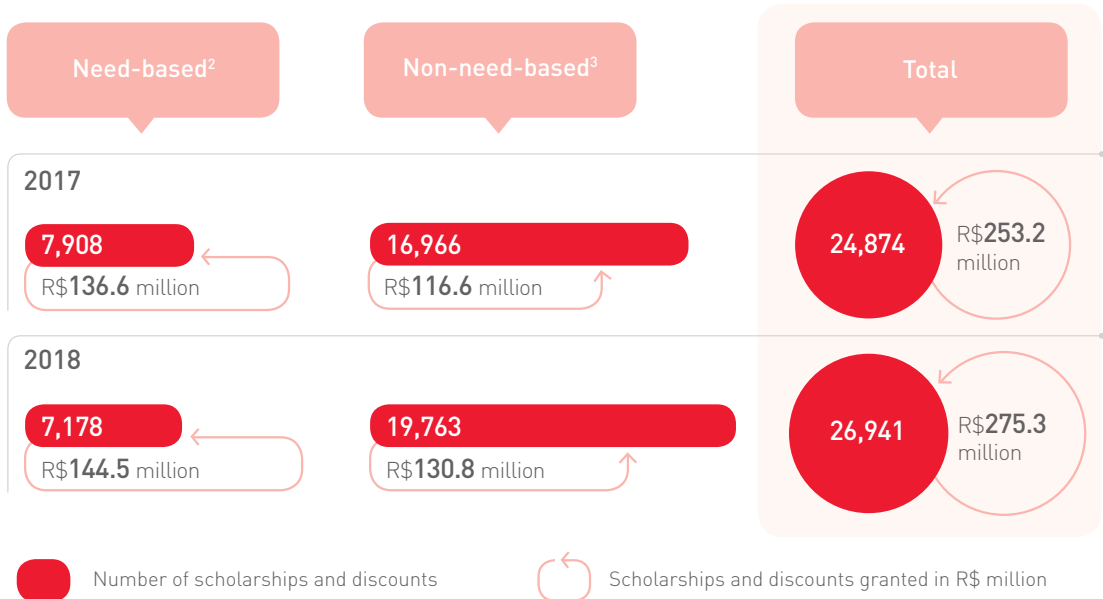
MACKENZIE IN NUMBERS

Students



Source: Controllership - average numbers.
 Since 2018, students from the units of Castro, Dourados and Curitiba are counted.

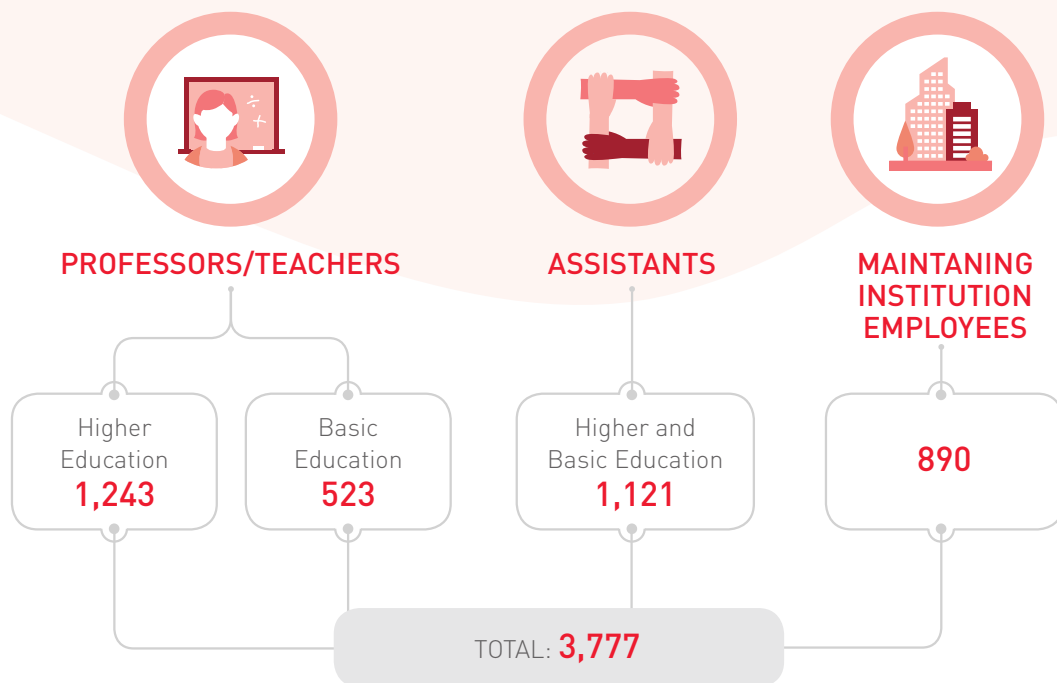
Scholarships and discounts granted¹



● Number of scholarships and discounts ↻ Scholarships and discounts granted in R\$ million

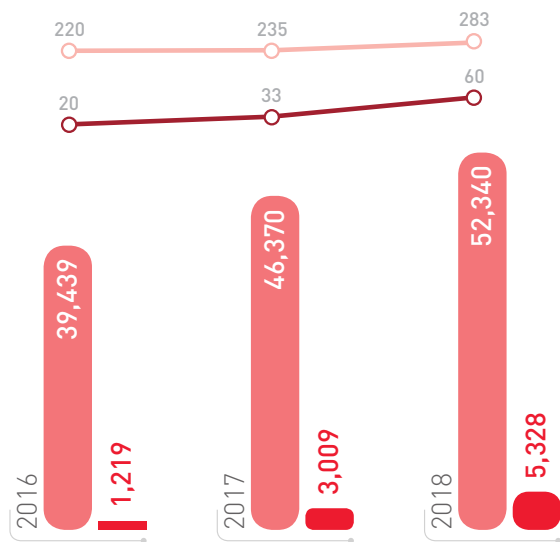
1. Does not consider the structures in Dourados-MS, Curitiba-PR and Castro-PR.
 2. Includes scholarships needy students plus University for All Program (Prouni).
 3. Includes benefit-scholarships for employees/dependents, deliberations and discounts.

