

ANNUAL
REPORT

FDC

20
24



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About FDC

FDC is a Brazilian business school listed among the top 10 schools in the world according to the Financial Times Executive Education 2024 Ranking. Founded 48 years ago, the school offers a singular educational approach, entitled UNI(CO). UNI(CO) creates consistent, continuous experiences with a positive impact on its three pillars: Executive, Academic, and Social Education for individuals, organizations, and the world. Always in tune with global transformations, its mission is to contribute to the sustainable development of society through the education, training, and development of executives, entrepreneurs, and public managers.

Approximately 30,000 people attended the institution in 2024. In the field of Social Education, the FDC – Cardinal Dom Serafim Social Center supports young people in situations of social vulnerability; grassroots entrepreneurs; and social organizations, as well as their leaders.



The Aloysio Faria Campus in Nova Lima (MG) offers infrastructure, cutting-edge technology, and contact with nature for transformative and impactful learning experiences.



DIBs

Basic Institutional Definitions

MISSION

To contribute to the sustainable development of society by educating, developing and building the skills of executives, entrepreneurs, and public managers.

BUSINESS

Educational solutions for business development.

OBJECTIVE

To be a reference in developing executives and organizations.

PRINCIPLES

I. Usefulness: To contribute to the sustainable development of society is Fundação Dom Cabral's reason for being.

II. Partnership: Targeted results are achieved through the effective interaction between Fundação Dom Cabral, individuals, institutions, and companies, thereby overcoming threats and limitations and optimizing opportunities.

III. Valuing People: An inner strength that stems from embracing others and leads to collective building, based on the

understanding that everyone has a unique way of contributing and that no one should be excluded.

IV. Autonomy: A sense of ownership that arises from supporting each person's freedom of choice and decision-making within the scope of their responsibilities, while upholding the institution's principles and values.

V. Daring and Tenacity: The drive to relentlessly pursue the impossible, overcoming challenges and obstacles in the dream of becoming a model institution.

VI. Quality and Innovation: These principles stand at the forefront of our efforts to deliver what is best for our clients, who are the central focus of our work.

VII. Ethics and Integrity: Focusing on loyalty, trust, and transparency in complying with the law and principles of social coexistence, while recognizing mistakes and correcting course.

VIII. Self-sustainability: as an institution, FDC will cultivate intellectual independence, austerity, and efficiency to maintain sustainable growth.

Timeline

1976

The Dom Cabral Foundation was created as an offshoot of the UCMG Extension Center - Catholic University of Minas Gerais.

Cooperation agreement signed with CESA - Center d'Enseignement Supérieur des Affaires, from France.

1979

Franco-Brazilian Seminar held: Development of Relations between Companies, in partnership with CESA.

1981

Launch of CEDEX - Center for Export Studies and Development, in partnership with a group of companies.

1984

Acquisition of the first headquarters building, on Rua Bernardo Guimarães, in Belo Horizonte.

1989

Launch of CTE - Business Technology Center, in partnership with large companies.

1990

Alliance with INSEAD - European Institute of Business Administration, from France.

1993

Alliance with J.L. Kellogg Graduate School of Management, United States.

Creation of PAEX, FDC's solution to support the professionalization of companies.

1997

Launch of CITG - International Center for Management Technology.

2001

Inauguration of Centro Alfa, on the Aloysio Faria Campus in Alphaville, Nova Lima - MG.

2002

Expansion of the PAEX Network to Paraguay and Chile.

2007

EQUIS – European Quality Improvement System certification.

2008

Inauguration of the São Paulo Campus.

2009

Inauguration of the CDCG – Center for Development of Knowledge in Management and installation of the International Advisory Council.

2011

Achievement of 5th place among the best business schools in the world, among companies participating in the Financial Times Executive Education ranking.

2012

First succession of the Dean's Office and installation of the Board Committee.

2015

Partnership with the French school Skema Business School, for the annual training of around 500 young French people and other nationalities in BH.

2016

Creation of the new FDC logo.

Second succession of the Dean's Office and beginning of the implementation of strategic reflection.

2017

Launch of the CEOs' Legacy initiative, to build relevant and sustainable legacies.

2018

Granting of the title of Patron of the FDC to Dom Serafim Fernandes de Araújo.

2020

Creation of the FDC – Cardeal Dom Serafim Social Center.

2021

Launch of the Imagine Brasil initiative for the sustainable development of the country.

2022

Beginning of reflection on the role of business schools in the face of capitalism.

Creation of the Favela Business School and UNI(CO).

2023

Approval of Undergraduate courses in Administration and Professional Doctor's Degree in Administration by MEC and Capes.

2024

1st class of the Professional Doctorate and Launch of the Post-Doctorate.

Think Work Innovations Award in the Health and Quality of Life category for the ComViver Project – Social Balance Research.

Governance

FOUNDER AND PATRON (in memoriam)

Cardinal Dom Serafim Fernandes de Araújo

BOARD OF TRUSTEES

CHAIRMAN

Mozart Pereira dos Santos

MEMBERS

Angela Gutierrez

Gilmar Dias dos Santos

Gustavo Araujo Penna

Henrique Moraes Salvador Silva

Janete Ana Ribeiro Vaz

Luiz Henrique Souza Lima de Vasconcellos

Obiageli Katryn Ezekwesili

Paulo de Tarso Almeida Paiva

Pedro Luiz Barreiros Passos

Rubens Menin Teixeira de Souza

Subramanian Rangan

Wagner Furtado Veloso

Weber Ferreira Porto

FISCAL COUNCIL

MEMBERS

Alceu Morais de Queiroz

Sérgio Eustáquio Pires

Rogério Redoan de Deus

DEPUTY MEMBERS

Breno de Campos

Glac Maria Cesar Coura

Ricardo Dias Pimenta

HONORARY BOARD MEMBERS

Damião Coutinho Paes

Gustavo Grobocopatel

José Epiphânio Camillo dos Santos

José Luiz Faria

Kenneth Bardach

Luiz Carlos Motta Costa

Murilo Araújo

Ozires Silva

Paulo Guilherme Monteiro Lobato Ribeiro

Sonia Regina Hess de Souza

BOARD COMMITTEE

COFOUNDER AND PRESIDENT

Emerson de Almeida

DIRECTORS

Cláudia Andrade Botelho

Dalton Penedo Sardenberg

DEPUTY DIRECTOR

Silene de Fátima Lopes Magalhães

DEAN'S OFFICE

DEAN

Antonio Batista da Silva Junior

VICE DEANS

EXECUTIVE VICE DEAN FOR PEOPLE AND VALUE ADDED TO THE BUSINESS

André Gustavo Generoso Proença

EXECUTIVE VICE DEAN FOR EXECUTIVE EDUCATION

Maria Elizabeth Rezende Fernandes

EXECUTIVE VICE DEAN FOR KNOWLEDGE AND LEARNING

Paula Matos Marques Simões

EXECUTIVE VICE DEAN FOR ACADEMIC EDUCATION

Rosiléia das Mercês Milagres

FDC – CARDINAL DOM SERAFIM SOCIAL CENTER

EXECUTIVE VICE DEAN FOR SOCIAL EDUCATION

Ana Carolina Santos de Almeida

INTERNATIONAL ADVISORY COUNCIL

HONORARY CHAIRMAN

Emerson de Almeida

CHAIR

Antonio Batista da Silva Junior

MEMBERS

Ajit Singh – UK

Ana Claudia Dutra – Brazil, USA, EU

Antônio Anastasia – Brazil

Benjamin Akande – USA

Bernardo Vargas Gibsone – Colombia

Bing Xiang – Hong Kong, China

Carlos Camargo de Colón – Brazil

Carlos Pedro Vaz – Brazil

Cledorvino Belini – Brazil

Dan LeClair – USA

Daniel Weinberg – Australia

Dasho Tshering Tobgay – Bhutan

Dezső Horváth – Sweden

Dipak Jain – India

Ernst Bergen – Paraguay

Fanta Aw – USA

Francesca Cornelli – Italy

Francesca Lagerberg – UK

Gela Bezhuashvili – Georgia, Greece

Gilberto Tomazoni – Brazil

Gustavo Grobocopatel – Argentina

Guy Pfeffermann – USA, France

Jane Helena Pinheiro – Brazil

João Figueiredo – Mozambique

Julia Middleton – UK

Lin Zhou – USA

Lorenzo Alonso – Mexico

Luis Roberto Pogetti – Brazil

Luiz Lopes – Brazil

Lynn Paine – USA

Marco Antonio Stefanini – Brazil

Marina Silva – Brazil

Melanie Katzman – USA

Narayana Murthy – India

Obiageli Katryn Ezekwesili – Nigeria

Pedro Matias – Portugal

Phil LeNir – Canada

Rachel Jafta – South Africa

Ramon O'Callaghan – Spain, Netherlands

Richard Saperstein – USA

Roberto Rodrigues – Brazil

Roberto Teixeira da Costa – Brazil

Rodrigo Kede – Brazil

Ruben Vardanyan – Armenia

Sergio Foguel – Brazil

Sérgio Soares Cavalieri – Brazil

Shantanu Prakash – India

Soumitra Dutta – India

Suzanne Camargo de Colón – UK

Tiffany M. Atwell – USA

Tim Chen – Brazil, USA, Taiwan

Tony Fratto – USA

Wilson Brumer – Brazil

Yongshi Jin – China



Dean's Letter

As we close another year of significant achievements at Fundação Dom Cabral (FDC), we reaffirm our commitment to educational excellence and our contribution to the sustainable development of society.

Our academic programs have made remarkable progress, with the launch of the Undergraduate, Doctorate, and Post-Doctorate programs in Administration, as well as advancements in the curriculum of the Professional Master's in Administration (MPA). These programs have integrated contemporary approaches aligned with the Sustainable Development Goals (SDGs) and major global challenges. Innovative methodologies and practical experiences have prepared our students to lead in an increasingly complex business environment.

In Executive Education, we launched the FDC Family Business, offering a portfolio of programs and advisory services for family-owned companies. We also worked with major corporations on highly complex projects, including Stellantis, Wabtec, Vale, and ArcelorMittal. In the public sector, we carried out 117 projects, tackling challenges such as the Vila Velha 500 Years strategic plan and the Sustainable Development Project for the municipality of Congonhas. In the mid-sized business sector, we established an exclusive intelligence center, supported by research, studies, and industry-specific indicators such as the Mid-Sized Business Confidence Index.

Social impact remained a priority, with over 700 leaders from 169 social organizations trained, along with 209 young people in vulnerable situations and more than 7,000



grassroots entrepreneurs, supported by the FDC – Cardeal Dom Serafim Social Center. We expanded access to education, awarding 667 scholarships for undergraduate, technical, and FDC programs. Our diversity, equity, and inclusion initiatives continue to foster a fairer and more accessible educational environment.

On the global stage, FDC achieved 5th place in the Financial Times Executive Education ranking for open programs and 10th place for customized programs, remaining the only Brazilian institution

among the world's top 10 business schools. We also reached over 2,000 international students this year.

In governance and ethics, we strengthened risk management and compliance, reinforcing our commitment to transparency and accountability in the education sector. We invested 3.44% of our payroll in employee development, nearly double the market average (1.84%), totaling 10,487 hours of corporate training, a 63% increase compared to 2023. Our corporate digital transformation project is already yielding results in efficiency and enhancing the student experience.

Looking ahead, we reaffirm our dedication to sustainability and stakeholder engagement. A key example is the Imagine Brasil initiative, which brought together hundreds of leaders, contributed to a federal proposal to reduce river and beach pollution, and produced nearly 20 podcasts on critical national issues.

We extend our gratitude to our faculty, staff, participants, companies, alumni, and partners for their trust and collaboration throughout the year. We remain committed to fostering a prosperous business environment and making a positive impact on society, further solidifying FDC's role as a benchmark in Brazil and internationally.

Yours Sincerely,

ANTONIO BATISTA DA SILVA JUNIOR
Dean FDC

Strategic Map

Be Relevant

INTEGRATED EDUCATION

Executive, Academic and Social

SOCIAL INCLUSION

From the top to the bottom of the pyramid

KNOWLEDGE **Think and Action Tank**

Idea Formulation and Mobilization



Our view on education:

Learning by concept, challenge, and example.
*Transformative, hybrid, systemic, experiential, scientific,
and applied to solve problems*

Internationalization



Distinctive Capabilities



R&D, Innovation and Technology

7 Commitments

1. Positively

impact society, from the top to the bottom of the pyramid.

2. Ensure

skills, diversity and engagement in the workforce.

3. Implement

digital transformation in the dimensions of efficiency, customer experience, and innovation.

4. Be

a protagonist in the leadership of ideas in the thematic fields

5. Innovate

in offers and businesses.

6. Expand

internationalization in the dimensions of global mindset, international standard and international visibility.

7. Grow

Grow with greater balance in the business mix increasing FDC's operational profitability.

Our Reach

FDC is present in Brasília (DF) and in 23 states of Brazil. In Brasília and in the states of Minas Gerais, Rio de Janeiro and São Paulo, FDC operates both on its own and with Associates



CONNECTIONS AROUND THE WORLD

ÁFRICA DO SUL

GIBS – Gordon Institute of Business Science
University of Cape Town
Stellenbosch University

ARGENTINA

ITBA – Instituto Tecnológico de Buenos Aires
Universidad de San Andrés

CANADÁ

Rotman School of Management
Schulich School of Business

COLÔMBIA

Universidad de Los Andes

CHINA

CEIBS – China Europe International
Business School
CKGSB – Cheung Kong Graduate School of
Business
ZIBS – Zhejiang University International
Business School

COSTA RICA

INCAE Business School

ESPAÑA

FOM – Fundación Ortega-Marañón
ESADE Business School
ESCP Business School

ESTADOS UNIDOS DA AMÉRICA

Bentley University
Cornell University
Fort Hays State University
Johns Hopkins University
Kellogg School of Management
University of Illinois Chicago
University of Pennsylvania

FRANÇA

Audencia Business School
BSB – Burgundy School of Business
EM Normandie Business School
Emlyon Business School
HEC Paris
IAE Montpellier
ICN Graduate School of Business
Insead Business School
Neoma Business School
Kedge Business School
Léonard de Vinci Business School

ÍNDIA

Athena School of Management
IMA – Indian Institute of Management
ISB – Indian School of Business

INGLATERRA

Durham University
Imperial College London
Nottingham Trent University
Oxford University | Saïd Business School
University of Cambridge

ITÁLIA

SDA Bocconi School of Management

ISRAEL

Tel Aviv University

MARROCOS

Africa Business School

MÉXICO

ITAM – Instituto Tecnológico Autónomo de México

MOÇAMBIQUE

Universidade Politécnica de Moçambique

PERU

Centrum PUCP

PORTUGAL

Católica Lisbon School of Business & Economics
CE-CPLP | Confederação Empresarial
da Comunidade dos Países de Língua Portuguesa
Nova School of Business and Economics
Porto Business School

RÚSSIA

Skolkovo – Moscow School of Management

SUÍÇA

IMD
University of St. Gallen

URUGUAI

IEEM Escuela de Negocios

VENEZUELA

IESA – Instituto de Estudios Superiores em
Administração



Our Numbers

2024 Overview



employees

Full time, part time
employees and interns.



