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*Annual*  
**REPORT**



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# Letter From the Dean

The year of 2020 entered into history as the period when the planet experienced the century's deadliest pandemic so far, as officially declared by the World Health Organisation (WHO) on 12 March 2020. Repercussions have been strongly felt throughout the world. FDC's business environment was severely impacted, as well as the whole universe of education, leading to direct consequences for the main pillars of our operations. Especially during the first semester, the crisis dramatically impacted our income and financial results. But the institution reacted and, over the year, was able to minimise and even significantly revert losses brought about by the pandemic.

The scenario demanded from Fundação Dom Cabral a firm intention of acting on both short and average terms, backed by its values and vision of the future. Each single moment over the year, required decisions anchored to the preservation of FDC's major assets: people, knowledge and reputation.

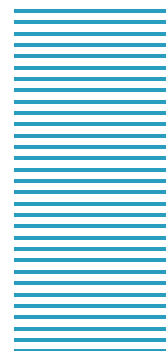
Our first concern was, above all, to care for the health and the preservation of the lives of our teams, their families and other collaborators. At the same time, we swiftly acted to appropriately take care of our clients and adjust our facilities to international sanitary safety protocols.

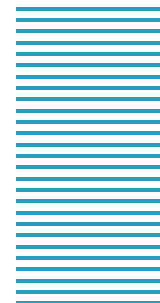
Despite the adverse context, we had great opportunities to learn. From the organisation's point of view, several initiatives conducted over the year deserve to be mentioned. One of them is our determination to consolidate FDC's activities targeted at the so-called "bottom of the social pyramid", through relevant educational actions and investments that favour more vulnerable segments, inspired by our decades-long expertise in dealing with businesspeople and large organisations. The creation of the Cardeal Dom Serafim Social Centre, in October 2020, pays homage to the meaningful path followed by our founder and patron, Cardeal Dom Serafim Fernandes de Araujo, over the history of FDC and indicates ways to fulfil this vision.

FDC has also come even closer to the market and to organisations, especially through some of its programmes. With Itaú Retail Academy (Academia do Varejo Itaú), for instance, FDC tackled the challenge of adapting its presential deliveries to the on-line format, a project involving fifty thousand people, including forty-two thousand collaborators and eight thousand leaders. We addressed an extremely challenging scenario for the retail-banking sector, considering the need to technically and behaviourally requalify the whole team.

On the other hand, the Strategic HR for the Public Sector, conducted in partnership with Aliança group (Lemann Foundation and República Institute), was exclusively designed for a very specific group of governmental Human Resources divisions, addressing their actual necessities.

We are also supporting the organisational transformation of Sabesp to help them handle the contemporary challenges faced by the sector, adopting collective learning track, individualised approach and the Trekker development methodology, created by FDC years ago.





It is also worth highlighting the Research and Development work developed by FDC's knowledge development nuclei, concerning studies on leadership and creation of a data platform aimed at helping companies make decisions and conduct studies on intrapreneurship.

FDC has also consolidated its position as producer and curator of contents for digital media and social network platforms. Our institution is becoming an influencer in the on-line universe. This is certainly an important strategy to consolidate FDC as protagonist in debates over the major national themes.

In such a challenging year, it is important to share two special recognitions. The institution moved up one position in the Executive Education ranking published by British newspaper Financial Times and now occupies the 9th position among the 50 world's best business schools. It therefore consolidated its position as the best Latin America's business school and as the best ranked in Brazil. Towards the end of 2020, FDC was awarded a prize by *Consumidor Moderno* magazine in the category "Companies that most Respect Consumers", in data point "education". The award is granted to companies that value aspects that are highly relevant to their public, such as active listening, closeness to clients and interpretation of and adaptation to their needs.

In 2020, we also undertook an encompassing process of strategic reformulation, aiming the years 2021 to 2025. All areas of the institution and many external stakeholders took part in this process. For the first time, the process followed the Agile Strategy Model and, at the end, will lead the institution to three strategic moves over coming years: social inclusion, integrated education and protagonism in ideas and thoughts.