Employees*



* Data concerning Mackenzie Presbyterian Institute and Maintained Institutions. The Units in Curitiba, Castro and Dourados are not considered. Check for more information at page 31.

Mackenzie Teaching Systems* – evolution of the number of students and schools



2017 x 2018 evolution (%)

	SME	ME
Students	12.9	77.1
Schools	20.4	81.8

- SME schools
- ME schools
- SME students
- ME students

* Mackenzie Teaching System (SME), of explicit Confessionality and Educational Mackenzie (ME), of implicit Confessionality.

INSTITUTIONAL IDENTITY

INSTITUTIONAL IDENTITY

Mackenzie Institutional Identity represents the set of primary elements that characterize its structure, own will, and basic beliefs – that transcend circumstances and are not circumscribed by the internal or external environment, nor by its current capabilities.

Mackenzie Institutional Identity is composed of Confessionality, Mission, Vision, Principles and Values. These are expressed as follows:



CONFESSIONALITY

We believe that God is the reference of all reality and His Kingdom is manifested in all areas. This reality must be understood by the Creation-Fall-Redemption structure revealed in the Holy Bible.



MISSION

To educate human beings, created in the image of God, for the full exercise of citizenship, in a set of Reformed Christian faith.



VISION

To be recognized by society as a Confessional Presbyterian and philanthropic institution, dedicated to the divine and human sciences, committed to social and environmental responsibility, in continuous search for academic and management excellence.

Principles and values

- **In personal conduct:** dignity, character, integrity and displaying a Mackenzie “school spirit”.
- **In professional activity:** ethics, competence, creativity, discipline, dedication and willingness to volunteer work.
- **In interpersonal relationships:** loyalty, mutual respect, understanding, honesty and humbleness.
- **In decision-making process:** seeking consensus, justice, truth and equal opportunity for all.
- **In relationships between collegiate bodies, units and departments:** cooperation, team spirit, professionalism and adequate communication.
- **In relationships with other institutions:** responsibility, independence and transparency.
- **In society:** participation and services to the community.
- **And in all circumstances:** act with love, which is the bond of perfection.

CONFESSIONALITY

Christian Confessionality takes the Scriptures as lenses to bring focus to all knowledge that pertains to human knowledge. With the threefold perspective of creation, fall and redemption, Confessionality avoids the dichotomies of secular thought and promotes a worldview that is transcendent and applied transversally (touches on the whole range of areas of knowledge), permeating (penetrates to the root of the things) and transparent (it is forthright and also it is not opaque – its perspective enriches the vision of its objects, improves, contrasts and expands details).

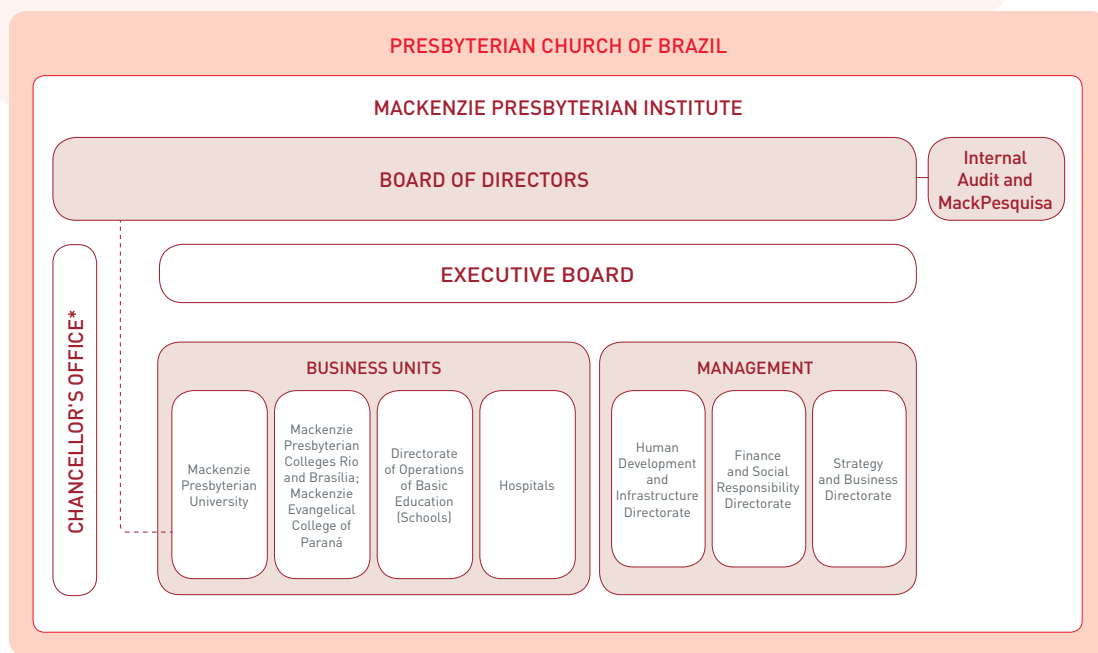
Hence, our Confessionality allows us to offer certain "gifts" to those whom Mackenzie wishes to serve in the name of Christ. Knowledge of the redemptive grace of God in Christ, of course, is the greatest gift offered in the proclamation of the gospel and the lordship of Christ. But this proclamation goes on and flows to broaden aspects, as a testimony that the lordship of Christ extends over every aspect of life, as a challenge to unbelief and hopelessness, and as the possibility of a redemptive vision of human knowledge and positive action in this world that lies in darkness but longs ardently for redemption (Romans 8).