832 Active
faculty

25,758

Participants / Students
(Certificates issued)

21,237*
Executive
Education

4,521
Academic
Education



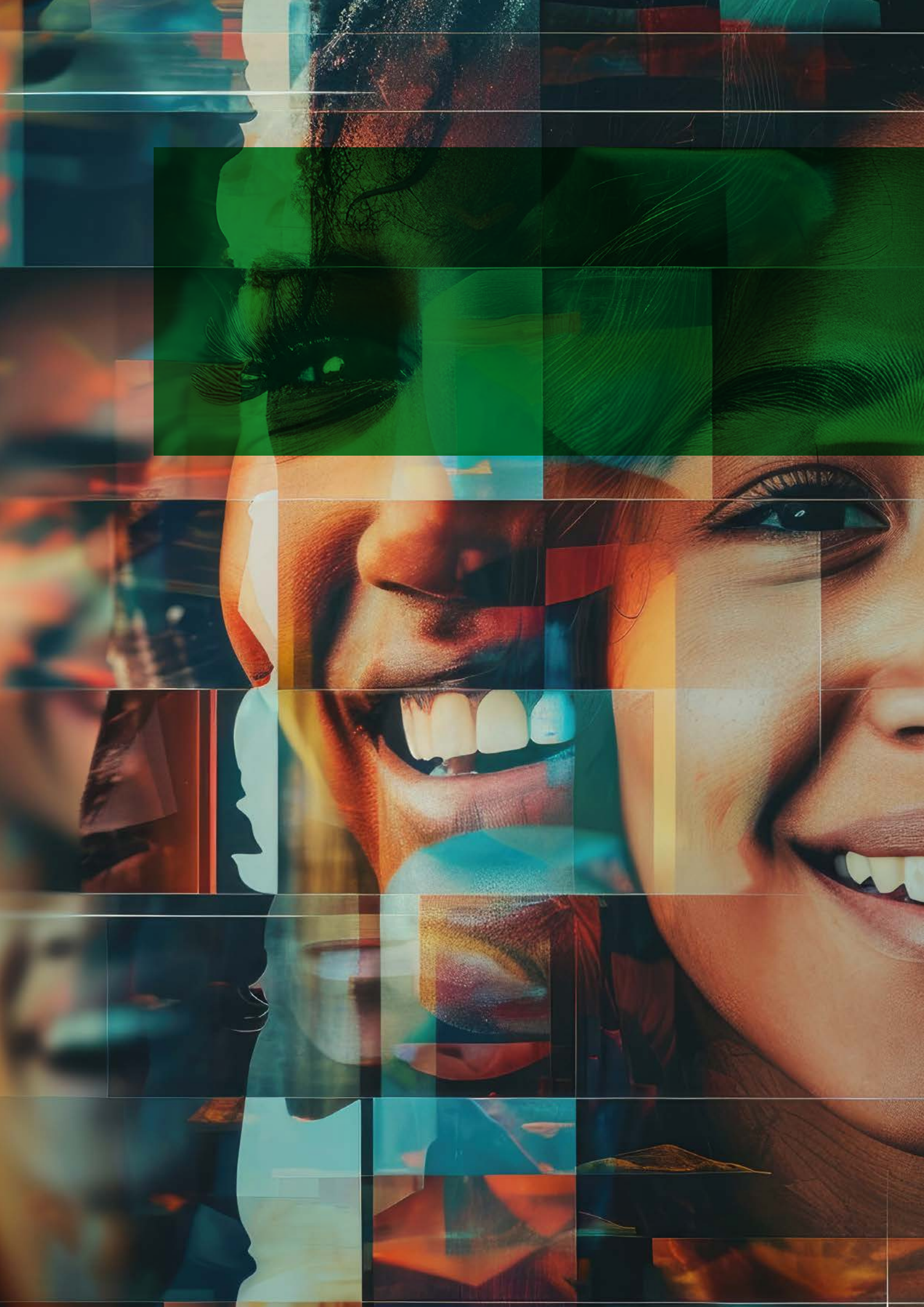
2,022 international participants

(*) This issue includes certificates for participants in open courses, customized programs for private companies and the public sector, social leaders, young people in vulnerable situations, and FDC Medium-Sized Companies.

Pra > Frente Play

7,427
New entrants

1,789
in the crafts
ecosystem



STRATEGIC INTENT

Integrated Education

In accordance with the 2021-2025 cycle, the Integrated Education strategic intent recognizes that learning is a lifelong process and that FDC must offer expanded and distinct opportunities for each stage of an individual's life. This is why FDC has broadened its educational portfolio—academic, executive, and social—to address the challenges faced by individuals and organizations over time.



Executive Education

Evolution, Growth, and Impact.

The numbers show that 2024 was a year of reinforcing FDC’s position as a benchmark in Executive Education, benefiting companies, leaders, and society.

Type of Program	Participants (2024)
Executive Education (Grandes Empresas, Gestão Pública e Programas Abertos)	16,157
Medium-sized Enterprises	5,080
Total	21,237

Close observation of the market led to the development of 16 new reference models for creating educational solutions. In addition, FDC developed new in-company programs and adjusted methodologies and products to better meet client needs. Over 30 training events were held to ensure the excellence of the specialist teaching team and the market teams (managers and associates).

One of the main highlights of the year was the creation of FDC Family Business, a new business area that combines research, methodologies, educational solutions, and advisory services for entrepreneurial families. The portfolio includes innovative programs such as Governance for Family Business Prosperity and Multigenerational Succession, as well as the revitalized Shareholder Development Program (Programa de Desenvolvimento de Acionistas – PDA). FDC Family Business was launched in October and November in Belo Horizonte, Fortaleza, Cuiabá, and São Paulo.



FDC Family Business brings together solutions and advisory services for business families.

DEVELOPMENT OF LARGE ENTERPRISES: ANTIFRAGILITY AND TRANSFORMATION

Antifragility signifies the ability to grow and strengthen in the face of adversity. This was the case with the integration of teams, which, with a renewed composition (30% new employees and 50% with less than a year in the role), overcame challenges and transformed difficulties into opportunities.

It was a year of consolidating the progress achieved in the 2021-2025 strategic cycle, with significant advancements in the areas of People, Commercial, International, Operations, Productivity, and Profitability.

As a result, there was greater innovation in designing learning experiences, with the incorporation of new professors who specialize in high-demand topics, such as generative artificial intelligence.

INTERNATIONALIZATION

Six international missions were conducted in partnership with IMD, INSEAD, and King's College, as well as projects with global companies such as Vale and Stellantis. Over 50 international professors participated in these initiatives.

Executive Education

SUSTAINABILITY

Partnerships like the Environmental Education Program with Femsa and leadership development on climate issues at ArcelorMittal reinforced the commitment to sustainable practices, positively impacting companies and communities.

DIVERSITY AND INCLUSION

The year was marked by the strategic intent to continue advancing the Diversity agenda both inside and outside FDC. Greater gender and racial representation among the teaching staff and the implementation of programs dedicated to accelerating women's careers—such as the one developed with multinational Wabtec—reinforce the belief that executive education can be a powerful force for cultural transformation in companies, while simultaneously contributing to social justice.

KNOWLEDGE PRODUCTION AND VALUE CREATION FOR THE MARKET

The creation of the Digital Transformation Index (a partnership between the FDC Innovation Center, under the leadership of Professor Hugo Braga, and PwC) and the development of tools such as the Periscope of Leadership (in partnership with the Leadership Center, led by Professor Paulo Almeida) demonstrated a commitment to generating value for companies through the production of knowledge, with scientific rigor.

DEVELOPMENT OF LARGE COMPANIES

Highlights

FEMALE LEADERSHIP (WABTEC)

Exclusively for female executives at the company, the program contributed to the transformation of the organizational culture and the promotion of gender equity.

MASTER BUSINESS LOGISTICS (AMBEV)

An innovative approach to business logistics, integrating cutting-edge practices and emerging technologies to increase efficiency.

SUSTAINABILITY (FEMSA)

A program focused on environmental education, impacting communities with sustainable practices.



Wabtec Women's Leadership Program: promoting gender equity and strengthening organizational culture.

DEVELOPMENT OF LARGE ENTERPRISES

our numbers

10th place
in the Financial Times
custom programs ranking

New
Clients

41

Programs
Conducted

291

Clients

252

15 clients
clients with transactions over 1M,
totaling almost 40M

FDC Signature
2.276 users
over 800h of content



34 black professors
involved in 112 projects
10 diversity-focused
projects



6 international missions
Partnerships with
50 foreign professors

DEVELOPMENT OF MEDIUM-SIZED ENTERPRISES: INNOVATION AND GROWTH

The growth in the number of clients, the use of technology for data analysis, and closer ties to the market have amplified the impact of our solutions for the Development of Medium-Sized Enterprises. From an internal management perspective, the use of algorithms and artificial intelligence has helped increase client retention within the solutions.

INNOVATION CREATES MORE VALUE FOR CLIENTS

FDC demonstrated its impact by delivering innovative solutions that directly impacted both the market and society, such as:

- New PAEX Platform: A “white-label” digital environment that enhanced customer experience and optimized data management.
- PAEX Journeys: A model that supports clients at various stages of maturity, ensuring comprehensive assistance.

INTERNATIONALIZATION

Efforts with medium-sized enterprises have significantly contributed to FDC’s internationalization process, as shown by the following numbers:

- 35 PAEX contracts in the international market
- 500 international students
- Two new partnerships in South Korea
- Five international professors.

KNOWLEDGE CREATION THAT BRIDGES THEORY AND PRACTICE

With a teaching staff that links theoretical knowledge to business realities, FDC focuses on generating knowledge on topics relevant to medium-sized business owners. Learn more about the studies published this year at: <https://empresas.fdc.org.br/inteligencia/medias-empresas/>.

DEVELOPMENT OF MEDIUM-SIZED ENTERPRISES

em números

+ 1,000
active
clients

30,000 hours
dedicated to strategic
planning for clients

20,000 hours
of mentorship for clients



532 in-person attendees
at the Annual Medium-Sized
Enterprises Forum

**Creation of 70
CEO's Committees**
Brazil and Paraguay

RECORD NUMBER of international contracts

FDC CENTER FOR PUBLIC MANAGEMENT: GLOBAL RECOGNITION AND RELEVANCE

In yet another year, FDC reaffirmed its commitment to creating value and promoting the sustainable development of the country, also consolidating itself as a model in expansion, innovation, and transformation in the public sector. With a portfolio of projects with positive impact, internationally recognized events, and growing presence in the global public governance ecosystem, the FDC Center for Public Management diversified its client base and advanced in the process of connecting ecosystems and stakeholders.

SIDE EVENT G20: INTERNATIONAL DEBATE ON THE COLLABORATIVE IMPLEMENTATION OF PUBLIC POLICIES

Held in September at the Aloysio Faria campus, in partnership with the National Council of State Planning Secretaries (Conseplan;), the event was attended by 300 leaders and experts from 12 countries, representing 27 Brazilian states. The meeting fostered discussions based on successful case studies, using a collaborative, intersectoral approach that brought together government, the private sector, academia, and civil society. The aim was to propose solutions for complex challenges, such as just transition, digital transformation, ambidextrous planning, and geopolitics.



Side Event G20

FDC CONTRIBUTES TO THE NATIONAL LONG-TERM STRATEGY – BRAZIL 2050

FDC has begun contributing to the development of Brazil's National Long-Term Strategy, an initiative led by the Ministry of Planning and Budget. Among the 97 documents analyzed by the government's technical team to support the planning process, four were produced by FDC. The FDC Public Management team provided technical and methodological insights, while FDC experts participated in strategic planning workshops.

KNOWLEDGE PRODUCTION DRIVES INTERNATIONAL RECOGNITION

FDC's contribution to public value creation goes beyond government projects. Knowledge creation, research, and studies also play a key role. A total of 20 innovative articles and studies were produced, including a comparative analysis of income transfer programs in Brazil, Mexico, and Colombia.

Faculty members presented 17 papers at international conferences. Furthermore, the team maintained a strong presence at global forums such as the UN Committee of Experts on Public Administration (CEPA); the International Research Society for Public Management (IRSPM); Grupo de Investigación en Gobierno, Administración y Políticas Públicas (GIGAPP); and Centro Latino-Americano de Administración para el Desarrollo (CLAD).

The delivery of projects also had a direct impact on Brazilian cities and states, demonstrating FDC's ability to integrate innovative solutions aligned with local needs and international best practices. Highlights include:

- Congonhas Sustainable Development Plan
- Vila Velha 500 Years: A project shaping the city's future
- Digital Transformation at CEF (financial agent): A digitalization initiative for greater efficiency
- ESG at TJMG: A pioneering initiative to implement sustainable practices at Tribunal de Justiça do Estado de Minas Gerais (TJMG = Minas Gerais Court of Justice)
- Management Modernization in Mato Grosso: A review of strategic governance models in the state.

FDC PUBLIC MANAGEMENT

our numbers

100
organizations
served

117
projects
developed



Presence in
19 Brazilian
states and the
Federal District



300
participants from
12 countries at the
Side Event G20



20 articles
published in
national and
international
conferences

“All this work reinforces FDC’s role as a ‘think and action tank,’ capable of integrating educational solutions with the production of both academic and practice-oriented knowledge. These two pillars complement each other, amplifying our impact and driving societal development.”

explains Patricia Becker, director of the FDC Center for Public Management.

OPEN PROGRAMS: GROWTH AND EXCELLENCE

FDC earned 5th place in the Financial Times Executive Education Ranking for open programs, reaffirming its excellence and international recognition. The Net Promoter Score, measured for each program, exceeds 90.

The strategic portfolio expansion and the close relationship with the market led to an increase in the number of classes and the successful launch of new educational solutions for personal development.

“The choice to attend FDC was very intentional. I did a lot of research; spoke with many friends, and understood that the program, the content, and the immersion in Nova Lima made sense in my pursuit of more knowledge and experience to serve on Boards of Directors. The conversations and discussions in the program ensure you leave better than when you arrived.”

Adriana Coutinho, participant in the Board Member Development Program.

RECORD YEAR FOR INTERNATIONAL PARTICIPANTS

The programs held in Angola—Transformational Leadership and Impact Leadership—in partnership with the National Oil and Gas Agency (ANPG) were crucial to achieving a historic milestone of nearly 300 international participants in open programs. This remarkable achievement reinforces FDC’s global presence.

HR COMMUNITY AND C-LEVEL ENGAGEMENT MARK THE YEAR

A key highlight was the initiative to strengthen ongoing relationships with top HR leadership from Brazil’s largest companies through the FDC Human Development Community. Another significant milestone was the launch of the C-Level Journey program, jointly



Transformative Leadership Angola.

created and developed with Regional Affiliates. Designed around the core competencies required for executives in C-Level positions, this new program strategically enhances FDC's development portfolio across different regions of the country.

TREKKER: FOCUSING ON INDIVIDUALS TO DEVELOP ORGANIZATIONS

In 2024, the corporate Trekker program established its unique value proposition: developing organizations through the many and diverse individuals within them. In other words, a corporate educational solution that focuses on individual growth to drive positive impact on both the organization and the business. This approach has been applied in partnerships with major organizations such as Petrobras, Localiza, VLI Logística, SO-ORO, and Banco do Nordeste, among others.

OPEN PROGRAMS

our numbers

5th place
in the Financial Times
open programs ranking

International
Participants

259

Scholarships

181

NPS

+90

REGIONAL AFFILIATES

our numbers

22

Regional
Affiliates

1,500

participants
in regional programs



17%
growth
in business with
Medium-sized
Enterprises

51%
growth
in Individual
Programs

72%
growth
in business with
Large Enterprises

REGIONAL AFFILIATE MANAGEMENT: HARVESTING RESULTS AND SOWING FOR THE FUTURE

Regional Affiliate Management recorded a 17% growth in business with Medium-sized Enterprises, 72% with Large Enterprises, and 51% with Individuals, along with greater engagement in Academic and Social Education initiatives.