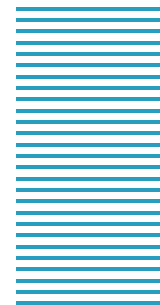
Finally, we believe that over 2020 we have gained knowledge that may be grouped into four major lines: from the perspective of the institution, versatility and openness to innovations; from the perspective of the client, capacity for understanding and accepting changes; from the perspective of the market, the attempt to quickly adapt to the new reality of the corporate world; and, most importantly, from the perspective of society, the understanding of the meaning of life and of our existence as humanity, which will be certainly deeper in the post-pandemic era.

Lessons such as these have made us increasingly prominent along our history. May 2021, when Fundação Dom Cabral celebrates its 45th anniversary, make us even more relevant to society.

Antonio Batista da Silva Junior  
*Dean*



# 1. Organisational Context



The year of 2020 may be divided, from an organisational viewpoint, into two parts: a brief period, from January through March, when FDC started a new financial year that offered good institutional performance prospects, and a second part, marked by the impact of the pandemic.

In February, soon after school holidays, the two-day second edition of FDC Connection was conducted and gathered all collaborators and regional affiliates to share innovative educational solutions and projects. The initiative had a great impact on the mobilisation of people to deliver FDC's value proposition and promote integration and exchange of experiences among areas and collaborators.

Still in February, a reflection process on FDC's social activities was launched. Study groups, consisting of collaborators and created to support the advance of FDC's social initiatives, presented project proposals aimed at helping the institution advance its efforts to fight social inequalities and reduce poverty in Brazil.

However, the pandemic raised unprecedented challenges and required efforts to reevaluate and readapt the institution's moves. The organisational context was challenged to swiftly adapt to the new reality of the world.

A Crisis Management Committee was created to make decisions along three different dimensions: People and Infrastructure; Clients and Market; and Society. These three dimensions will be further discussed in this report.

In the face of uncertainties regarding the economic and financial impact on the educational segment and, especially, on FDC, teams have been structured to monitor and propose contingent measures to be implemented by three task forces: Administrative, Development and Market. The latter focused on revenue generation and cost optimisation, and the other two focused on expenditures.

Each team was led by a vice-dean and all institutional processes have been continuously revised and assessed to ensure not only everyone's sanitary safety but also the best performance of FDC's activities, as it actually came to pass over the entire year.

Initially, it was believed that the pandemic could be defeated still during the first semester, but this belief proved not to be true, triggering successive revaluations of the crisis severity. At the beginning of the second semester, optimistic estimates indicated that presential activities could be substantially resumed in the fourth quarter of the year, but these expectations have not been confirmed either.

Over the year, the institution started prioritising its relationship with collaborators, partners, suppliers, regional affiliates, participants and clients according to its principles and values. Transparency then became a fundamental asset for the consolidation of trustful relations. In the organisational context, principles such as "to be useful to society" and "recognition of people's values" have, more than ever, guided decisions.

In 2020, we conducted a vast strategic formulation process that involved all areas of the institution and several external stakeholders. For the first time the process followed the agile strategy model, which is adaptive, open, iterative, positive and collaborative.



The work resulted in the formulation of a 2021-2025 Strategy for FDC aimed at three important moves to be made by the institution:

1. **Social inclusion:** FDC will position itself as an institution also aimed at the base of the social pyramid as a way to accelerate and advance efforts to fight poverty and social inequalities in Brazil;
2. **Integrated Education:** an institution that operates according to social diversity, expanding executive education and broadening its actions on social and academic education;
3. **Protagonism in thoughts and ideas:** a school that takes part in and influences the construction of knowledge, ideas and thoughts that contribute to and influence the development of society. These three moves guided the development of our operating segments and the organisation of FDC's executive structure.

In addition, the strategic reflection indicated the need to change FDC's value capture structure. The institution will operate in networks and will orchestrate ecosystems to capture and generate higher value for all stakeholders, including society.

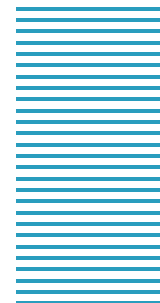
The process additionally defined seven themes- thematic lines of knowledge-, to be prioritised. The criteria adopted to define them were institutional positioning, demand and explicit market needs as identified by FDC, and a bet on emerging themes.