GOVERNANCE

Mackenzie Presbyterian Institute (IPM) is the maintaining institution of the Mackenzie educational and health complex. The Presbyterian Church of Brazil, the Perpetual Sponsoring Associate of IPM is re-

presented in the Institute by the Board of Curators. The governance structure of IPM is expressed by the Board of Directors and by the Executive Board.



* The Chancellor's Office is subordinate to the Board of Directors and has the purpose of asserting the Confessional Identity in all units.

ACTIVITY

CHANCELLOR'S OFFICE

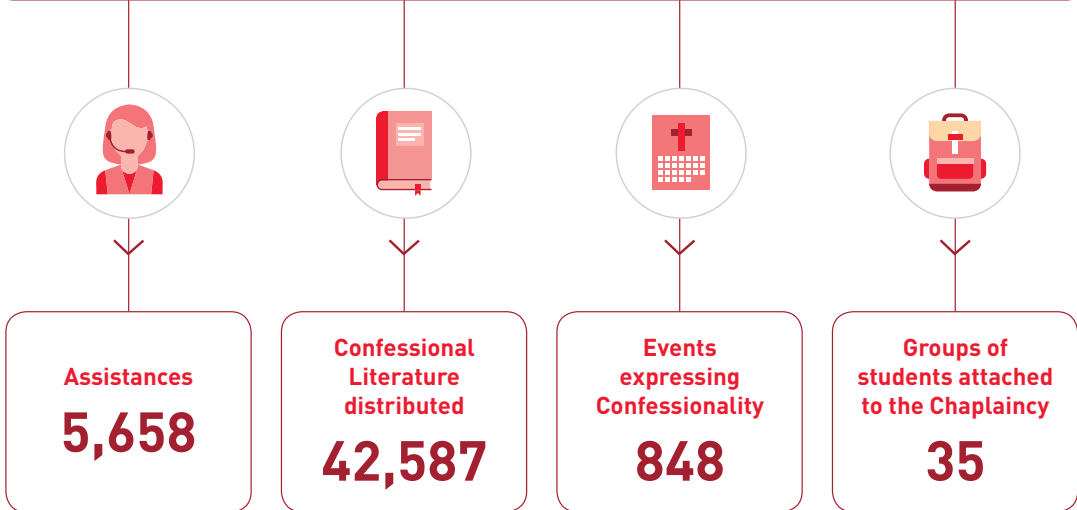
The Chancellor acts to affirm the confessional identity of Mackenzie at Mackenzie Presbyterian University and in all other units in order to ensure Confessionality of the Institution and to preserve the objectives and interests of its Perpetual Sponsoring Associate, the Presbyterian Church of Brazil.

Mackenzie Chaplaincy is a service of spiritual support and assistance, centered on Biblical truths, committed to the integral development of

human beings and to the recovery of constructive values. With this commitment, it transmits to Mackenzie community, words of guidance and encouragement at special moments or times of crisis, challenging, through the preaching of the gospel, the engagement in the Christian worldview. Some activities are developed primarily by a group of students, with the support and partnership of the Chaplaincy.



Main activities of the Chaplaincies in 2018



HIGHER EDUCATION

MACKENZIE PRESBYTERIAN UNIVERSITY (UPM)

During its 66 years of existence, Mackenzie Presbyterian University, with a Confessional identity and recognized as a community Higher Education Institution (HEI). Its activities touch the most diverse areas of human knowledge.

Presence:

- 3 campuses: Higienópolis (SP), Alpha-ville (Barueri-SP) and Campinas (SP).
- 40 poles of distance education (EaD).

Courses offered:

- 36 face to face undergraduate courses.
- 14 *stricto sensu* postgraduate programs: 9 doctoral courses and 14 master's degree courses.
- 60 *lato sensu* specialization courses and portfolio of extension activities.
- Distance education: 12 undergraduate courses (6 licentiate degree courses and 6 technology courses) and 30 postgraduate courses.



UPM quality indicators

MEC/INEP¹ Assessment – Face to face undergraduate courses

CI² – score 5

IGC³ – score 4

Course Score (CC)⁴

Course Preliminary Score (CPC)⁵

University Degree – Campus	Course	CPC	CC	University Degree – Campus	Course	CPC	CC
B – HG	Accounting Sciences	3	NS	L – HG	Language and Literature – Portuguese and English	4	NS
B – AV	Administration	4	NS	B – CP	Law	3	4
B – CP	Administration	4	4	B – HG	Law	3	5
B – HG	Administration	4	NS	T – HG	EaD – Marketing	NS	5
B – HG	Advertising and Publicity	3	NS	B – HG	Materials Engineering	4	NS
B – HG	Architecture and Urbanism	4	4	B – HG	Mathematics	3	5
L – HG	Biological Sciences	4	NS	L – HG	Mathematics	4	NS
B – HG	Biological Sciences	4	NS	B – HG	Mechanical Engineering	3	NS
B – CP	Civil Engineering	NS	4	B – HG	Nutrition	4	5
B – HG	Civil Engineering	3	NS	L – HG	Pedagogy	4	NS
B – HG	Chemistry	3	NS	B – HG	Pharmacy	4	4
L – HG	Chemistry	4	NS	L – HG	Philosophy	4	NS
B – HG	Computer Science	3	NS	B – HG	Philosophy	4	NS
B – HG	Design	3	NS	B – AV	Physiotherapy	5	4
T – HG	Digital Games	NS	NS	B – HG	Physiotherapy	NS	5
B – HG	Economic Sciences	3	NS	B – CP	Production Engineering	NS	5
B – HG	Electrical Engineering	3	NS	B – HG	Production Engineering	3	5
T – HG	Gastronomy	4	4	B – HG	Psychology	4	NS
B – HG	Information Systems	3	NS	T – HG	Systems Analysis and Development	3	5
B – HG	Journalism	4	NS	B – HG	Theology	3	5
B – HG	Language and Portuguese Literature and English	4	NS				

University Degree: (B) Bachelor; (L) Licenciante; (T) Technologist. *Campus*: (HG) Higienópolis; (AV) Alphaville; (CP) Campinas.