Key highlights include Structuring Projects for internal network management, which foster integration, continuous development, and alignment with FDC's purpose and strategy.

Regarding the seven strategic commitments for the 2021-2025 cycle, the Affiliates Network significantly contributes to Commitments 5 and 7, serving as a driving force for innovation in offerings and business while promoting balanced institutional growth across different business segments.

SOCIAL IMPACT AND INTERNATIONALIZATION

Affiliates have increasingly contributed more to social education. A good example is the Pilares program at Fundação Guadalupe (São José dos Campos, SP), which supports women in vulnerable situations.

The year was also marked by internationalization movements, such as a partnership in Paraguay and an increased number of participants in international programs, successfully reaching the target of 100 participants.

Academic Education

Scientific rigor and transforming business practice.

FDC launched its Undergraduate, Doctoral, and Postdoctoral programs in Business Administration while still offering Executive MBA, Professional Master's degrees, and Specialization programs. In total, more than 4,500 students were enrolled throughout the year.

Type of program	Participants (2024)
Undergraduate programs	41
MBA	794
Master's and doctoral programs	240
Specialization programs	3,446
Total	4,521

Academic Education is positioned as a hub for building scientific knowledge and developing critical thinking about the role of management and organizations in addressing the major challenges facing humanity. Through its partnerships with 12 international schools and the implementation of "Study Trips," Academic Education has directly impacted over 300 participants from 34 countries.

FDC organized 11 international programs, including initiatives such as the Summer School - Business for Social Impact, which brought together students from eight nationalities to discuss business solutions to social issues in Brazil. The Learning Journey Amazônia program focused on climate challenges and sustainability, offering students

a unique experience in the Amazon rainforest. Meanwhile, a Study Trip to Singapore provided a learning opportunity in one of the world's leading nations, with a focus on the use and impact of technology in organizations.

“We are committed to the future of education, which needs to be innovative and engage with global issues and challenges.”

Marcele Gama, Director of Innovation, Integration, and Internationalization at Academic Education

INTERNATIONALIZATION OF ACADEMIC EDUCATION

our numbers

Participants
International

300

Partner
Schools

12

International
Programs

11

34 Countries represented



+500 h
of learning



+30
professors
involved

Academic Education

UNDERGRADUATE PROGRAM IN BUSINESS ADMINISTRATION

The undergraduate program achieved the highest score of five points in the evaluation by the Brazilian Ministry of Education. Key features that differentiate the program are the integration of theory and practice, the close connection with the market, and international partnerships. The program is designed to train professionals who are aware of their role in society, capable of leading organizations in a global and competitive world, and able to build prosperous futures. The first cohort consisted of 37 students and marked the beginning of a new chapter at FDC..

“The image of the seed germinating in fertile soil symbolizes the beginning of this new cycle of growth at FDC, built on 48 years of excellence and offering market experiences connected to classroom learning.”

Carla Arruda, director of the Undergraduate and MBA Programs.





Undergraduate Class in Business Administration.

To help address the major challenges facing humanity from a business management perspective, FDC formed partnerships with large companies such as Magalu and Farmax, as well as civil society organizations. For instance, the collaboration with Central Única das Favelas allowed students to mentor grassroots entrepreneurs during the ExpoFavela MG event in Belo Horizonte. Throughout the year, 46 business and social leaders participated in classes and events.

Highlights of the year:

- “Immersive Week”: practical and innovative activities that connect students to challenges in the job market from the first days of school.
- “Integrative Project”: Encourages students to develop businesses with a social impact and technological foundation. Projects are presented to panels of professors and industry experts.
- “Junior Company”: offers students the opportunity to apply theoretical knowledge in real business projects, promoting the development of essential skills

STUDENTS CREATE SOLUTIONS TO A HEALTHCARE ISSUE

A group of Business Administration students secured third place in the Hackathon organized by *Conselho Regional de Administração* (CRA-MG), with a project promoting inclusion and diversity in a healthcare institution. Their participation enhanced their teamwork, problem-solving, and social responsibility skills. The project was submitted to the Financial Times Responsible Business Education Awards, placing FDC in the international spotlight.

UNDERGRADUATE PROGRAM IN BUSINESS ADMINISTRATION

our numbers

108

Applicants in the
admissions process

41

students
selected

46

leaders
engaged in discussions
and exchanges with
students

80 h/year

of faculty
training

20 events

with secondary
schools, with over
2,000 participants.

SPECIALIZATION PROGRAMS

It was a year of renewal. FDC introduced innovative solutions to reshape its future in this segment.

Two standout initiatives:

NEW SPECIALIZATION: Inspired by the T-shaped model, the New Specialization offers students the opportunity to take courses with flexibility and customization, allowing them to choose and alternate between in-person and remote classes throughout their academic journey.

ONLINE GRADUATE PROGRAM: This initiative marks FDC's entry into a new era of digital education, based on a new business model. Six programs are slated for launch in 2025 in partnership with +A Educação, expanding our reach and strengthening our presence in the online education market.

In Belo Horizonte and São Paulo, the formats of in-person, online, and in-company classes were maintained. The curriculum now offers more courses designed to develop professionals who can promote social and environmental transformations through their business activities. Furthermore, partnerships with international schools allowed for exchanges and courses taught in English, enriching the overall learning experience.

Throughout the year, FDC increased its portfolio of Management Specialization programs tailored to healthcare professionals, contributing to the improvement of medical and healthcare services in different regions.



Class of the Customized Management Specialization Program.

Academic Education

THEORY AND PRACTICE TO CREATE A POSITIVE IMPACT

As part of the program requirements, students develop and present an academic paper to a panel of professors and specialists. Below are some of the outstanding capstone projects that exemplify FDC's commitment to integrating management and technology to generate a positive impact on the market and society:

PROJECT METAMORPHOSIS (Manaus, Amazonas): an integrated childcare solution focused on the socio-emotional development of neurodivergent children. The interactive digital platform connects the families of these children with healthcare and education professionals.

DIGITAL MEDICAL CARE IN PHARMACIES (Fortaleza, Ceará): an initiative that combines telemedicine with pharmaceutical services, optimizing patient experience and expanding access to healthcare.

EXECUTIVE MBA

The learning experience of the Executive MBA combines innovation, purpose, and internationalization to train ethical, global leaders who are prepared for the challenges of an ever-changing world. Two new international partnerships were signed—GIBS Business School (South Africa) and Aalto University (Finland)—and the curriculum now includes the mandatory course “Global Contexts and Trends.” A total of 70 students were sent on international exchanges, while FDC welcomed 25 foreign students for elective courses.

A book was published with the 10 best applied projects of the year. This book, an unprecedented initiative at FDC, will be used in the classroom and promoted in other ecosystems.

INITIATIVE INCREASES GENDER DIVERSITY IN THE MBA PROGRAM

Globally, female representation in MBA programs remains low. At FDC, the average percentage of women in each cohort typically ranges from 20% to 30%. To change this scenario, the school offered a 25% discount to all female students in the 125th class of the São Paulo Campus. The move led to a 73% increase in the number of female applicants and a final increase of 33% in the number of enrolled women. With this initiative, the percentage of female MBA students went from 25% to 30% in this class..

SPECIALIZATION PROGRAMS

our numbers



3,975 applicants
in admission processes

3,446

Students

208

Professors



16,489 h
Contact Hours

EXECUTIVE MBA

our numbers

230
new
students

4
new
classes

4
scholarships



25
foreign
students
in Brazil

70
Brazilian
students
at partner
schools



9 business
partnerships

2 new institutional
partnerships

MASTER'S AND DOCTORAL PROGRAMS

Growth marked the year for the master's and doctoral programs. The first cohort of the professional doctorate was launched in the first semester with 17 students. The Postdoctoral program was also introduced, expanding the portfolio and reinforcing the school's commitment to training leaders at various stages of their academic and professional careers.

In the master's program, the first in-company cohort was created, designed and delivered entirely for managers at the Tribunal de Contas do Estado de Minas Gerais (TCE-MG; Court of Auditors of the State of Minas Gerais). This partnership helped develop 25 professionals employed by the institution.

The emphasis is on training professionals who are better equipped to lead competitive, prosperous organizations capable of contributing to tackling humanity's major challenges. The curriculum and learning experiences cover contemporary and leading topics, provide in-depth reflections, stimulate critical thinking, and emphasize scientific rigor. The connection with international contexts—through partnerships and exchanges with schools in other countries—enriches the journey, enables the development of multicultural perspectives, and broadens the students' global mindset. In total, 29 students participated in exchanges, 21 of whom were international students in FDC courses and eight were Brazilian students at partner institutions such as ESCP, Bentley University, and Burgundy School of Business.

A highlight was the consolidation of two strategic double degree partnerships:

- Porto Business School (master's program)
- Kedge Business School (doctoral program)



Master's Program Class, in partnership with the Court of Accounts of the State of MG.

MASTER'S AND DOCTORAL PROGRAMS

our numbers

Master's
Students

75

25
in-company
Program at
TCE-MG

4

Scholarships

Doctoral
Students

17

1

Scholarships



29
International
Exchanges

21 foreign students
at FDC

8 Brazilian
students abroad



667h
contact hours
in diverse and
innovative cohorts



259
academic publications
on SDGs and Grand
Challenges



International double
degree partnerships

PORTO
BUSINESS
SCHOOL
Portugal



KEDGE
BUSINESS
SCHOOL
França





INTEGRATED EDUCATION

Social Education

Focus on People and Networked Action.

Based on four pillars—Youth, Civil Society Organizations, Grassroots Entrepreneurs, and Scholarships—Social Education activities are implemented by the FDC – Cardinal Dom Serafim Social Center. A new structure and internal management model ensured more efficiency, synergy between initiatives, and portfolio clarity.

“With Social Education, we not only strengthen FDC’s relevance but also reaffirm our commitment to building a more inclusive country with equal opportunities for all segments of society.”

Ana Carolina Almeida, vice dean for Social Education

Social Education has a disruptive model in the world of business schools that ensures free or subsidized access to education for socially vulnerable groups who have historically been deprived of technical-scientific knowledge in governance and management. This operation is funded by FDC and by individual and corporate social investors, known as investor clients. In 2024, for every R\$10 invested by FDC itself, R\$8.80 was raised from investor clients. In addition, the efforts to diversify funding sources resulted in 11 new investor clients. Priority is given to investments capable of providing not only immediate support but also long-term sustainability.

DEVELOPMENT OF CIVIL SOCIETY ORGANIZATIONS

The portfolio features two programs for the development of Civil Society Organizations and their leadership: PILARIS and BASIS. The learning journey aims to structure the institution's management, improving its efficiency and longevity. The leaders go through meetings and skills development courses, gain new knowledge, exchange experiences with their peers in other organizations, and acquire management tools.

FDC has also developed institutional initiatives to strengthen the social ecosystem through:

- The expansion of its partnership with Federação Mineira de Fundações e Associações de Direito Privado (Fundamig; Minas Gerais Federation of Private Law Foundations and Associations) to host the Annual Meeting of the Third Sector (Encontro Anual do Terceiro Setor – ENATS), which has become a key fixture in the social calendar.
- A pilot initiative to revitalize the Boards of Civil Society Organizations in partnership with PDC Alumni.
- A partnership with the Best NGOs Award, reinforcing FDC's commitment to excellence in the sector.

DEVELOPMENT OF CIVIL SOCIETY ORGANIZATIONS

our numbers

6,773,100

People indirectly
positive impacted by
these organizations

169

Institutions
developed

727

Leaders
trained

Social Education

“The BASIS Program has played a huge role in my development as a manager. While I initially understood ESG and social issues in the corporate world, I soon realized that the third sector is completely different. It has a different way of dealing with people, governance structures, fundraising (the biggest challenge), people development, and community engagement. Social development relationships are much deeper and truly require the technical foundation that we get with BASIS.”

Isis Batista, social director of Instituto Sauá.

YOUTH: PRODUCTIVE INCLUSION AND INCREASED EMPLOYABILITY

The B-Epic program was launched in partnership with Gerdau, focusing on young people aged 18 to 24, a group that typically faces high unemployment rates. This initiative transforms youth apprenticeship programs into strategic training projects, equipping participants with the required skills for the future of work. The priority is the development of both functional and socio-emotional skills, along with mentoring for the supervisors of young apprentices. In this first year, 64 young apprentices from Gerdau's Ouro Branco steel plant took part in the program, supported by 44 company executives serving as mentors.

Other Highlights of the Year:

- Partnership with Smiles to implement the *Raízes* project, a Social Innovation program aimed at promoting citizenship education and the productive inclusion of young people.
- Creation of an impact community, bringing together training organizations and developing connections for a more inclusive future.

“B-Epic is a great opportunity for me to develop leadership. This soft skill is very important; it's what I want to see as I grow in my career.”

Pedro Oliveira, Young apprentice from the 1st B-Epic cohort.

“I see B-Epic as a social program. It gives young people the opportunity to work at a market-leading company like Gerdau while also receiving training from a renowned institution like Fundação Dom Cabral.”

Tamara Savoia, mentor at the B-Epic program



B-Epic Class.

DEVELOPMENT OF VULNERABLE YOUNG PEOPLE

our numbers

209

Young people
impacted by
educational solutions

11

Youth training organizations
brought together in the
impact community

“The *Raízes* program is not just a program; it transforms lives, perspectives, presents, and futures. If I were to describe the entire journey we have experienced throughout the program, I would use the word ‘love’. It may sound cliché but only love for life and for the potential of young people can explain the dedication required to tackle all the challenges, caring for every detail, every second we spend together. Understanding the importance of who I am and how my actions in the present can shape my future gave me the strength to fight for a more dignified career and personal life—not waiting for opportunities but creating them. I also learned how to deal with the frustrations that inevitably arise and, in the end, help us mature. All of this, of course, while staying true to ethical values, always with honesty and the courage to move forward. I built my bridge of communication with my head held high, using persuasion to share knowledge, skills, and opinions over time and in the history I am building today. My speeches are now filled with hope, with firmer and more objective attitudes.”

Stella Alvarenga dos Santos, young participant in the *Raízes* Program



Entrepreneurs' Space in Curitiba.

GRASSROOTS ENTREPRENEURS: THE INTERSECTION OF EDUCATION AND HUMAN POTENTIAL

The *Pra>Frente* Movement aims to generate economic development through education in Management and Entrepreneurship. The initiative is made possible with the support of civil society organizations, public institutions, and companies that sponsor the project.

In 2024, support for grassroots entrepreneurship resulted in significant transformations:

- Development of exclusive content for the handicraft sector and the launch of a call for applications to support entrepreneurs in this field, including seed capital grants through a partnership with BNDES.
- Opening of three new Entrepreneurship Spaces in Mato Grosso do Sul, Paraíba, and Sergipe, bringing the total to seven units across four regions of the country.

“I would like to thank the entire Pra>Frente team for this incredible initiative they have provided for each of us. I am confident this was a turning point in all our lives. The courses on the platform courses are amazing and get straight to the point, empowering us and preparing us to become great entrepreneurs. Here’s to more incredible courses! May God bless the work of the entire team.”

Glauca Úrsula, craft entrepreneur from Juiz de Fora/MG.