1. **Positive impact and sustainable Legacies** – Businesses and leaderships oriented towards the integration of environmental, social and economic development.
2. **Innovation and Digital Transformation** – Strategy and management of innovation and digital transformation.
3. **Leadership of and in Organisations** – Development of conscious and globalised leaders capable of transforming people, organisations and society.
4. **Public Governance** – Development of public managers and organisations for the purpose of enhancing managerial quality, accountability, productivity and effectiveness of services.
5. **Strategy and Governance** - Formulation, execution and evolution of corporate and business strategies, and of governance processes in organisations.
6. **Development of Average-size Companies** – Development, management and growth strategies in a globalised context.
7. **Education and Learning** – Processes, technologies and methodologies of education and learning in work contexts.





## 2. Governance



### ■ Audit Committee

FDC's Audit Committee met on March 2 to analyse the balance sheet and the income statement, as well as to assess the activities developed by FDC over 2019.

Members Alceu Queiroz, Glac Coura and Sérgio Pires participated in the meeting, together with the members of the Executive Board, and unanimously approved the income statement.

### ■ Board Trustees

Fundação Dom Cabral's Board Trustees meets twice a year to relate activities and results of the previous period and to present the strategic planning for the running year. At the meeting conducted on March 10- the day before the WHO declared COVID-19 a pandemic-, in addition to approval of the 2019 Annual Report and the 2020 Annual Work Plan, the Fundação José Fernandes de Araújo (FJFA) – an institution also founded by Dom Serafim – was declared extinct, its legacy being added to FDC, as expressly stated by the Cardinal, in a process tracked by the Board Trustees.

Soon after the meeting, a lunch gathering 200 leaders of Minas Gerais state and other regions of the country, including members of the Board Trustees and political and business communities, took place and paid homage to Pedro Moreira Salles – chairman of the board at *Companhia Brasileira de Metalurgia e Mineração* - CBMM and at Itaú Unibanco -, that participates in FDC community and, together with CBMM, supports projects such as the Walter Moreira Salles Library and Memória FDC (FDC Heritage).

In 2020, in addition to regular meetings, extraordinary meetings of the Board of Trustees have also been conducted to favour the exchange of ideas and perceptions on several institutional, economic and social aspects of Brazil in the context of the pandemic, and to discuss the need for a more prominent attitude by FDC.

After the first meeting, in June, an internal team, supported by other leaderships and specialists, was created to design a proposal named "Brazil: Assigning new meanings to Independence".

The team will act at two levels: first, at the macroeconomic level, in an attempt to influence Brazilian institutional environment, especially articulating different sectors and formulating public institutional policies; second, at the microeconomic level, with the objective of working together with organisations on three different subjects: green economy, digital economy and economic and social inclusion.

Implementation of the proposal will be launched in the first semester of 2021 and will last for the coming years, prospects being that it will continue in the long term. However, September 7, 2022, the 200th anniversary of Brazil's independence, was selected as a milestone for the evolution of the project.

### ■ Board Committee

In order to guide FDC's activities and measures to be adopted in the pandemic context, the Board Committee prepared a set of strategic guidelines aimed at preserving the mission, principles and values of the institution, as well as guaranteeing its sustainability.

The “Meeting with Collaborators and Partners – conveying values and retelling FDC’s evolution” took place on-line, for the first time, and participants included new formal-employment (CLT) collaborators, trainees, regional affiliates and suppliers, in addition to hosts – longer-time collaborators. At the meeting, besides recapturing important facts of FDC’s history, narrated by one of the founders, participants had the opportunity to know more details about FDC’s governance structure, its legal nature and documents that support and guide its decision-making process. All members of the Board Committee and the Executive Board, in addition to other leaders, attended the meeting.

Since the 2nd semester of 2019, the Board Committee had been conducting a reflection activity involving the creation of study groups on FDC’s social activities and on the process of incorporating Fundação José Fernandes de Araújo (FJFA), an institution also created by Cardinal Dom Serafim Fernandes de Araújo, FDC’s founder and patron. This activity culminated in the launching of the Cardinal Dom Serafim Social Centre (Centro Social Cardeal Dom Serafim).