All the scores assigned here in CI, IGC, CC and CPC are scaled from 1 to 5. NS = No Score.

1. Ministry of Education and National Institute for Educational Studies and Research Anísio Teixeira.

2. CI (Institutional Score) – score given by MEC to the set of academic assessments and their support services and infrastructure.

3. IGC (General Course Index) – weighted average of the scores of undergraduate and postgraduate courses.

4. CC (Course Score) – score given by MEC to undergraduate courses, based on face to face assessment.

5. CPC (Preliminary Score of Course) – calculated in the year following the year of Enade, considers the performance of students, faculty, infrastructure and didactic-pedagogical resources, among others.

Note: The courses in Higher Distance Education: Systems Analysis and Development (T), Philosophy (L), Geography (L), Business Management (T), Human Resources Management (T), Financial Management (T), History (L), Digital Games (T), Language and Literature (L), Logistics (T), Mathematics (L) and Pedagogy (L) do not have CPC or CC given in the period.

Quadrennial assessment of *Stricto Sensu* Postgraduate Programs (Master's and Doctorate) by CAPES¹

Program	Assessment score (2017) ²
Architecture and Urbanism (M/D)	6
Language and Literature (M/D)	
Developmental Disorders (M/D)	
Political and Economic Law (M/D)	5
Business Administration (M/D)	
Education, Art and History of Culture (M/D)	
Controllership and Corporate Finance (MP)	4
Geospatial Sciences and Applications (M/D)	
Materials Engineering and Nanotechnology (M/D)	
Electrical Engineering and Computing (M/D)	
Science of Religion (M) ³	3
Business Development Management (MP) ⁴	
Economics and Markets (MP) ⁴	

1. CAPES – Coordination for the Improvement of Higher Education Personnel – Quadrennial assessment (2017).

2. Scores on a scale from 1 to 7.

3. Program discontinued; its activities shall end by June/2019.

4. New courses authorized during the quadrennium.

M – Master's; D – Doctorate; MP – Professional Master's.

University Ranking of Folha (RUF)*

- Leadership for the 7th consecutive year among private HEIs in the State of São Paulo.
- 4th place in the city of São Paulo between public and private HEIs.
- The only private university in the State of São Paulo among the 40 best in Brazil.

* RUF is an annual assessment of Higher Education in Brazil made by the newspaper *Folha de S. Paulo* since 2012, one of the main newspapers in the country.

Internationalization – Extension

- 60 professors/visiting researchers from different countries in Postgraduate Programs in 2018.
- International academic mobility – double academic titles provided in six new agreements in undergraduate courses and in 14 *stricto sensu* postgraduate courses. In 2018 there were 165 UPM students in international mobility and 128 foreign students at UPM.
- Agreements with international institutions – 237 active agreements, of which 47 signed in 2018; in 144 institutions from 38 countries, on six continents.

Faculty and academic titles

97.1%
of doctors and masters

69.5%
of full-time (45.7%) and
part-time (23.8%) professors

Student Guide 2019 – Editora Abril*



**100% of courses
assessed rated
4 or 5 stars**



Highlight for the courses:

- Administration (Higienópolis).
- Architecture and Urbanism.
- Computer Science.
- Biological Sciences.
- Accounting Sciences Licentiate.
- Language and Literature – Bachelor and Licentiate.


* Ranking with a maximum of 5 stars.

MackGraphe


- Research Center for Graphene, Nanomaterials and Nanotechnology, pioneer in Latin America (2016) in advanced and applied research.
- 116 **student researchers**, in the areas of photonics, energy and composites.
- **Production** – 20 published articles; 58 papers presented at external events; 16 approved/ongoing research projects; two projects and startups founded; three patents approved or in process; three signed contracts; and 27 possibilities with other companies and institutions.
- **Financing agents** of projects: Fapesp, CNPq, European Community, American Air Force and MackPesquisa, totaling R\$22.5 million.

Properties and Applications of Graphene




Graphene's thinness.
Allows it to be extremely flexible while conducting heat and electricity fantastically well. Its high thermal conductivity makes it perfect for CPU cooling.



Graphene's flexibility.
This flexibility can be used in emergent technologies, such as rollerball computers, heat-sensitive fabrics and flexible cellphones. In addition, graphene can be used for developing flexible electronics.



Graphene's transparency.
Graphene is transparent, meaning that, in the future, we will be able to watch a TV embedded in a window and use navigation systems built in the windshield of a vehicle.

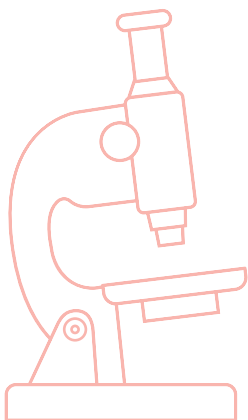


Research Investments

- 207 research projects with funding in force in 2018 and R\$30.3 million in funds raised. Financing sources: internal (MackPesquisa) and external sources (Fapesp, CNPq and others).
- R\$34.9 million invested by Mackenzie in research and training of masters and doctors.

Scientific production in 2018

- In postgraduate programs, 365 articles were published in journals (73 with maximum rank, A1 and A2), 518 articles in annals of scientific events, 42 books and 523 chapters.
- 324 scientific initiation projects and seven technological initiation projects completed.



Preparation of Young People for the Job Market

- 21.3 thousand **Internship** Agreements registered between December/2017 and October/2018, in the three UPM campuses.
- 10 **Junior Companies** in operation or being founded.
- Six **Student Academic Leagues** in operation or being established.