INNOVATION AND KNOWLEDGE AS LEVERS FOR SOCIAL IMPACT

The Cardinal Dom Serafim Social Center has improved its knowledge production and the application of innovative technologies to expand its positive impact. Below are some key milestones from the year:

- The “Canto da Rua” case study, which focused on open and collaborative strategic planning for a social organization dedicated to the care and social integration of homeless individuals, received an award from EFMD.
- Development of the Maturity Index for Civil Society Organizations and tools like the Maturity Scale for the productive inclusion of young people.
- An impact study on the Social Entrepreneur Award 20 years, in partnership with *Folha de São Paulo* Newspaper and Fundação Getúlio Vargas (FGV).
- Implementation of Artificial Intelligence in the creation of e-books and graphic materials, optimizing resources and increasing reach.



Corner of the Street – Strategic Planning Workshop.

GRASSROOTS ENTREPRENEURS

our numbers



**Seed capital
distributed to
entrepreneurs**
trained in grassroots
entrepreneurship initiatives.



**3 new Entrepreneurship
Spaces**
expanding the project's reach.
We are now present in six major
centers across four regions of the country.

7,427
New Registrations
on Pra>Frente Play

1,789
from the craft
ecosystem



STRATEGIC INTENT

Social Inclusion

Social inclusion is one of the three institutional intents outlined in FDC's 2021-2025 strategic cycle. This movement permeates all areas of the school, shaping education at FDC to form responsible leaders and develop organizations and business environments that balance economic and financial performance, social justice, and environmental prosperity.

The FDC Cardinal Dom Serafim Social Center is entirely dedicated to promoting social inclusion, but it is not the school's only source of initiatives in this area. All Education and Research & Development programs contribute, in some way, to tackling social inequalities. As a result, it is possible to identify several actions aligned with this commitment throughout the report.

Additionally, FDC develops institutional initiatives for social inclusion, including access to education and the promotion of Diversity, Equity, and Inclusion.

Education that transforms leaders to change Brazil

At FDC, there are countless examples of actions, courses, academic activities, and training programs for public and private sector executives that raise awareness of the role of leadership in society. FDC believes that business creates economic development but must also contribute to social and environmental prosperity. Moreover, leadership must go beyond creating value for the company and shareholders and include, as part of its role, the construction of positive legacies for society.

ACADEMIC EDUCATION: KNOWLEDGE TO IMPROVE BUSINESS PRACTICE AND ADDRESS THE GRAND CHALLENGES

The alignment with the Sustainable Development Goals (SDGs) and the Grand Challenges is at the heart of FDC's master's, doctoral, and postdoctoral programs. Courses related to ESG, Sustainability, Diversity, and Inclusion feature prominently in the curriculum alongside classic management topics, incorporating a contemporary approach and a strong connection to business reality. The goal is to develop professionals capable of leading competitive and prosperous organizations that are committed to addressing humanity's most pressing challenges. For example, doctoral programs include hands-on activities at the Minas Gerais Fire Department, connecting participants with real-world problems in Brazil and reinforcing the importance of challenge-based learning. In addition, a bibliography of 259 academic papers explores these topics, integrating theory and practice with scientific rigor.

INTERNATIONAL PARTNERSHIP DEVELOPS LEADERSHIP IN LATIN AMERICA

The FDC Center for Public Management has partnered with the Development Bank of Latin America and the Caribbean (CAF) to implement the Leadership for Transformation Program. Designed to accelerate the adoption of the Sustainable Development Goals in the region, the program has strengthened the skills and capabilities of leaders from businesses, governments, and civil society. By doing so, it aims to contribute to sustainable development and help overcome the region's most pressing challenges..

CEOs' LEGACY: STRATEGIC RENEWAL EXPANDS POTENTIAL FOR TRANSFORMATION

Renewal is the word that best defines the trajectory of CEOs' Legacy in 2024. This institutional initiative, led by FDC's Dean, brings together top executives from major companies to raise awareness about the role of leadership in shaping society and addressing humanity's most critical challenges. This year, thirteen new executives joined the initiative. The collective efforts focused on identifying and prioritizing existing initiatives in each company, as well as building strategies and synergies to expand their reach and positive impact. Key topics of discussion included decarbonization; circular economy; diversity, equity & inclusion (DEI); and mental health.

To promote the synergy between initiatives, participants mapped 70 ongoing projects across their companies, identifying opportunities for connections and cooperation that could lead to greater positive business and social impact. To support this effort, CEOs' Legacy collaborated with Instituto de Tecnologia e Liderança (Inteli) to develop a web and mobile application that makes it easier to identify and develop connections between projects from different companies.

DSM AND FARMAX JOIN FORCES TO CREATE SKINCARE PRODUCT FOR BLACK SKIN

The cooperative environment created by the new strategy adopted by CEOs' Legacy led to the development of an exclusive molecule by DSM for a sunscreen for Black skin, launched under Farmax's Negra Rosa brand. This initiative promoted inclusion and broadened the reach of both companies, generating a significant positive impact.

SANTANDER FINANCES DSM PROJECT TO REDUCE METHANE EMISSIONS

The Bovaer project, a synergy between DSM and Santander, makes it possible to reduce methane emissions in livestock farming through a feed additive, financed with a sustainable credit line secured by DSM from Santander. The partnership reflects the commitment of both companies to decarbonization and climate change mitigation.

“Through the initiatives of CEOs’ Legacy, in a conversation with Maurício Adade (CEO of DSM-Firmenich), we gained insights into potential partnerships between the companies we lead, looking into developing products that meet the specific skin and hair care needs of Black people. This partnership has fueled innovation and reinforced the promotion of diversity and inclusion in the market. I believe that seeking synergies between companies is essential to positively impact society and build a more equitable future.”

Ronaldo Ribeiro, CEO of Farmax, member of the CEOs’ Legacy initiative.

CEOS’ LEGACY

our numbers

70 projects
with synergistic
potential

2 positive
impact projects
co-created between
companies

1 prototyped
application for
managing project
connections

1 case
submitted for an
international award

Social Inclusion

DIVERSITY, EQUITY, AND INCLUSION PROGRAM

The year 2024 marked the progress and maturing of the Diversity, Equity, and Inclusion Program (DEI), reaffirming our commitment to dealing with social inequalities, training responsible leaders, and creating prosperous organizations.

Throughout the year, all areas of the school developed actions with established indicators and targets. The initiatives are structured around three strategic pillars:

COLLABORATIVE STAFF

Increasing diversity and inclusion within internal teams.

FACULTY AND STUDENTS

Promoting inclusion at all educational levels..

EDUCATIONAL SOLUTIONS

Integrating DEI perspectives into programs and products.

PROJECT SEEKS CAREER DEVELOPMENT AND PSYCHOLOGICAL SAFETY FOR BLACK EMPLOYEES

The *Aquilombamento* Program was conceived by FDC's Race and Ethnicity WG and promoted by HR, playing a transformative role for Black employees. The initiative promoted self-knowledge and collective empowerment, creating a space for belonging and personal development.

With the participation of 16 staff members, the program took place over 12 online meetings. It not only reinforced racial inclusion but also helped to build a more diverse and welcoming organizational culture, creating an environment of psychological safety at FDC..



First Cohort of the Aquilombamento Program: Psychological Safety and Collective Empowerment for Black Employees.

Social Inclusion

The *Aquilombamento* program connected me with my identity. It made me connect with my history, my ancestry, and helped me discover the potential I did not even know I had. I am grateful.”

Odília Soares, executive coordinator

MORE DIVERSITY IN THE TEACHING STAFF CREATES MORE VALUE FOR STUDENTS AND THE SCHOOL

Attracting and developing diverse and engaged talent has been essential to creating value for clients in an ever-evolving business context. Our commitment to reflect Brazil's demographic diversity in our teaching staff has led to considerable progress. In 2021, FDC had 82 Black professors on record; today, 208 professors identify as Black or Biracial. The number of women in teaching positions has also increased, with 106 female professors hired. Additionally, the number of female technical advisors who work directly with medium-sized companies in Brazil and abroad has doubled, growing from 5 to 10 professionals

PROJECT AIMS AT ACCELERATING BLACK PROFESSIONAL CAREERS

A project that combines social commitment with business innovation, *Trekker Carreiras Negras* is geared towards accelerating the careers of Black professionals in companies. Developed in partnership with Instituto Identidades do Brasil (ID_BR), the project aligns with FDC's strategy and mission of being an agent of social and economic transformation, boosting representation in the job market and contributing to the development of more competitive and prosperous organizations.

PROJECTS PROMOTE ECONOMIC SECURITY AND GENDER EQUITY

Promoting economic justice and women's rights in the economy and reducing gender disparities in the workplace are fundamental to achieving the 2030 Agenda. This is why FDC develops initiatives that contribute to women's economic empowerment. In 2024, the highlights were two actions planned in the Diversity Program and performed by Social Education.

The Transformative Leadership Program provided a training journey for 31 Black women in partnership with the Pact for the Promotion of Racial Equity and B3. The course covered topics such as career management, conflict management, and interpersonal relationships.

The other initiative, Kitchen's School, was conducted in partnership with Sodexo, a multinational food service company and FDC supplier. The program trained 15 female microentrepreneurs from Nova Lima, where the school's main campus is located. Participants received training in gastronomy, food safety, and entrepreneurship to support them in launching their own businesses or entering the job market.



Black Women Participants in the Transformative Leadership Program: a partnership between FDC, the Racial Equity Pact Association, and B3.

DIVERSITY PROGRAM ENGAGES THE BUSINESS ECOSYSTEM

One of the strategic objectives of the Diversity Program is to articulate and contribute to the broader business and institutional ecosystem. In 2024, two initiatives stood out: Proactivity 2025 and Integrated Diversity Week.

A partnership with Instituto Identidades do Brasil (ID-BR) resulted in the study Propositividade, which outlines the main trends in corporate diversity agendas for 2025. The publication can be accessed at <https://sejarelevante.fdc.org.br/dei-e-as-top-10-tendencias-corporativas-para-2025/>.

In August, five organizations—Anglo American, Belgo Arames, Fundação Dom Cabral, Grupo SADA, and Hotmart—hosted the 2nd Integrated Diversity Week. With free online sessions open to all, the event can be watched at <https://www.youtube.com/live/WrlA-XPfKzWs>.

Social Inclusion



FDC, Belgo Arames, Anglo American, Grupo Sada, and Hotmart promote the 2nd Integrated Diversity Week.

CAMPUS HOSTS LAUNCH OF BRAND CELEBRATING NEURODIVERSITY

The Aloysio Faria Campus was the venue for the launch of Almacor, featuring the inspiring *Exhibition of Extraordinary Artists*. Almacor is a fashion and design brand that highlights neurodivergent artists in its creations. Each pattern on its pieces is based on the artwork of artists with neurodivergent conditions, such as Autism Spectrum Disorder and Down Syndrome.

“Art celebrates cultural diversity, encouraging an understanding of and respect for different social groups. It also serves as a tool to educate and sensitize people about crucial issues such as diversity, inclusion, and social justice.”

Adilson Pinto, FDC’s administrative and financial director

DIVERSITY, EQUITY AND INCLUSION PROGRAM

our numbers

27
black
employees
hired

= 48.2%

of vacancies
filled

Faculty

121

Women teachers
hired, which
represents 46%
of the year's hires

37

Hired
teachers
who declare themselves
black or brown

16 **black**
collaborators
impacted

Impacted by
the first edition of the
Aquilombamento
Program

31
black
women

Impacted by the **Transforma**
Pact Program, a partnership
between FDC, B3 and the Pact
for Racial Equity.

SCHOLARSHIPS: AFFIRMATIVE ACTION TO BREAK CYCLES OF EXCLUSION

The Scholarship Program, managed by the Cardinal Dom Serafim Social Center, seeks to provide equitable opportunities for social groups that face more barriers to accessing quality education. The Program is widely publicized through FDC's communication channels and among entities and collectives that support underrepresented groups, including women, people with disabilities, Black people, and LGBTQIA+ people. These indicators of social exclusion, combined with the applicant's socioeconomic status, serve as evaluation criteria for scholarship eligibility in technical education, higher education, and both academic and non-academic programs at FDC.

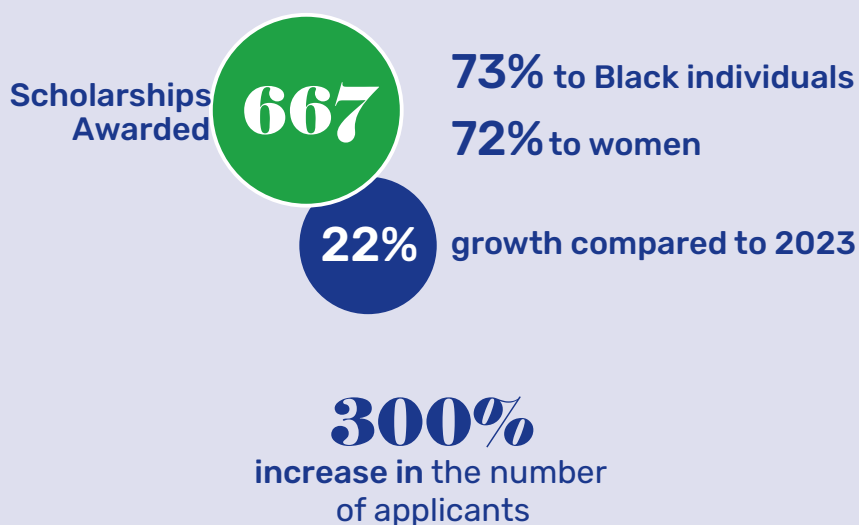


Scholarship Award Event.

“Pursuing a Professional Master of Business Administration at FDC is a privilege available to very few people. Therefore, the scholarship program is a tool that promotes inclusion and makes it possible to transform lives with a positive impact on society. [...] For me, this experience brings empowerment, a greater ability to abstract knowledge, new lifelong friendships, and opens doors to access restricted places in the social and professional worlds.”

Paulo Cesar Nogueira de Abreu, Scholarship Holder

SCHOLARSHIP PROGRAM **our numbers**





STRATEGIC INTENT

Knowledge

This institutional intent seeks to position FDC as a leading and pioneering center in the creation and management of educational solutions, ideas, and insights that guide the development of leaders and organizations. As a movement, it encompasses all areas of the institution and is reflected in the articles, studies, and research previously mentioned. This section highlights initiatives and actions related to Faculty Management, Research & Development, and Educational Innovation.



UNI(CO), INNOVATION, AND EDUCATIONAL TECHNOLOGY

FDC believes that learning is one of humanity's most valuable processes. The education offered by FDC treats the student as the protagonist of the learning process, which must be experiential, hybrid, collaborative, systemic, integrated, scientifically rigorous, and transdisciplinary (encompassing cognitive and non-cognitive, hard and soft, algorithmic and emotional skills).

In recent years, the school has refined and branded its proprietary way of being and teaching at FDC, called UNI(CO). This model builds, combines and connects knowledge while intelligence and affectivity, scientific rigor and applicability, performance and social progress. It guides the construction of all educational solutions, ensuring impact, consistency, and coherence while respecting the specificities of each product, request, and client.

Launched in 2024, the Somos UNI(CO) Program trains all employees, faculty, and regional teams. To date, nearly 150 people have participated in it.

INITIATIVES BUILD DIGITAL MINDSET INSIDE AND OUTSIDE FDC

Learning experiences must be remarkable and memorable. To this end, FDC has invested in initiatives beyond UNI(CO), including the use of Artificial Intelligence. At Tree Lab, 25 experiences were delivered, enabling participants to apply technological solutions to real business challenges such as engagement, quiet quitting, churn, and productivity.

“The initiative we developed at TREE Lab has generated gains on multiple levels. First, the immersive learning process has proven to be more comprehensive and interactive: it shows AI as an ally in solving real business problems, where data science and business strategy must come together to design relevant solutions. Second, the immersiveness allows participants to recognize both the advantages and limitations of using AI in imperfect decision-making environments..”