Another activity conducted was the Origination Workshop, aimed at providing guidelines and orientation to integration for the 2010 – 2025 Strategic Reflection process, which took place in 2020.

**Study of the Guiding Documents** – The initiative of conducting this study was launched by top leaders when the Board Committee and the Executive Board started to review the documents that guide the conduct of collaborators of the organisation. They encompass FDC’s formal structure and governance, instances and attributions as established by the statute, and include a document that addresses Basic Institutional Definitions (DIBs- Definições Institucionais Básicas), which comprehend the mission, the principles, the business of the organisation and, finally, compliance policies.

This initiative also includes the policy that guides FDC’s positioning regarding the relationship with the public and involving ethical violations. The debate on the documents, promoted by the Governance, Integrity and Compliance Division, was widened to reach all collaborators, thus increasing knowledge on this important documentation.

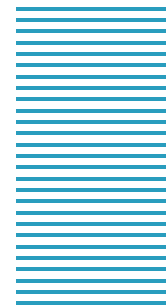
## 2.1 Governance, Integrity and Compliance

### ■ Letter of Socialisation: FDC’s Code of Ethics

A communication campaign targeted at collaborators and associate professors was conducted to reassure important aspects of the Letter of Socialisation – FDC’s code of ethics. The campaign was conducted in small steps, via nineteen weekly email messages.

### ■ Ethics Commission

The Ethics Commission conducted, in 2020, six meetings aimed at providing guidelines regarding ethics-related issues, both in projects executed together with clients and partners and in FDC’s own administrative instances. The objective is to guarantee the completion of its assignments, including that of offering opinions on ethical matters that are submitted to it and to monitor the implementation of its recommendations and / or clarifications regarding its manifestations.



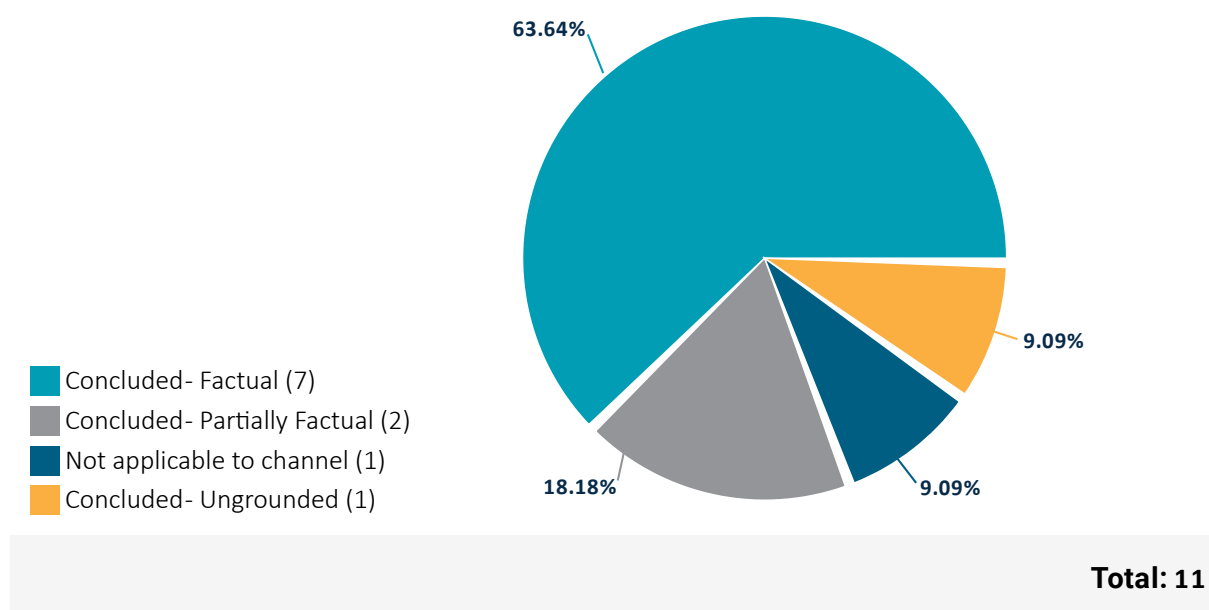
An Enlarged Meeting, gathering guests from different internal areas of the institution, was also conducted to foment knowledge and development of ethics within the organisation. The event included theoretical presentations and ample conversations, in addition to the presentation of practical cases; twenty-seven participants, including an external guest, attended the event.