MackPesquisa

Mackenzie Research Fund (MackPesquisa) is the development body of the sponsoring entity that encourages the practice of research at UPM.

MackPesquisa is part of UPM Innovation Project, developing new grants focused on innovation such as startups and projects that may result in new products and patents.

MACKENZIE PRESBYTERIAN COLLEGE – RIO DE JANEIRO

Rio College – in round numbers

MEC/Inep – Institutional Score¹ 4 (2017)

Four Undergraduate courses:

Quality indicators and courses offered	Course	CC ²	CPC ²
	Law	5	4
	Accounting	5	3
	Administration	4	3
	Economics	-	3

31 *lato sensu* face to face postgraduate courses

Student body 1,388 students enrolled in undergraduate and postgraduate courses

Faculty 67 professors – 94% with *stricto sensu* postgraduate degrees (70% masters and 24% doctors)

1. Scores given on a scale from 1 to 5.

2. Course Score (CC) and Preliminary Course Score (CPC). Scores on a scale from 1 to 5.



Rio de Janeiro
campus –
entrance hall



MACKENZIE PRESBYTERIAN COLLEGE – BRASÍLIA

Brasília College¹ – in round numbers

Quality indicators and courses offered

MEC/Inep – Institutional Score² 5 (2017)

Course Score (CC) for Undergraduate courses:

- Administration³ = 5
- Accounting Sciences³ = 5
- Law³ = 5
- Civil Engineering³ = 5

Seven *lato sensu* face to face Postgraduate courses

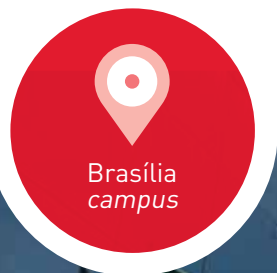
Faculty

Nine professors, 100% with *stricto sensu* postgraduate degrees (56% masters and 44% doctors)

1. Beginning of operations in 2017.

2. Scores given on a scale from 1 to 5.

3. The courses of Administration and Accounting Sciences began in 2017. The courses of Law and Civil Engineering will be launched in 2019.



BASIC EDUCATION

MACKENZIE PRESBYTERIAN SCHOOLS

The Basic Education comprises the Units of Mackenzie Presbyterian Schools São Paulo (SP), Tamboré (Barueri-SP), Brasília (DF) and Palmas (TO), with 8,531 students in 2018, plus Mackenzie Presbyterian School for Youth and Adult Edu-

cation – AEJAMack (SP), the Christian Institute School – Castro (PR) and School Vital Brasil – Dourados (MS). All the units bring together about **9,300 students, 600 teachers and 390 direct assistants.**

Schools in 2018

Internationalization Programs	Middle and High School, with 388 participating students and 83 students already graduated at Schools Brasília, Tamboré and São Paulo
Students with special needs	<ul style="list-style-type: none"> • About 8% of students with special needs ranging from the mildest to the most complex needs • Strengthening the inclusive nature of the Schools in 2018 with Mackenzie Inclusive Program, tailoring assistance, activities and curriculum to students
Ongoing pedagogical improvement	73 national and international technical events or trips, carried out by the Schools
Growth in student numbers*	Growth of 47% in the last five years, based on the Confessional characteristics of the Schools and on the excellence of teaching

* It does not consider the units of Castro and Dourados.

Ranking of Schools in ENEM (National High School Exam) – ranking in the municipality

Schools	2015	2016	2017
São Paulo	62 nd	38 th	48 th
Tamboré	3 rd	3 rd	3 rd
Brasília	12 th	12 th	17 th

AEJAMack

- School based on socio-educational project of philanthropic nature, offer from Elementary to High School.
- Ended the second semester with a team of 29 teachers and 450 students, distributed into 27 classes.
- 55 students completing High School in 2018, 13 (24%) passed in university entrance exams.

Christian Institute School – Castro (PR)

- Offer of High School and Technical Education in Agriculture and Livestock Farming.
- 80% passed in university entrance exams in 2018, highlighting public HEIs.

School Vital Brasil – Dourados (MS)

- Offer of technical education courses in health area.
- Growth in the number of students exceeding 20% in 2018.

MACKENZIE TEACHING SYSTEMS

Mackenzie Teaching Systems include the Mackenzie Teaching System (SME) of explicit Confessionality, and Educational Mackenzie (ME) of implicit Confessionality. In the year, 343 partner schools and 57,668 students have used the materials, an increase of 28% and 16.8%, respectively, representing the reach of the Mackenzie philosophy in the country. See the evolution chart on page 11.



MACKENZIE SOLUTIONS

Mackenzie Solutions is a business unit that works with special and consulting projects, research and development, recruiting students for corporate education in Company and Multicompany, prospecting of Distance Education poles, technical and educational agreements, Editora Mackenzie and the management and leasing of spaces of the Institution.

The revenues of Mackenzie Solutions reached R\$123.2 million in 2018, with emphasis on the area of Agreements.

HEALTH

At the end of 2017 Mackenzie became member of the association that controls the Evangelical Hospital of Dourados (MS), and at the end of 2018 it acquired, in a public auction, the University Hospital and the Evangelical College of Medicine, both in Curitiba (PR), thus consolidating the entrance of the Institution into the health area.





Evangelical Hospital – Dourados

- 97 active beds, 17 of ICU (Intensive Care Unit) and six of neonatal ICU, surgical center with six rooms and 24-hour emergency care.
- 57.7 thousand care and surgeries in 2018. Occupancy rate of 55%.
- 85% patient satisfaction index.

Mackenzie Evangelical University Hospital – Curitiba (HUEM)

- Reference hospital in the area of burned people with 447 beds, of which 386 are destined to SUS (national public health system).
- 1.1 million care and procedures, in addition to 18,300 surgeries in 2018.