Alexandre Peres, FDC Guest Lecture

Experts in educational technology and innovation have developed the *Innovation Radar*, a bulletin featuring the main trends in the education sector, which is shared with the school's business areas.

To ensure that the teams themselves also develop a digital mindset, monthly Meet Ups were held, open to the entire FDC team, featuring experts on a wide range of topics to enrich and distinguish educational solutions.

“The curation of the Education Trends Radar for Business Schools is a powerful ‘Knowledge Drop’ that keeps those in direct contact with prospects, clients, and decision-makers up to date. Most importantly, it enables them to leverage industry knowledge and insights when presenting complex, customized solutions.”

Luiz Buccos, project management for Medium-sized Enterprises.



FDC'S EDUCATION GAINS INTERNATIONAL RECOGNITION

FDC was a highlight at the ATD 2024 International Conference & EXPO in New Orleans (USA), where it presented UNI(CO). Additionally, international missions and academic partnerships with institutions such as Imperial College London have strengthened the institution's internationalization efforts.

“By bringing together technology, knowledge, and experience, FDC reaffirms its commitment to excellence and innovation, shaping the future of education. A droplet falling and rippling in all directions in a lake is the image that represents our efforts in the field of Education and Innovation in 2024.”

Roberta Campana, director of Education and Innovation.

EDUCATION AND INNOVATION our numbers

632 hours
of content created
and made available

+9,000
active users
in Virtual Learning
Environments (VLEs)

2,690
digital assets registered
in FDC-DAM (Digital Asset
Management)

**8 national
and international
events**

150 people
trained in the *Somos*
UNI(CO) Program

83% NIS
(Net Innovation Score),
measuring innovation
perceived by
market

Knowledge

FACULTY: EXCELLENCE THAT DRIVES TRANSFORMATION

FDC has an outstanding faculty that undergoes a rigorous selection process, where academic qualifications, experience, and teaching skills are evaluated. The allocation of professors is planned to meet the needs of the three primary areas of the institution (Academic Education, Executive Education, and Social Education), which requires adaptable professionals with diverse skill sets and backgrounds.

“Undergraduate studies have brought unique and exciting challenges when it comes to hiring lecturers, with profiles that go beyond what we traditionally have in our talent pool. Overcoming these challenges is the result of collaborative work between the Undergraduate team and Faculty Management, combining strategic vision, flexibility, and commitment. More than a challenge, the continuous improvement of our teaching staff is an opportunity to reaffirm our commitment to academic excellence and the formation of a new generation of leaders.”

Marina Portela, Undergraduate Academic manager..

A total of 243 associate, guest, and visiting professors from several fields were incorporated into FDC’s teaching staff. Additionally, two new full-time faculty members were hired. The engagement of this specialized teaching staff has made it possible to generate relevant and innovative knowledge. In line with FDC’s internationalization strategy, nine foreign professors contributed in 2024, broadening the global perspective of the solutions and learning experiences.

“Our teaching staff is composed of highly qualified professionals selected through a rigorous process that evaluates not only academic excellence but also their commitment and ability to generate a positive impact on individuals and organizations.”

Luciana Faluba, Director of Research & Development

FACULTY our numbers

1,641

Professors and lecturers
incorporated into the ecosystem

Associate
professors



Full-time
professors



Guest
professors



14

New foreign
professors



37

New Black and
Biracial professors

121

Female professors
hired to achieve
gender balance

From
34.9% women in 2023
To
36.7% women in 2024

RESEARCH & DEVELOPMENT MARKED BY GLOBAL COLLABORATION AND REAL-WORLD IMPACT

The Aloysio Faria campus welcomed prominent figures from the international academic scene: Jessica Lichy from IDRAC Business School and Chahrazad Abdallah from Université du Québec à Montréal. Both led innovative projects in Marketing and Strategy, respectively, strengthening global academic exchanges.

ACADEMIC RECOGNITION

Three FDC professors stood out in international awards:

- Kadgia Faccin: Awarded the Young Researcher Prize at ENANPAD 2024 for her contributions to Innovation and Entrepreneurship.
- Maria Elisa Brandão: Received the Silver Award at the EFMD Excellence in Practice Awards for her work *"Open strategy and collaborative practices to tackle street-dwelling situation."*
- Alice Erthal: Honored with the Modern Slavery Best Paper Award at the 2024 Business and Modern Slavery Research Conference in the UK for her work *"Ethical blindness and the failure to prevent modern slavery in supply chains."*

NUMBERS REVEAL INCREASED RELEVANCE OF ACADEMIC OUTPUT

FDC faculty members contributed to 221 research publications. Among the research papers published in external academic journals, a total of 57 appeared in international publications, amounting to 61% of the total. Additionally, FDC was represented at 19 international conferences. The quality of our academic publications is reflected in the number of articles published in ABS 3/4 and Qualis A1/A2 journals, which accounted for 42% of total published papers, marking a 12% increase compared to 2024.

RESEARCH AND DEVELOPMENT CENTERS GENERATE KNOWLEDGE IN COLLABORATION WITH COMPANIES

FDC has five Research Centers: Innovation and Digital Technologies; People Development and Leadership; Sustainability; International Business Strategies; and Logistics, Supply Chain, and Infrastructure.

With over 30 companies integrated into these research centers, FDC has led initiatives such as:

Knowledge

- Logistics and Infrastructure Center: Studies on railways in Minas Gerais, port competitiveness in Bahia, and partnerships with the IDB and SEINFRA.
- Sustainability Center: The global study *#NotEnough - ESG & Innovation* and participation in the Harvard Social Intrapreneurship Symposium.
- Innovation and Digital Technologies Center: Workshops with MIT and IBM on AI and quantum computing, as well as national and regional indices on digital transformation and competitiveness.
- People Development and Leadership Center: *Estudo Anual sobre Lideranças Brasileiras 2024* (2024 Annual Study on Brazilian Leadership) and *Observatório Brasileiro de CEOs* (Brazilian CEO Observatory).

LIBRARY SYSTEM SPREADS KNOWLEDGE AND CULTURE

FDC's library system is responsible for recording, curating, and disseminating knowledge at the institution. In 2024, FDC registered 1.3 million visits to databases and invested more than R\$ 600,000 in new acquisitions and updates.

Editorial initiatives such as *DOM Magazine* (five editions) and FDC podcasts (more than 10,000 downloads, 48 episodes, and 627 new followers on Spotify) have expanded the reach of the knowledge created and shared by FDC.

RESEARCH & DEVELOPMENT

our numbers



221 publications, a record for academic output

12% increase in ABS 3&4 publications

41% increase in Qualis A1/A2 publications

5 editions of *DOM Magazine*

12 editions of the *Checkpoint* newsletter

4 editions of *Banca de Revistas Digitais*, featuring 29 publications



48 podcast episodes and 10,000 downloads

3 video podcasts from the *Somos UNI(CO)* project

40 library presentations reaching over 1,300 people, with an NPS of 86



1,314,400 visits to databases and platforms

13,300 queries in the Pergamum System

9 training courses on database usage

1,965 book loans

2,681 visits to the Library Blog



30+ companies collaborating with Research Centers

+25 companies associated with CRI Nacional

10 corporate sponsors for CRI Minas



Over R\$ 600,000 invested in systems, databases, and new materials

R\$ 920,000 granted to the *Memória Viva* project through the Rouanet Law

R\$ 800,000 raised for the project, sponsored by CBMM

R\$ 4.2 million raised for R&D, a 15% increase



Internationalization Positively Impacts the Entire Ecosystem

A record 2,011 foreign students were enrolled in 2024, with a notable expansion of FDC's presence in Paraguay and Portuguese-speaking countries such as Mozambique and Angola.

The internationalization strategy is supported by five key pillars:

ATTRACTION OF INTERNATIONAL STUDENTS,
enriching the multicultural experience on campus;

INTERNATIONAL MOBILITY,
allowing immersion in diverse cultures and educational systems;

GLOBAL CONTENT,
preparing students for international dynamics;

FACULTY DIVERSITY,
promoting an array of cultural and academic perspectives;

COLLABORATIVE RESEARCH AND DEVELOPMENT,
aligned with global demands.



RESEARCH IDENTIFIES GROWTH IN STUDENTS' GLOBAL MINDSET

In 2023, Professor Livia Barakat conducted a study to assess the global mindset of students in FDC programs. The 2024 results indicated significant growth, with over 80% of students completing the evaluated programs displaying an expanded global mindset. This figure rises to 92% for executive MBA students and 93% for master's students.

WORK IN AFRICA AND EXPERIENCE IN THE AMAZON ARE HIGHLIGHTS

The *Pra>Frente* program supported entrepreneurs in Mozambique, the world's 7th poorest country. In the Amazon, the *Learning Journey* explored solutions to environmental challenges and strengthened connections between local communities and global leaders. Foreign students also highlighted the importance of cultural immersion in Brazil as a defining experience in their academic careers.



Learning Journey Amazônia

CHECK OUT OTHER HIGHLIGHTS OF INTERNATIONAL INITIATIVES:

- Business School Network for a Sustainable Amazon, launched at the 2024 UN Biodiversity Conference (COP16) in Colombia.
- Global Agro-Environmental Center, which gathered renowned scientists, including a Nobel Prize winner, for strategic discussions in São Paulo.
- International partnerships, including collaborations with the French institution Audencia and other European and Latin American schools.



Participants from the French School Audencia Business School.

GLOBAL IMPACT AND COMPETENCE

The inclusion of English-taught courses in the curriculum and the establishment of a policy for visiting professors have strengthened FDC's global competence. Another milestone was progress toward accreditation with the UNFCCC as an observer at COP, reinforcing our relevance in sustainability.

“The Internationalization approach is focused on turning FDC into Brazil’s global business school, developing leaders capable of transforming local realities, prepared to act anywhere in the world, and bringing Brazilian topics of international interest to the global stage.”

Viviane Barreto, the area’s executive director

INTERNATIONALIZATION **our numbers**

2,022

International students



R\$ 3 million
In revenue from
global programs



50%
growth in international
partnerships compared
to the previous year

**5 new global teaching
and research initiatives**

**92% and 93% students with
a global mindset in MBA and
MPA programs, respectively**

RANKINGS AND ACCREDITATIONS
PLACE FDC ON THE GLOBAL STAGE

As part of its internationalization strategy, FDC achieved a remarkable result in the Financial Times Executive Education Ranking 2024. Published in May, FDC ranked 5th in “Open Programs” and 10th in “Custom Programs,” improving by two and one positions, respectively, from the previous edition. FDC is the only Brazilian school among the world’s top 10 and leads Latin America in both categories.

Among the 90 institutions evaluated for Custom Programs and the 80 for Open Programs, FDC stood out for its consistency and innovation, securing a distinguished position among the world’s top business schools.

OPEN
PROGRAMS
Ranking

- 1. HEC Paris
Catar/França
- 2. IESE Business School
Espanha
- 3. ESADE Business School
Alemanha/Brasil/Espanha/EUA
- 4. London Business School
Emirados Árabes Unidos/Reino Unido
- 5. FUNDAÇÃO DOM CABRAL
Brasil

CUSTOM
PROGRAMS
Ranking

- 1. Insead
França/Singapura
- 2. IESE Business School
Alemanha/Brasil/Espanha/EUA
- 3. IMD – International Institute for
Management Development
Suíça/Singapura
- 4. Duke Corporate Education
África do Sul/EUA/Reino Unido/Singapura
- 4. HEC Paris
Catar/França
- 6. SDA Bocconi School of Management
Itália
- 7. London Business School
Emirados Árabes Unidos/Reino Unido
- 8. ESMT Berlin
Alemanha
- 9. Essec Business School
França
- 10. FUNDAÇÃO DOM CABRAL
Brasil

INTERNATIONAL ACCREDITATIONS RECOGNIZE THE SCHOOL'S EXCELLENCE

FDC holds two of the three most important and sought-after international business school accreditations (AMBA and EQUIS) and is working to earn the third (AACSB) in the coming years. In 2024, FDC made significant strides toward its reaccreditation with EQUIS (EFMD Quality Improvement System), with the current one being valid until 2025. In the feedback received in April 2024, EQUIS recognized FDC's progress in three primary areas:

- Internationalization
- Research
- Faculty

Following recommendations, FDC submitted the Second Progress Report in December 2024, outlining several new developments. Another significant milestone was progress in the accreditation process with the Association to Advance Collegiate Schools of Business (AACSB). In September, FDC advanced to the next stage after successfully submitting the Initial Self-Evaluation Report (iSER). The next step is the submission of a Progress Report, scheduled for May 2025.

**Entre as 10 melhores
escolas do mundo**

**5ª posição em programas
abertos**

**10ª posição em programas
customizados**

Rankings de Educação Executiva
do Financial Times 2024

**FUNDAÇÃO
DOM CABRAL**
Inspirando hoje os
líderes do amanhã

FDC
Para ser relevante.

Entre as 10
melhores
escolas
do mundo



EXECUTIVE
EDUCATION
2024 RANKING



Governance and Ethics

A journey of strategic and
sustainable transformation.

Guided by the Board Committee, FDC's Governance, Risk, and Compliance Office has consolidated corporate governance, risk, and compliance practices, reinforcing its commitment to transparency, ethics, and responsibility



“We implemented actions and overcame challenges. The results marked a year of significant innovations, advances in compliance and data governance, as well as a growing concern with ethics in all operation.”

Cândida Cunha, area manager.

GOVERNANCE AND TRANSPARENCY: SOLID STRUCTURES AND SOCIAL RESPONSIBILITY

Throughout the year, efforts were made to strengthen the governance bodies, such as the Board of Trustees, the Fiscal Council, and the Board Committee. A total of 27 strategic meetings were held, including meetings of the Board of Trustees and the Fiscal Council. Elections were held in March for the Board and Committee and the Fiscal Council, and August for the Board of Trustees. The new term for the members of these governance bodies of FDC will run from 2024 to 2027.

Board of Trustees Meeting in August at the São Paulo Campus.



REVIEW OF THE BASIC INSTITUTIONAL DEFINITIONS BEGINS

The Board Committee reviewed the Basic Institutional Definitions that express the institution's identity and guide its strategy. Individual interviews and discussion groups were held with 72 representatives of the various stakeholders. The goal of this update is to reflect the evolution of FDC's activities in recent years and its future perspectives, based on the principles of continuity and respect for institutional history. This review process will also involve contributions from and approval by the Board of Trustees.

MEETING WITH EMPLOYEES AND PARTNERS STRENGTHENS ORGANIZATIONAL CULTURE

Conceived by FDC's cofounder, Professor Emerson de Almeida, and organized by the Board Committee, the Meeting with Employees and Partners has been held for over 20 years with the purpose of strengthening the bonds and values that sustain FDC. In 2024, two editions of the meeting brought together around 120 participants, with the presence of the Dean's Office. It provides each participant with the opportunity to reflect on their decision to join FDC and recognize their role in the collective effort that brings the institution's mission to life.

“It’s a moment to consider who we are and what this organization is about. We have a rich history and origin. This tradition will carry us into the future without losing our values and what sets us apart. We also learn about this organization by listening to those who join us.”

Cláudia Botelho, director of the Board Committee.

Governance and Ethics



Conceived by co-founder Emerson de Almeida, Meeting with Employees and Partners.

DOCUMENTARY: THE ORIGIN AND EVOLUTION OF FDC

A documentary about the history of FDC—portraying its origin, evolution, and mission—was screened at the Meeting with Employees and Partners. The video reaffirms FDC’s identity and connects its historical perspective with current challenges and opportunities.

PARTNERSHIP WITH ATLAS GOV: DIGITALIZATION AND EFFICIENCY

The partnership with Atlas GOV was one of the highlights of innovation, with the goal of digitalizing and centralizing all governance processes. The initiative reflects FDC’s efforts to adapt to the digital landscape and its commitment to continuous improvement.

RISK MANAGEMENT: PROACTIVITY AND PREVENTION

There has been further progress in risk management, advancing the integration of governance and risk practices. A total of 13 risk management training sessions were held, with 116 employees in attendance.



Employees Participate in Risk Management Training.

ETHICS MANAGEMENT AT FDC

Strengthening and preserving a culture of ethics and integrity is a priority for the institution, which continues to advance its discussions on ethics management, focusing on analyzing the initiatives and tools that support this management within the organization. The Ethics and Corporate Risk Management Committee, an advisory body that guides the institution in cases involving ethical misconduct, held four regular meetings, three extraordinary meetings, and two Expanded Meetings. The topics of these expanded meetings were: “The Encounter of Education with Technology and Our Ethical Responsibility” and “Technology and Knowledge: The Ethical Reflection on Who Owns Whom?” Together, both editions gathered around 170 participants. The Integrity and Compliance Program reached new milestones in 2024. The second Integrity Week saw 176 participants per day and incentivized discussions on FDC’s Fundamental Principles and their importance in promoting ethics in educational and corporate environments. For the first time, members of the Ethics Channel Committees received training, providing a valuable opportunity to review and optimize the Ethics Channel workflows and strengthen trust in these institutional compliance tools.

Governance and Ethics



2nd Integrity Week Brought Together Around 200 Employees.

HANDS ON COMPLIANCE: STRENGTHENING PARTNERSHIPS AND INTEGRITY PRACTICES

The Hands On Compliance program, concluded in June 2024, was offered to suppliers and partners, bringing together 17 regional affiliates, suppliers, and FDC employees.

OUR NUMBERS – ETHICS CHANNEL

TYPE OF REPORT		ACTIONS TAKEN / OUTCOMES	
Complaint	19	New Process or Procedur	1
Inquiry	3	Actions Taken / Outcomes	1
Suggestion	1	Verbal Warning	2
Total	23	Review of Faulty Process or Procedure	2
Status		Formal Written Warning	5
Substantiated & Closed	13	Training	7
Unsubstantiated & Closed	3	Employee Feedback	8
Not Applicable	2	Total	26
Closed	2		
Inconclusive	1		
Under Investigation	2		
Total	23		

DATA GOVERNANCE: COMPLIANCE AND INNOVATION WITH LGPD

FDC has made significant efforts to ensure that all its processes comply with the Brazilian General Data Protection Law (LGPD) by adopting effective data governance practices. In 2024, an LGPD training program reached 371 employees, representing 81% of the target audience.

One of the strategic initiatives was mapping personal data processing activities across eight admission processes at FDC. This effort allowed the identification of risks and the implementation of several improvements, ensuring greater compliance and security in personal data management.

“The Board Committee safeguards the ethical legacy of the school’s founders, ensuring that our organizational values keep guiding our decisions as we face future challenges. Effective governance, risk management, and commitment to transparency and integrity are the pillars of this continuity.”

Dalton Sardenberg, director of the Board Committee.

Governance and Ethics

MEMÓRIA FDC: COMMITMENT TO BUILDING CORPORATE LEGACY

With 12 years of existence, *Memória FDC* plays an essential role in consolidating the institution's identity, connecting the past, present, and future. It supports different areas by providing historical information for strategic planning and project execution. This year, a new technical room was established for document processing. Additionally, a technical plan for climate control and fire prevention was developed to ensure the safety and longevity of the collection.

CENTENNIAL OF CARDINAL DOM SERAFIM FERNANDES DE ARAÚJO

August marked the start of the Centennial celebrations for Cardinal Dom Serafim Fernandes de Araújo, who would have turned 100 in 2024. The event served as a tribute to the life and legacy of FDC's founder and patron. Nearly 350 employees and guests attended the celebration. Additionally, a series of articles in *FDC em Notícias* featured testimonials from people who knew him personally or whose lives were transformed by his projects and initiatives.

Professor Emerson de Almeida Opens an Exhibition Honoring Cardinal Dom Serafim, Co-founder and Patron of the School, on the Centennial of His Birth.

CENTENÁRIO

DOM SERAFIM

Legado e Inspiração

Dom Serafim Fernandes de Araújo
e Patrono da Fundação Dom Cabral

Esta exposição é um recorte da vida de Dom Serafim, um convite para conhecer, reconhecer e celebrar a trajetória de nosso Fundador e Patrono. O Centenário sejam um período de reflexão, de liderança e organizações em FDC. Bem, lembre que Dom Serafim de Araújo é uma trajetória.

Saiba mais sobre a história e o legado de Dom Serafim, cuja sabedoria, inteligência e humildade transformaram a vida de milhares de pessoas através de sua instituição que a FDC se tornou.

“Não custa nada fazer o bem”

1936 - Dom Serafim em uma reunião da Comunidade

1949 - Dom Serafim em uma reunião da Comunidade

1960 - Dom Serafim em uma reunião da Comunidade

1978 - Dom Serafim em uma reunião da Comunidade

2014 - Dom Serafim em uma reunião da Comunidade

THE OZIREZ SILVA TROPHY RECOGNIZES IMPACTFUL LEADERSHIP

Created by Emerson de Almeida, FDC's co-founder and president of its Board Committee, the "Ozires Silva Trophy" was born to honor the founder of Embraer and Honorary Advisor to FDC. Professor Emerson de Almeida presented the inaugural award to representatives of the honoree, his son and one of his granddaughters, in an emotional ceremony at the Aloysio Faria Campus. Starting in 2026, the Trophy will be awarded to leaders who make significant contributions in the areas of education, innovation, entrepreneurship, and social inclusion.

ACCESSIBLE MEMORY FOR ALL

FDC has adapted exhibitions and spaces to ensure that everyone, regardless of their physical or social conditions, can comfortably interact with the content.

The "Memorial Room" at the Belo Horizonte Campus was revitalized thanks to the Minas Gerais State Cultural Incentive Law, in partnership with Lojas Edmil and Grupo Sada. The space now features an interactive timeline highlighting FDC's achievements over nearly five decades. Additionally, a new sponsorship from CBMM, secured through the Rouanet Law, allowed the implementation of a project to preserve and share FDC's history through the special collections of its founders.

"We have made progress in solidifying the structure of our processes and in consolidating a strategic area for history preservation and knowledge management. We turn memory into value and inspiration for the future."

Sânzia Costa, technical lead for the preservation of the historical collection..

MEMÓRIA FDC **our numbers**



22,000
photographic documents
• analyzed and organized



98 Gb
of textual documents
reviewed and cataloged



6 photo books
produced, featuring historical
• moments and milestones



6 exhibitions
held

195 boxes

worth of textual documents
cleaned and restored

209 artifacts

restored and cataloged,
preserving the physical
heritage



30 research projects
for FDC teams

GOVERNANCE, RISKS AND COMPLIANCE

our numbers

CORPORATE GOVERNANCE

27 meetings
81 hours of
strategic deliberation

34 hours of discussions
with 72 stakeholder representatives
on the Evolution of the Basic
Institutional Definitions

RISK MANAGEMENT

13 training sessions
with 116 participants from
all FDC areas

DATA GOVERNANCE

371 employees
trained in LGPD, with
an 81% participation rate

8 admission processes
mapped to ensure
LGPD compliance

176
participants per day
**2nd Integrity
Week**



Sustainability

The future that builds the present.

FDC has renewed and strengthened its commitment to sustainability, a core aspect of its history for over 10 years. The school developed its Materiality Matrix, a tool used to identify and prioritize relevant topics for the business and its main stakeholder groups. Based on the new Matrix, the Strategic Plan and sustainability narrative were developed.

The actions outlined in the Sustainability Plan, some of which are detailed throughout this report, are implemented in a cross-cutting and independent manner by the different areas of FDC. For example, all Social Education programs that increase access to education for marginalized social groups address FDC's materiality. Moreover, initiatives to promote diversity and inclusion—such as increasing the number of female professors—and climate literacy training for the school's leadership are both integral to FDC's commitment to future generations, embodied in the Sustainability Plan.



“The Sustainability Strategy proposed by FDC reflects its commitment to taking action today to build a future with less inequality and more social, economic, and environmental prosperity.”

Marina Spínola, director of Institutional Relations and Sustainability.

SUSTAINABILITY NARRATIVE

As a school, our primary way of impacting society is through the education we promote, the learning we enable, the connections we cultivate, and the knowledge we create and share. The education provided by FDC is dedicated to training responsible leaders and developing prosperous, competitive, and enduring organizations that place life at the center of their decisions and are committed to addressing humanity’s greatest challenges to build better futures for all..

SUSTAINABILITY STRATEGY

Pillars

TO KNOW

TO EDUCATE

TO ARTICULATE

TO PRACTICE

**addresses and is guided by
MATERIAL TOPICS**

Ethics and Integrity

Social Inclusion

Environment

Economic Growth

CLIMATE LITERACY MOBILIZES LEADERSHIP

A climate change literacy program raised awareness among FDC leadership about the urgency of the issue and enhanced their knowledge and capabilities to help clients address one of the greatest challenges of the century for businesses and society.



FDC Team Participates in COP29 in Baku. Climate Change is One of the Institution's Core Topics.

“The climate change literacy initiative is extremely important and urgent. As educators, we must have at least a basic level of knowledge, not only to be able to debate the issue but—above all—to wisely integrate this topic into our educational solutions. We will continue this literacy process, as we will need to be increasingly well-informed.”

Roberta Campana, director at FDC and participant in the climate literacy program.



United Nations
Global Compact

PRME

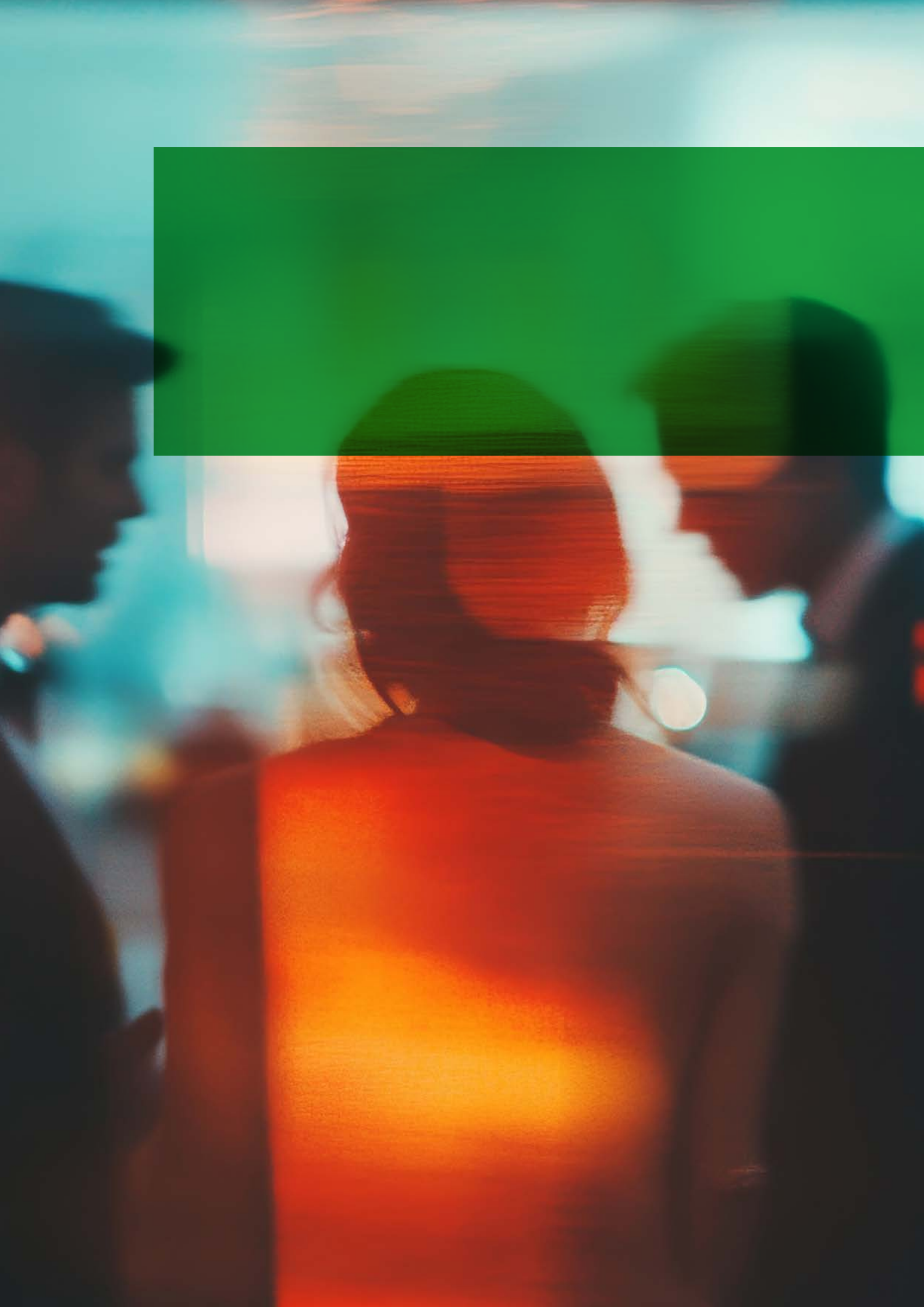
*an initiative of the
United Nations Global Compact*

FDC IS A SIGNATORY, COMPLIES WITH
COMMITMENTS AND IS ACCOUNTABLE
TO THE MOST RELEVANT SUSTAINABILITY
AND RESPONSIBLE MANAGEMENT
INITIATIVES IN THE WORLD.

COMMITMENT TO THE SDGs

FDC is committed and engaged with the 2030 Agenda and directs its portfolio and knowledge generation to address the Sustainable Development Goals.





Institutional

building alliances to promote ethical business environments and social well-being.

Education does not exist in isolation; it both shapes and is shaped by the social fabric. A school, therefore, impacts and is impacted by the ecosystems and social groups of its time and place. As a nonprofit private educational institution committed to the development of society, FDC prioritizes and invests heavily in social engagement, stakeholder collaboration, and open, inclusive, and transparent dialogue with society. FDC representatives participate in discussion forums and business, social, and sectoral organizations. Through these exchanges, the institution refines its strategies, develops projects, and forges valuable partnerships.

As a result, FDC has expanded its presence in the social landscape and reinforced the collaborative implementation of initiatives and projects aimed at promoting sustainable development, such as Imagine Brasil. In 2024 alone, more than 90 institutional projects were managed and coordinated, with some highlighted here.



IMAGINE BRASIL ADVANCES AND PROPOSES STRATEGIES FOR THE COUNTRY'S SUSTAINABLE DEVELOPMENT

The institutional initiative *Imagine Brasil* is a catalyst for structural changes that can reshape the country's future. It combines strategic analysis with practical action to tackle Brazil's greatest challenges, positioning itself as a think action tank focused on topics such as productivity, youth productive inclusion, sanitation, water decontamination, and government planning.

“The Imagine Brazil initiative is politically important because we need to define a vision for the country. Brazil lacks a clear vision for the future and an understanding of the need to make decisions today to achieve that vision tomorrow. We are hostages of short-term actions.”

Izabella Teixeira, member of the Advisory Board of the initiative.