Mackenzie Evangelical College of Paraná – Curitiba (FEMPAR)

- Undergraduate course in Medicine, *stricto sensu* postgraduate courses (master's and doctorate) in Principles of Surgery and other 29 *lato sensu* courses.
- 18 classrooms and 17 laboratories in 7,800 m² of built area.
- Quality of teaching – score 4 for the indicators of Institutional Score (CI), General Course Index (IGC) and Course Score (CC); score 3 for the Preliminary Course Score (CPC) indicator (scores given on a scale from 1 to 5).

MANAGEMENT AND COMMITMENTS

STRATEGY AND MANAGEMENT

Strategic Planning

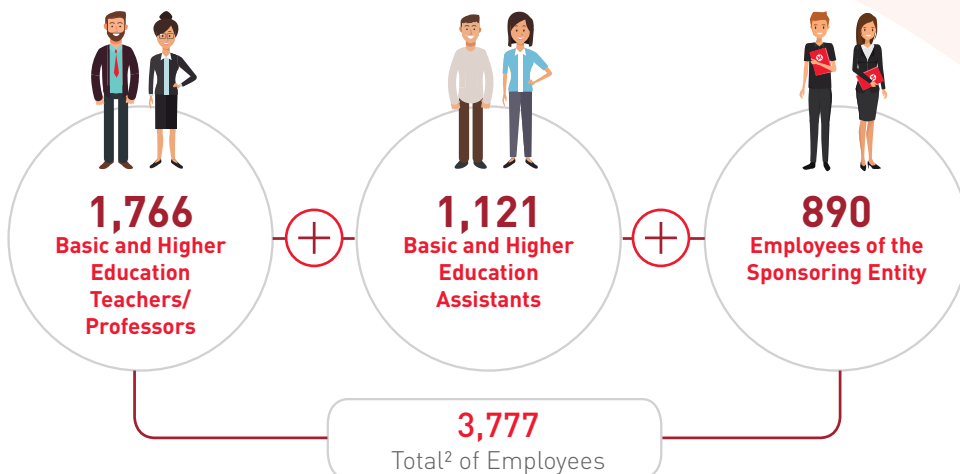
The Board of Directors of Mackenzie Presbyterian Institute (IPM) approved in June 2018 the tenth edition of its Strategic Planning, which covers the period 2019-2028.

The bases were built over 18 months, with the participation of the entire management of the Institute, University, Colleges and Schools, and the Board of Directors itself. As a result, important improvements were registered, which aim to adequately support and guide the growth and expansion of the Institution.

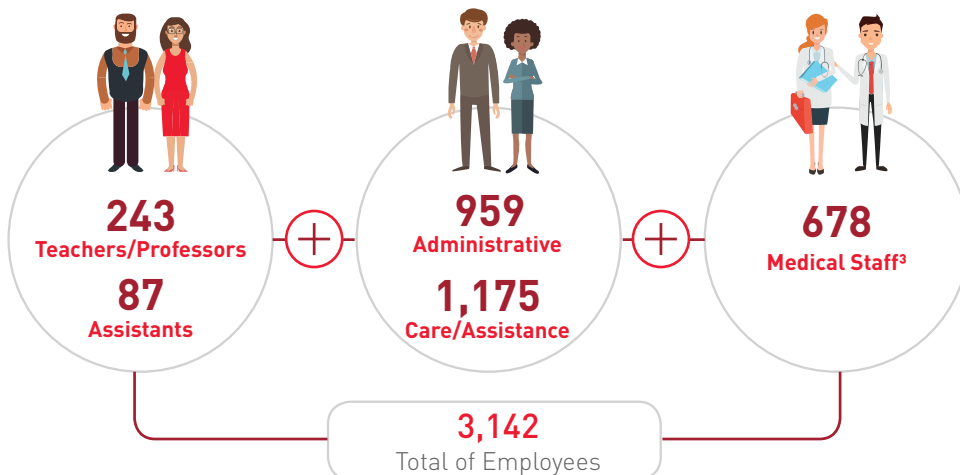


PEOPLE MANAGEMENT

IPM and Sponsored Entities¹



Curitiba, Castro and Dourados



6,999

Overall total of employees + medical staff

1. It does not consider the units of Curitiba, Castro and Dourados. At IPM and Maintained Entities, 50% of the employees were composed of women and 50% of men. In the year, employee turnover was 8.7%
2. It does not consider 81 employees in absence period.
3. The medical staff is composed of professionals that provide their services to the hospitals. They are not tied to payroll of health institutions.

Organizational Structure and Atmosphere*

Mackenzie organizational structuring project begun in 2016 and has advanced with the purpose of mapping and adapting the functional organization chart of the Institution as well as the duties and requirements of all positions. While the organizational atmosphere, evaluated in the year, indicated a 77% approval rate.

Training and development*

Investment of R\$1.857 million in programs aimed at improving the workforce, which benefited 11,013 participants and

resulted in an average of 6.05 hours per year. In addition, during the year several actions were carried out aiming at the health and well-being of employees.

Benefits*

With a focus on social responsibility and philanthropy, and to provide quality of life for its employees, Mackenzie maintains the following set of benefits: education financial aid, day care allowance and agreement, private pension, medical and dental care, food basket and food stamp, life insurance, pharmacy agreement, meal voucher and meal card, payroll deductible loan.

* Data referring to IPM and Maintained Institution. The units in Curitiba, Castro and Dourados are not considered.