FEDERAL GOVERNMENT RECEIVES PROPOSAL TO REDUCE POLLUTION IN RIVERS AND BEACHES

The Vice President of the Republic, Geraldo Alckmin, and the Social and Economic Development Council received a proposal that could help Brazil meet its basic sanitation goals and reduce pollution in rivers, lakes, and beaches.

In partnership with Instituto Trata Brasil and coordinated by Virgílio Viana and Adriano Stringhini, professors at FDC and members of the *Imagine Brasil* initiative, the project proposes actions to modernize the national environmental licensing system and accelerate the decontamination of Brazilian waters.

[Click here to access the proposal document](#)

PROPOSALS FOR FISCAL STABILITY

Imagine Brasil engaged in discussions with business leaders and policymakers on measures for long-term fiscal stability. These exchanges led to a practical agenda aimed at balancing public accounts, increasing investor confidence, and promoting sustainable economic growth.

IMAGINE BRASIL SPREADS PROJECTS AND PROPOSALS IN THE CLASSROOM

Students in the Executive MBA (EMBA), Professional Master of Business Administration (MPA), and Professional Doctor of Business Administration (DBA) programs attended exhibitions and lectures on critical issues for the country, presented by experts from *Imagine Brasil*.

Seminars held throughout the year addressed environmental preservation, government planning, youth productive inclusion, and expanding opportunities for underrepresented groups.

In the public sector, workshops with ministry secretaries and academics led to proposals aimed at improving government planning efficiency.

FDC released a total of 18 podcast episodes and five technical documents and e-books with practical and innovative suggestions in areas such as administrative reform, productive inclusion of young people, government planning, and sanitation. With quarterly editions, the *Imagine Brasil* newsletters are part of the efforts to expand knowledge and keep stakeholders informed about the initiative's activities and progress, strengthening the ongoing dialogue with society.



Imagine Brasil Strengthens Coordination with the Federal Government for Advances in Environmental Licensing and Sanitation.

IMAGINE BRASIL

our numbers



18

Podcasts
episodes



4

Newsletters



5

Publications



3

Seminars
on sanitation
and water
decontamination

INSTITUTIONAL PARTNERSHIPS: COLLECTIVE CONSTRUCTION AND SHARED VALUE

FDC EXPANDS PARTNERSHIP WITH FOLHA DE SÃO PAULO

For over 15 years, FDC has been a strategic partner of the Social Entrepreneur Award presented by Folha de São Paulo. In 2024, the FDC team not only awarded scholarships to the winners but also contributed to assessing the impact of the 135 finalist initiatives throughout the 20-year history of the Award. The work was conducted by the Cardinal Dom Serafim Social Center, led by Professor Elizângela Furtado and analyst Uyara Gomide.

FESTIVAL LED MARKS THE LAUNCH OF PRA > FRENTE JOVEM

After developing the methodology for measuring the impact of Grupo Globo's main institutional initiative, FDC expanded its participation in Festival Led by offering a lecture and workshop at the event, which attracted over 8,000 people to the Museum of Tomorrow in Rio de Janeiro. The event was the platform for the launch of *Pra > Frente Jovem*, which includes content tailored to young peripheral entrepreneurs on FDC's social education platform.





EVENT WITH CONSCIOUS CAPITALISM VALUE CREATION

In partnership with Conscious Capitalism Brasil (CCB), FDC supported the 7th Global Conference on Creating Value, held in São Paulo, reinforcing its commitment to disseminating knowledge and practices that generate a positive impact. In addition to this international collaboration, FDC co-organized the Minas Summit alongside CCB's Minas Gerais branch, an event dedicated to presenting and discussing the pillars of the Movement, raising awareness and engaging leaders in more responsible and conscious business practices.

CLIMATE TRAGEDY IN RS MOBILIZES FDC

FDC closely monitored the tragic situation in Rio Grande do Sul, which was severely affected by heavy rains and flooding. In collaboration with regional affiliate Volnei Garcia, director of CEDEM - Consultoria e Educação Empresarial, FDC took all necessary measures to ensure the safety and well-being of its employees in the state, adjusting scheduled activities to a remote format or postponing them. FDC's dean also reached out to the state governor, offering the institution's support for the reconstruction efforts.

INSTITUTIONAL RELATIONS

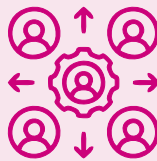
our numbers



6,700
People outreached



93
Institutional Actions



93
Stakeholders Engaged

Institutional

PRIVATE SOCIAL INVESTMENT AND PHILANTHROPY EXPAND THE TRANSFORMATIVE POTENTIAL OF EDUCATION

Partnerships are the foundation of transformation and sustainability. That is why FDC has intensified efforts to build and strengthen ties with business leaders and philanthropists to increase the reach of its research projects and institutional initiatives.

FDC50 CAMPAIGN SEEKS POSITIVE IMPACT AND GLOBAL ENGAGEMENT

The FDC50 Campaign reflects FDC's bold vision of becoming a social agent capable of helping address global challenges. With support from the international consultancy Chapel & York, mobilization strategies were developed to engage individual, corporate, and institutional donors.

The campaign raised approximately R\$ 9 million, allocated as follows: Development, Research, and Knowledge Creation (46%), Social Initiatives (11%), Internationalization (8%), Public Management (4%) and Undergraduate Education (1%)

Enhancements to the donation platform and improvements in donor engagement led to a 68% increase in fundraising.

“The FDC 50 campaign is an unprecedented and challenging milestone that will allow us to expand our impact and engagement. Achievements such as the 1st FDC Run, the establishment of highly relevant global partnerships, and the development of a relationship agenda that places excellence in education at the center of our actions have been fundamental to this year's success.”

Nadia Rampi, director of Partnership Development.

1ST FDC RUN BRINGS THE FDC COMMUNITY TOGETHER FOR A BETTER FUTURE

The first edition of the Fundação Dom Cabral Run, held near the Aloysio Faria Campus in Minas Gerais, rallied the school's ecosystem around a greater purpose: supporting *FDC Transforma*, a scholarship program that expands access to quality education to train future leaders. Each kilometer symbolized a journey of resilience and the positive impact education brings to scholarship recipients. For FDC, the run was more than just a sporting event—it was a movement toward building a better future.

“We at One Investimentos are delighted to form our partnership with Fundação Dom Cabral (FDC). Their dedication to preparing young people for the challenges of a new job market, training great leaders, and creating a positive impact on socioeconomic and environmental issues resonates deeply with our beliefs. More than partners, we feel connected by a greater purpose.”

Alice Fernandes, One Investimentos.

“We live in a country still under construction. I believe it is crucial to consider not only how we live today, but also how future generations will live. Developing people's business potential is incredibly important and goes beyond what we understand as business. We are all born with muscles, but not all of us become athletes. The question is how we train.”

Isolmar Schettert, donor to *FDC Transforma*.

PARTNERSHIP DEVELOPMENT **our numbers**

R\$ 9,07 million
Raised

R\$ 330,000

nearly raised
for *FDC Transforma*,
which covers scholarships and
supports the retention of students
from underrepresented groups



68% growth

in donations from individual donors



1,000 participants

22 sponsors

of the 1st FDC Run

New partnerships

Ambev, Ambipar, CBMM
ONE Investimentos

ambev

ambipar
GROUP

CBMM

ONE

ALUMNI COMMUNITY STRENGTHENED BY DIGITAL TRANSFORMATION AND REGIONAL EXPANSION

2024 was a year full of learning, innovation, and opportunities for the FDC Alumni Network. The Network—always focused on digital transformation and strengthening valuable connections between alumni—expanded its reach by promoting events and facilitating the development of leaders and projects with a global and social impact. The adopted community strategy, coupled with innovation and regional expansion, solidified the Network as a vibrant, global, and inclusive ecosystem, paving the way for a sustainable and promising future..

“The FDC Alumni Network is more than just a community: it is an ecosystem of learning, connections, and impact that transforms lives, businesses, and society.”

Daniela Perdigão, Alumni Network manager.

STRATEGIC REVIEW AND CONSOLIDATION OF A GLOBAL NETWORK

With 6,974 followers on LinkedIn and 93,991 content views, the network expanded its reach and digital relevance. The launch of the online platform was a turning point, connecting over 1,600 members in a dynamic, accessible, and collaborative environment.

The new platform allowed:

- Global networking accessible to all members
- Exclusive and free events and content at the click of a button
- Discussion forums, mentoring, and continuous learning
- The creation of new learning opportunities
- Reunions between alumni, professors, and partners
- A boost for collaborative projects, career development, knowledge, and social impact
- Cross-sector engagement with collaboration between internal teams, alumni, and market partners.

“The FDC Alumni Network platform adds value to our community by offering resources that connect leaders and promote tangible impact. With tools such as mentoring opportunities, a calendar of initiatives, job openings, and spaces for collaboration, the platform fosters volunteering, the exchange of experiences, and the creation of relevant projects. More than just a resource hub, it is where innovation and collaboration become strategic actions, reinforcing the FDC Alumni Network’s relevance on the international stage and echoing the quality that places FDC among the best business schools in the world.”

Roberta Volpato Hanoff, CEO of Studio Estratégia and PDC Alumni.

FDC Alumni
Network

JUNTE-SE À

**COMUNIDADE
ONLINE FDC
ALUMNI NETWORK**

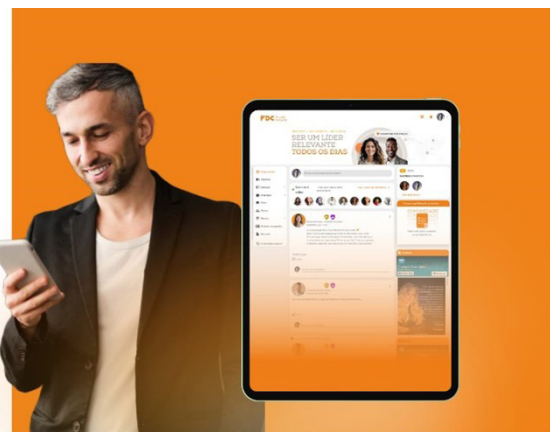
REFORCE • RECONECTE • RETRIBUA



INICIATIVAS ELEGÍVEIS:

- 🏆 CEO'S LEGACY
- 🏆 PROGRAMA DE GESTÃO AVANÇADA - PGA
- 🏆 PROGRAMA DE DESENVOLVIMENTO DE CONSELHEIROS - PDC
- 🏆 SKILLS, TOOLS AND COMPETENCIES - STC
- 🏆 EXECUTIVE MBA
- 🏆 MESTRADO PROFISSIONAL EM ADMINISTRAÇÃO - MPA

- 🏆 PÓS-GRADUAÇÃO EM GESTÃO - PGG
- 🏆 PROGRAMA DE DESENVOLVIMENTO DE EXECUTIVOS - PDE
- 🏆 PROGRAMA DE DESENVOLVIMENTO DE ACIONISTAS - PDA
- 🏆 PROGRAMA DE DESENVOLVIMENTO DE DIRIGENTES - PDD
- 🏆 RH TRIPLE A
- 🏆 ODYSSEY



PARTNERSHIP WITH REGIONAL AFFILIATES RAISES ENGAGEMENT

One of the major achievements of 2024 was the regional expansion of events, strengthened by partnerships with Affiliates in Brasília, Goiânia, and Maranhão. Another highlight was the launch of the *Líderes Acima da Média* Community, in collaboration with PAEX. In just one month, the community attracted more than 400 CEOs and senior executives, providing exclusive content, high-quality networking opportunities, and transformative exchanges of experiences.

A standout event is the *FDC Alumni Experience*, held annually. It has become the network's flagship gathering, bringing together learning, inspiration, and business opportunities.



FDC Alumni Experience: InovaAI, in São Paulo.

“The Community of Leaders at FDC is a space filled with experienced and knowledgeable individuals, fostering learning and the exchange of insights on relevant, high-impact topics. The Solutions Lab was particularly inspiring to me, as the shared concepts and experiences truly resonated with me and had practical applications in the process I am currently involved in.”

João Aguiar da Média, member of *Líderes Acima da Média* and administrative director at Vinisul.

Institutional

DIVERSITY AND SOCIAL INCLUSION GAIN RELEVANCE

The FDC Alumni Network has advanced the diversity and social inclusion agenda. Some of its initiatives include:

- *Conexão Mulheres*: Provided training sessions for over 90 women through structured mentorship programs.
- *Jornada Retribuir*: Offered training in volunteer work and social engagement.
- *Social Impact Committee*: Supported social education by directing mentors to the *PRA>FRENTE* program and promoting literacy against ableism. Organized and raised funds for a simultaneous event in BH and SP that benefited 260 vulnerable children with school supplies and a memorable Children's Day celebration.
- *HUB RETRIBUIR*: Won 1st place in the Mobilization category of the *Prêmio Ideal* award, promoted by Endered.

FDC ALUMNI NETWORK

our numbers



+1,500
members on
the digital
platform

6,974
followers
on LinkedIn

93,991
content
views

**Conexão
Mulheres**
2 editions

**Jornada
Retribuir**
1 edition

**Meetings
with CEOs**
5 meetings

**FDC Alumni
Experience**
1 event

37 articles published
in thematic and strategic outlets

9 knowledge pills
with renowned professors and executives

+400
CEOs and executives
Líderes Acima da Média community
Strengthen strategic connections



People and Value Added to the Business prepare FDC to the Future

The last few years have been dedicated to driving the organizational transformation that serves as the foundation for implementing the 2021-2025 strategy. In 2024, the priorities were investments in technology and infrastructure, brand positioning, process and organizational architecture improvements, skill development, and cultural strengthening. Below, you will learn about the main achievements in these dimensions. A seguir, você vai conhecer as principais realizações nessas dimensões.





INTEGRATION AND ENGAGEMENT ARE THE FOCUS OF INTERNAL ACTIONS

The “A Day on Campus” program encourages employees to work in person at their local campuses once a month. These gatherings featured workshops and lectures on general interest topics such as mental health, nutrition, and corporate challenges.

The “My Day” initiative gave employees the option of taking a day off on their birthday or up to 60 days later, allowing for moments of celebration and rest.

The extended parental leave (180 days of maternity leave and 40 days of paternity leave) benefited eight mothers and four fathers in 2024. Mothers returning to work were welcomed with special bulletins with updates on the most notable events during their leave period.

“A Day on Campus’ has been an excellent opportunity to meet with colleagues, work together, and create new experiences. One of my highlights was the opportunity to learn how to paint on glasses, an activity that took place in November. In addition to the enjoyable time we shared with our colleagues, it was lovely to get to know their artistic abilities and discover a bit of art and creativity in myself.”

Suellen Fernanda Almeida Reis, FDC collaborator.

“I have a 10-year-old son diagnosed with Autism Spectrum Disorder (ASD), and the 40 days of paternity leave for the birth of my second child were incredibly valuable in building a beautiful connection between the siblings, adapting to a new routine, and bonding with my wife. I was able to accompany her to medical appointments and be fully dedicated to the family. It was an incredible experience.”

Pedro Silva, Executive Education employee.

CONEXÃO FDC STIMULATES INNOVATION AND MARKET APPROACH

Conexão FDC had two editions in 2024. The first, held in March, featured presentations on commercial positioning and innovative market solutions. The second edition, in August, focused on knowledge at FDC and the process of structuring solutions with clients. Each event attracted around 350 participants.

The two editions of *Conhecimento* brought together 350 people.



People and Value Added to the Business



SIPAT/Health Week 2024 is held on the FDC campuses.

EVENT FOCUSES ON HEALTH PROMOTION

Health Week is an annual event that engages the entire institution. This year, it emphasized mental health, accident prevention, and well-being. Ergonomics, meditation, and women's health were some of the topics covered in lectures and practical activities.

INTERNAL COMMUNICATION STRENGTHENS INSTITUTIONAL BONDS

A total of 49 editions of the *FDC em Notícias* newsletter were published in 2024, averaging 294 views per edition (a 70% increase from the previous year). Additionally, 85% of our employees follow the *EuSouFDC* Instagram profile, which sees an average of 1,066 monthly interactions, reflecting a 67% growth from last year.

EFFORTS STRENGTHEN COLLABORATION BETWEEN AREAS

Successful actions and initiatives rely on strong collaboration across different areas. This requires intentionality, daily awareness, meaningful connections, and the creation or adjustment of routines. These moves are essential because they gradually shape and improve the organizational culture, making it even more cooperative and inclusive. In total, more than 10 initiatives were implemented collaboratively.

INTERNAL COMMUNICATION AND ENGAGEMENT

our numbers



FDC CONNECTION

350 employees
in each edition

A DAY ON CAMPUS

8 workshops
for employees



THE NEW PARENTAL LEAVE

8 mothers and 4 fathers
benefited



FDC EM NOTÍCIAS

49 editions
294 views each

RETURN TO WORK BULLETIN

5 bulletins



EU SOU FDC

1,066 monthly interactions
on the Instagram profile

ORGANIZATIONAL ARCHITECTURE: FOCUS ON STRATEGY EXECUTION

The redesign of the organizational architecture will promote synergy between FDC's structure and strategic objectives. Recognized as important drivers of growth and efficiency, the project in 2024 focused on three internal processes: Commercial, Delivery Optimization, and Innovation & Project Management.

“With clear priorities and a strong commitment to transformation, FDC concludes 2024 as a stronger and more inclusive institution that is better prepared for the challenges of the future.”

Cláudia Guimarães, Director of People..

NEW COMMERCIAL MODEL BEGINS OPERATIONS

The new commercial model has brought significant improvements in tracking sales targets and developing tactical commercial plans in response to business needs and changes in the competitive landscape.

The Sales Planning role was created within Marketing & Corporate Communications, enabling continuous management of targets versus results and allowing for preventive or corrective actions in the development of tactical commercial initiatives. .

STRATEGIC GROWTH: INVESTMENTS IN TRAINING AND DEVELOPMENT REACH NEW HEIGHTS

FDC invested 3.44% of its budget in employee development, nearly double the market average of 1.84%. This investment resulted in 10,487 hours of corporate training in 2024, a 63% increase from 2023. The annual average was 25 hours per employee, surpassing the market benchmark of 24 hours. Of the total training hours, 31% were dedicated to key positions. The initiatives impacted 76% of the workforce, compared to 67% in 2023. Leader participation increased from 16% to 43%, while individual contributor participation rose from 84% to 88%. A total of 42 spots in FDC programs were granted to employees, with an indirect investment of R\$ 1.33 million.

The Employee Development Journey was formalized around the pillars of continuous learning and collaboration, aligning with both business and individual needs. Among the promoted initiatives, some highlights include:

- *Jornada Comercial* - Focused on sales and customer service
- *Jornada Somos UNI(CO)*
- Coordinator Development Track
- Intern Development Program



Investment in internal training is nearly double that of the market.

DEVELOPMENT & TRAINING our numbers

10,487 hours
corporate training
63% more than in 2023

25 annual hours
training per employee
surpassing the market
benchmark

31% of training hours
were dedicated to developing
key positions

76%
of the workforce directly impacted
by development actions

43% Leaders | **88% Individual contributors**

INTERNAL SCHOLARSHIP PROGRAM

R\$ 1,331,635
indirectly invested

42 spots

3.44%
of the budget
invested in development actions
Market average : 1.84%

People and Value Added to the Business

DIVERSITY AND INCLUSION: FDC'S TRANSFORMATION JOURNEY

FDC's commitment to Diversity, Equity, and Inclusion involves transforming the institution's cultural aspects and adjusting processes and routines that involve all areas and professionals. In 2024, 60% of the interns and 48% of the hired employees identified as Black or Biracial. Other initiatives stood out, targeting the LGBTQIAPN+ community and people with disabilities (PwD), further reinforcing FDC's commitment to creating a diverse and inclusive work environment.



FDC has expanded its team with the addition of 24 new interns.

“The FDC Internship Program offers me a unique opportunity to expand my knowledge and enrich my professional experiences through practical learning and continuous development. The dynamic and innovative environment at Fundação Dom Cabral allows me to broaden my repertoire and prepares me for a successful career.”

Giovanni Araújo, intern.

EMPLOYEE BENEFITS MANAGEMENT TARGETS WELL-BEING AND INCLUSION

APASS offers benefits that complement those provided by FDC—including reimbursements for education, psychotherapy, physical activities, and medication—while also supporting well-being and mental health initiatives. These benefits address the needs of employees, covering dependent care and academic support.

In 2024, an analysis by the consulting firm Mercer confirmed the competitiveness of APASS benefits in the market, highlighting their contribution to employee engagement and satisfaction. APASS governance optimizes the management of employee benefits, reinforcing FDC's commitment to an inclusive and healthy work environment.

BENEFITS, HEALTH, AND WELL-BEING - OUR NUMBERS

	APASS	FDC	TOTAL
Health Insurance	-	8,229,174	8,229,174
Group Life Insurance	1,194,188	-	1,194,188
Supplementary Illness Benefit	169,294	-	169,294
Personal Accident Insurance for Interns and Scholarship Holders	-	-	-
Private Pension (FDC Contribution)	2,199,944	-	2,199,944
Illness Benefit and Maternity Allowance	851,604	-	851,604
Fuel Allowance	-	251,687	251,687
	4,415,030	8,480,861	12,895,891

PROJECT SEEKS TO IMPROVE EMPLOYEE QUALITY OF LIFE

The results of the ComViver – Social Balance Survey, which measures the Multidimensional Poverty Index among the institution's employees, were presented to the Executive Board. Now comes the time to develop mitigating measures to improve the quality of life and well-being of employees and their families.

This approach introduces two innovative aspects: it considers poverty beyond financial constraints, incorporating factors such as health, education, employment, housing, and debt. Moreover, the methodology accounts for the employee and their family. Throughout the year, the FDC team has been designing strategies to offer this methodology to the market, reaching companies and their value chains. Below is a summary of some key findings from the survey.

AWARD RECOGNIZES EFFORTS TO IMPROVE WELL-BEING

FDC won the 2024 Think Work Innovations Award in the Health and Quality of Life category for its *ComViver* – Social Balance Survey project.

Search Results

A 360° plook at the quality of life of FDC employees



Employees in poverty

2.2%



Employees with over-indebtedness

53

22.9%



MENTAL HEALTH

FEELING OF...

Restlessness or uneasiness

78.8%

182 employees

Tiredness

55.8%

129 employees



INCLUSION PRODUCTIVA

PERCEPTION OF...

Inappropriate use of skills

11.3%

26 employees

Insufficient income

55.2%

127 employees



HEALTH

Use of health services

18,2% in deprivation 42 families

Health Insurance

0.0% in deprivation 0 families



Initiatives strengthen the brand and boost results

FDC experienced a year of major achievements in strengthening its brand positioning, improving client experience, and generating results.



DIGITAL TRANSFORMATION ENHANCES PROCESSES AND CUSTOMER EXPERIENCE

The new CRM system integrated sales, marketing, and customer service. This tool not only optimized internal processes but also enabled faster and more personalized customer service.

“The implementation of the CRM marks an important step forward for the institution in response to market transformations and customer demands. With integrated and centralized management, we will gain deeper insights and execute marketing actions more aligned with the profiles of companies and consumers.”

Victor Bonadio, CRM Manager.

RESULTS AND RECOGNITION

By October, FDC had achieved 107.4% of its sales target for Executive and Academic Education programs. In the digital space, the *Seja Relevante* news hub reached 658,000 unique users and 830,000 views, while social media channels recorded 4.5 million impressions and 103,000 engagements..

STRATEGIC PARTNERSHIPS STRENGTHEN MARKET PRESENCE

FDC hosted the ABA Summit 2024 in São Paulo, ensuring its presence in discussions on marketing and communications trends. Furthermore, collaborations with media outlets such as *Valor Econômico* and *Época Negócios* reinforced the institution's position on topics such as Artificial Intelligence, ESG, and branding.

“The partnership with ABA strengthens FDC’s institutional visibility, positioning the brand in major discussions with Brazil’s leading advertisers.”

Daniel Aguado, director of Marketing and Corporate Communication.

SOCIAL MEDIA
COMMUNICATION
& MARKETING
our numbers

1,422
Posts



5,199,520
impressions

563,431
total audience

81 engagement
per post



Strategic Management and Process Mapping Drive FDC's Results

In 2024, FDC advanced the implementation of its institutional strategy, with a particular focus on strengthening process mapping and integrated project management. The application of a standardized methodology across 94% of the projects monitored by the PMO ensured greater predictability and control, covering a portfolio of 26 projects throughout the year.

Another milestone was the progress made in mapping the Value Chain, which now covers 36% of institutional processes, an 18% increase compared to the previous year.

Over the course of the year, 67% of the areas participated in projects and process restructuring supervised by the PMO or the Process Office. FDC also revised and published 159 institutional documents and monitored 108 strategic initiatives and 145 targets.

"Our role is to ensure the application and maintenance of FDC's management model, encompassing projects, processes, and results. This is our commitment to the institution," says Vanessa Sieiro, Strategy and Management manager.

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MANAGEMENT AND STRATEGY

our numbers



108

strategic initiatives
monitored

145
goals
unfolded

26
projects in the
annual portfolio

94%
of projects following the
standard methodology

36%
of processes mapped
in the Value Chain



159 documents
revised and published

67% of areas
involved in projects or processes
were supervised by the PMO
or the Process Office

DIGITAL TRANSFORMATION: HOW FDC REDESIGNED ITS FUTURE IN 2024

FDC's Digital Transformation project focuses on improving client experience, supporting innovation, and increasing efficiency.

MAIN ACTIONS AND RESULTS

MINDSET DIGITAL: Training on corporate tools, implementation of Copilot, and promotion of technological innovation.

ESTRUTURAÇÃO DE DADOS: Mapping internal needs and developing solutions for data-driven decision-making.

INNOVATION: Creation of digital communities and AI solutions.

OPERATIONAL EFFICIENCY: Automation of critical processes, such as student admission, and academic modernization with the TOTVS system.

INTERNAL AND EXTERNAL IMPACTS

The changes have benefited both stakeholders and teams:

- The automation of request flow and event management in Research and Development optimized operational time and improved delivery accuracy.
- The creation of a sales and registration solution in the Mid-Sized Enterprise Forum eliminated manual verifications, reduced costs, and increased delivery margins.
- The implementation of an automated Document Management System reduced operational time by 70%, enhanced security, and improved document reliability.
- The modernization of academic processes improved the experience for students and professors.
- The implementation of AI and digital communities fostered learning and collaboration.
- The optimization of enrollment and documentation processes reduced errors and increased operational agility.

“With new systems and processes, we will achieve greater operational efficiency and improve client experience. We are working to strengthen our data-driven culture.”

Carla Caneschi, director of Strategy, Management, and Digital Transformation.

Strategic Management and Process Mapping Drive Results

TECHNOLOGY AND CYBERSECURITY

“The modernization of the Data Center, the integration of platforms, and the adoption of new technologies have increased data security and optimized the experience for stakeholders. Partners acknowledged the impact of these changes: “The automation of academic processes transformed the experience for students and suppliers. FDC overcame barriers and delivered innovative results,” said Samuel Cintra, account manager at a partner company and graduate student at FDC.

“2024 was a milestone in FDC’s digital transformation. We continue the evolution of recent years and are increasingly prepared to create solutions that anticipate demands and create sustainable value for our stakeholders.”

Lucas Queiroz, Digital Transformation specialist.

DIGITAL TRANSFORMATION

our numbers



+6,700

tickets addressed
93.75% satisfaction

99%

availability
of IT services

**8,000 technical
hours**

•dedicated to projects

**26 integration
flows**

created between platforms



**50 employees
10 suppliers**

involved in strategic
projects



Infrastructure that connects future, purpose, and transformation

Fundação Dom Cabral has state-of-the-art infrastructure with three campuses, two in Minas Gerais and one in São Paulo. The Belo Horizonte campus, founded in 1976, is located in the Centro-Sul region of the capital of Minas Gerais and is primarily used by the undergraduate program in Business Administration and graduate programs. The building offers fully equipped classrooms, meeting rooms, group workspaces, a business center, an auditorium, and a library.

Located in Nova Lima, the Aloysio Faria campus is near the historical cities of Ouro Preto, Mariana, Congonhas, and Tiradentes. The facilities foster learning and integration while prioritizing the comfort of participants. The campus consists of the Center for Excellence in Management, the Center for Development and Knowledge, and the Transamérica Hotel - Lagoa dos Ingleses.

The São Paulo campus spans three floors of a building in the Vila Olímpia neighborhood and hosts Executive MBA and Specialization Programs. Its classrooms accommodate all educational formats offered by FDC.



SUSTAINABILITY IN THE DAY-TO-DAY CLIENT AND EMPLOYEE EXPERIENCE

FDC undertakes several initiatives to reduce greenhouse gas emissions in its operations, such as:

- Use of reclaimed water
- Energy-efficient equipment and lighting
- Use of clean energy
- VRF air conditioning system
- Waste sorting and recycling
- Digital signage

OUR NUMBERS – INFRASTRUCTURE

CARBON NEUTRAL

Certification achieved through integrated sustainability initiatives.

NEW SÃO PAULO CAMPUS

A strategic milestone to expand our market presence in Brazil.

DIGITALIZED CERTIFICATES

Significant reduction in issuance time.

SOCIAL IMPACT

Training programs benefiting at-risk women and families in partnership with a food supplier.

DIGITAL INFRASTRUCTURE

Integrated systems that transformed the academic and administrative experiences.




FDC has expanded its team with the addition of 24 new interns.



Financial Overview





In the economic-financial plan, FDC presented operating revenues of R\$ 431.32 million (7% higher than projected for the year), reaching a gross margin of R\$ 131.93 million (4% above budget). Administrative expenses totaled R\$ 88.5 million. In the field of development, investments in knowledge, social, market and people reached the level of R\$ 40.7 million. At the end of the year, FDC posted a net surplus of R\$11.007 million (5% above budget)

PERFORMANCE ECONOMIC-FINANCIAL

(R\$ million)

Operating Revenue



Gross Margin



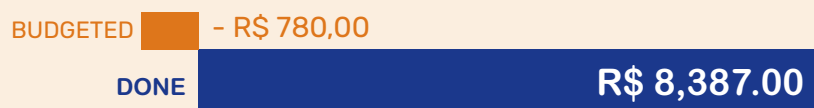
Investment in Development



Administrative expenses and depreciation



Non-Operating Result



Net income





Hours

FUNDAÇÃO DOM CABRAL

ANNUAL REPORT 2024

Determination

Tatiana Senra

Essay

Adriana Barbosa

Photographs

Adobe Stock

Acervo Fundação Dom Cabral

Editing and Review

Marina Spínola

Tatiana Senra

Graphic Design and Layout

Alécio Viana

General Directorate

Marina Spínola

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If you have any comments or
suggestions, please contact us via
email institucional@fdc.org.br

Nova Lima (MG), February 2025.



Among
the top 10
schools in
the world



**EXECUTIVE
EDUCATION**
2024 RANKING