SUSTAINABILITY

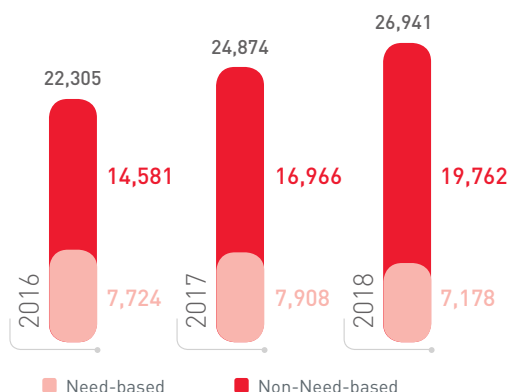
SOCIAL RESPONSIBILITY

Philanthropy and Socio-educational Actions

As a non-profit and charitable association, operating with social responsibility is inherent in Mackenzie, whose very roots evoke innovation in education with principles of diversity and inclusion. These bases are solidified in the philanthropic nature of the Institution and are translated, in

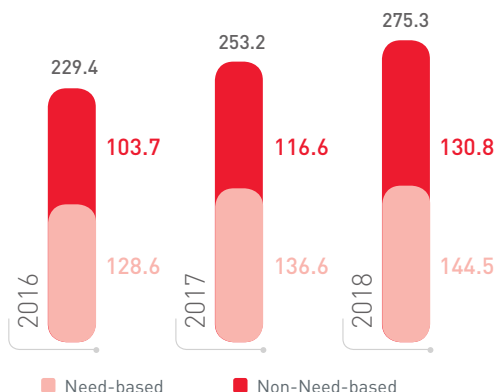
part, in the granting of scholarships and consequent offer of opportunities to those who could not, by their own conditions, enjoy the benefits of study at Mackenzie. They are also manifested through socio-environmental projects whose purpose is to benefit communities that are related to the Institution.

EVOLUTION IN THE NUMBER OF SCHOLARSHIPS GRANTED

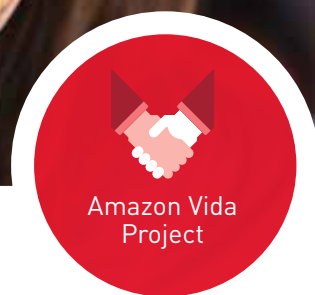


Need-based – includes scholarships for needy students + Prouni.
Non-Need-based – includes benefit-scholarships for employees/dependents, deliberations and discounts.

EVOLUTION OF VALUES IN SCHOLARSHIPS (R\$ million)



Need-based – includes scholarships for needy students + Prouni.
Non-Need-based – includes benefit-scholarships for employees/dependents, deliberations and discounts.



Social projects

Mackenzie develops socio-educational projects in two modalities:

- Own projects appropriated for philanthropic governmental incentives, according to current legislation, in which the amounts are destined to assistance and support actions to scholarship students.
- Projects not eligible for tax incentives are maintained by the Institution because they meet its statutory and Confessional purposes. They are carried out with own resources and in partnership.

The investment in socio-educational projects benefited 148.5 thousand direct beneficiaries, with approximately R\$1.89 million invested, of which R\$453 thousand are contemplated by the law that governs philanthropy.

Mackenzie Volunteer

The project aims at encouraging volunteering, community participation and social entrepreneurship by promoting educational actions involving students and the community in general in projects that focus on the 17 Sustainable Development Goals established by the United Nations Organization (UNO). Another relevant aspect is its result in terms of participation of volunteers and supporters through service and donation of materials.



Mackenzie Volunteer – in numbers	2016	2017	2018
Number of projects	266	283	303
Volunteers	45,908	49,810	55,312
Direct and indirect beneficiaries	517,995	637,314	474,572 ¹
Federation Units and Distrito Federal	23	26	26
Investments – Mackenzie			R\$685,677
Investments – Partners ²			R\$6,150,833

1. By 2017, the calculation for indirect beneficiaries was estimated on average from one to three (one direct beneficiary generates three indirect ones). By 2018, this metric was changed, impacting and justifying the decrease in the number of indirect beneficiaries.
2. Estimated values.

Solidary Mackenzie

Implemented in 2016, it counts on the partnership of main supplying companies of Mackenzie, aiming at the return to the labor market of students, former students and persons in charge. With 157 participating companies, it has already helped 43 candidates to return to their professions.

ENVIRONMENTAL RESPONSIBILITY

Environmental sustainability permeates several action fronts at Mackenzie, from contents and field lessons in Basic Education, and research and extension projects carried out by UPM to care for efficient water and energy management – fundamental resources for the maintenance of activities on the campuses.



Environmental responsibility – highlights in 2018*

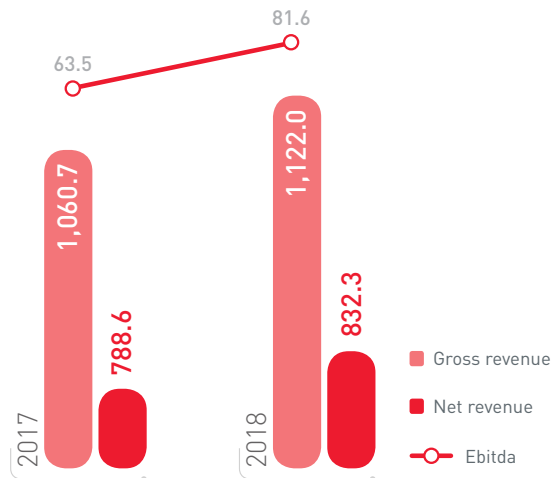
Electricity	<p>Reduction of consumption by 18% in relation to the previous year. The Institution has been working on the transition from low efficiency equipment to more modern and high performance technologies.</p>
Water	<p>Reduction of consumption by 11% in relation to the previous year. In the management of water resources, Mackenzie has adopted initiatives to rationalize consumption, such as the installation of flow reducers and the monitoring of leaks.</p>
Materials and Solid Waste	<p>The Higienópolis <i>campus</i> presents the largest volume of waste generation among the units of Mackenzie. Outstanding is the <i>Reviravolta</i> Project (collecting 97 tons of recyclables) and the <i>Recycle Mais-Pague Menos</i> Project (48.6 tons of recyclables). The units of Barueri, Campinas and Brasília have also advanced in the collection of solid waste.</p>

* Data referring to IPM and Sponsored Entities. The units in Curitiba, Castro and Dourados are not considered.

FINANCIAL SUSTAINABILITY

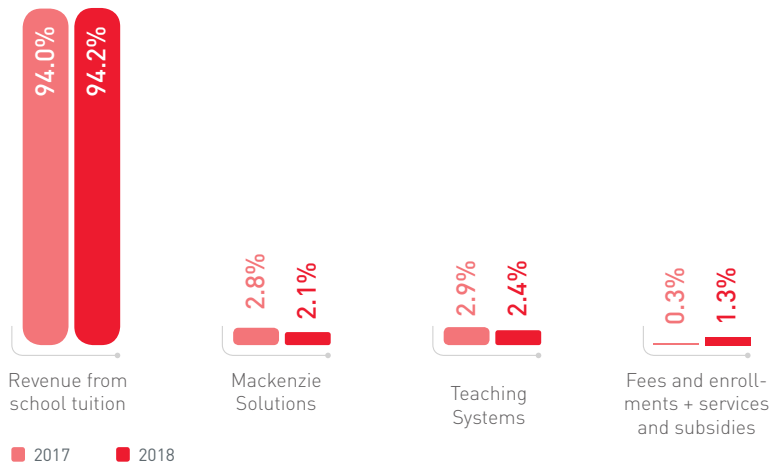
Mackenzie maintains firm and strategic economic and financial management, backed by annual budget planning aimed at the sustainability of operations.

REVENUE AND EBITDA (R\$ million)



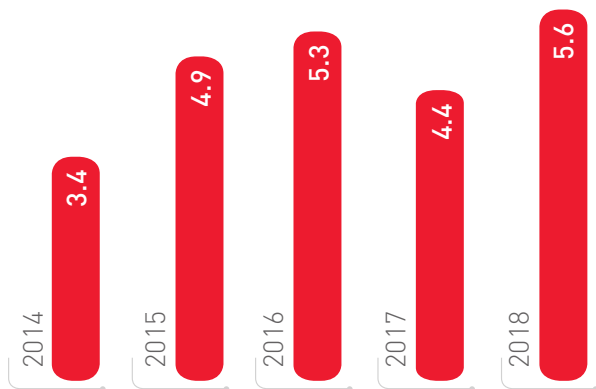
Source: Controllership Report.

SEGREGATION OF GROSS REVENUE (%)



Source: Controllership Report.

DEFAULT - EVOLUTION (%)



Source: Controllership Report.

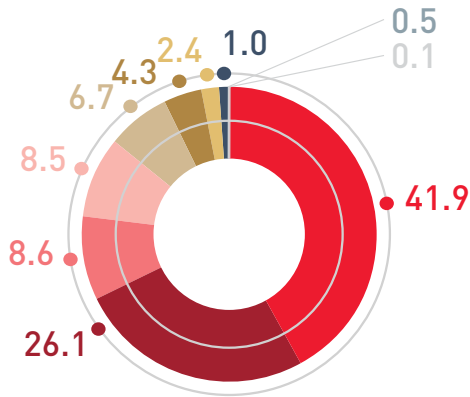
Mackenzie policy is to **reinvest all of the gains accrued** as a result of its activities. The volume of investments in 2018 was 383% higher than in 2017, equivalent to R\$240.8 million, or 253% of the surplus, due to investments made in the year with the acquisition of FEMPAR and HUEM in Curitiba.



MACKGRAPHE

Started in 2016, it is the first Center for Advanced Research on Graphene, Nanomaterials and Nanotechnology of Latin America aimed at research on bidimensional materials

INVESTMENTS (%)

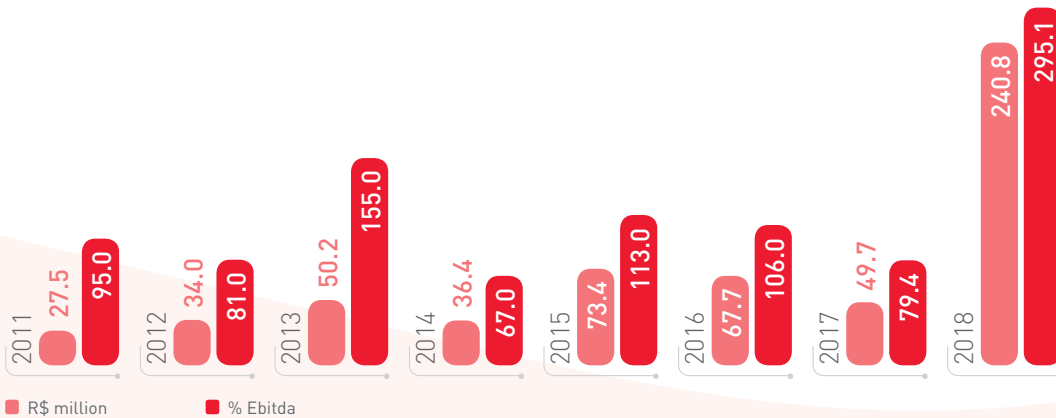


- Buildings
- Lands
- Machines and equipment
- Furniture and utensils
- Computers
- Books
- Audio, sound and video
- Laboratory - equipment
- Software
- Vehicles

Source: Controllership Report.

Growth of
28.5%
 in Ebitda in relation to
 the previous year

INVESTMENTS BETWEEN 2011 AND 2018



Source: Controllership Report.

ABOUT THE REPORT

To learn more about Mackenzie Presbyterian Institute, access the full version of the Annual Report 2018 – Institutional & Sustainability – with GRI indicators, in digital format, through the website www.mackenzie.br.

For information, comments and questions related to this report, Mackenzie provides the e-mail presidencia@mackenzie.br.



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