### ■ Management of Cases by the Ethics Channel

Simultaneously to discussions of the Guiding Documents, statistical data related to the Ethics Channel have also been internally published to present the outcomes of analyses of reported cases and to stimulate the use of this tool to detect and correct conduct deviations (that is, actions or omissions in disagreement with the Letter of Socialisation, the Code of Conduct or any other internal policy or applicable national or international legislation).

Over the year 2020, eleven cases were submitted to and analysed by the Ethics Channel committees. It is worth highlighting that the Channel ensures the confidentiality of those who submit cases to analysis. The system is managed by an outsourced, independent and specialised organisation. Fundação Dom Cabral's Ethics Committee is composed of two Committees – Management and Human Resources – in addition to an Ethics Commission. Members include the Chairman of the Board Committee, three members of the Board Committee (one of them a deputy member) and one member of the Executive Board.

See below the statuses of accounts submitted to the channels and their nature.



### ■ **Guide to Conduct in Social Networks**

The guide was launched in August and is aimed at orienting behaviour in social media in matters related to FDC. The guide's target public includes collaborators, regional affiliates, associate and guest professors, trainees and minor apprentices.

In addition to recommendations on good practices, the document includes aspects to pay attention to, and dos and don'ts, in an attempt to protect FDC's brand in digital environments. The Marketing and Corporate Communication area is responsible for the document.

### ■ **Risk Management Strategic Project**

The mitigation phase of the Risk Management Strategic Project was addressed in 2020. Two workshops have been conducted with representatives of all areas of FDC in an attempt to guide them and present the methodologies for planning and implementing mitigation of risks. The objective of this phase was to inventory the mitigation measures in progress and suggest new actions, when necessary, focused on major risks.

### ■ **Revision of the Positioning Policy**

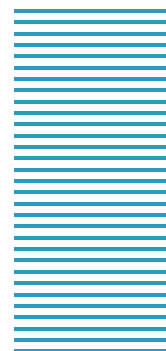
The document addressing FDC's Positioning Policy was elaborated and scheduled to be revised and / or updated every three years. Accordingly, the revision was designed to update the process and the premises of FDC's positioning relative to the public involved in ethical deviation issues. One of its major objectives is the evaluation of the reputational risk of satisfying – or not – a demand related to ethical deviations, without losing sight of the educational aspects of FDC's activities.

### ■ **Adequacy to LGPD (General Data Protection Act)**

FDC is attentively monitoring the evolution of discussions and the coverage of the General Data Protection Act (LGPD - Lei Geral de Proteção de Dados), providing guidelines to the areas regarding the need to adjust processes and initiatives. Since 2019, conversations are being carried on with different areas of the institution to deepen the understanding of the impacts of the change on Brazilian regulations.

### ■ **Memória FDC (FDC Heritage)**

The Memória FDC, created eight years ago, has become a relevant support to Fundação Dom Cabral, collaborating with many areas of the institution by favouring research, campaigns, exhibitions, integration of new collaborators, technical visits of professionals involved with institutional heritage and many other people interested in the subject. The area also conducts technical activities aimed at manipulation and exhibition of documents belonging to the institution's collection.



A new area dedicated to Memória FDC was inaugurated in March, following a renovation funded by resources coming through the Federal Incentive-to-Culture Law. Many leaders attended the event, including the Chairman of the Board at CBMM (*Companhia Brasileira de Metalurgia e Mineração*) and at Itaú Unibanco, Pedro Moreira Salles, Eduardo Ribeiro, CBMM's CEO, J.D. Vital, consultant at CBMM, and Eduardo Luiz Silva, EPO's Commercial Director. These companies sponsored the renovation of Memória FDC.

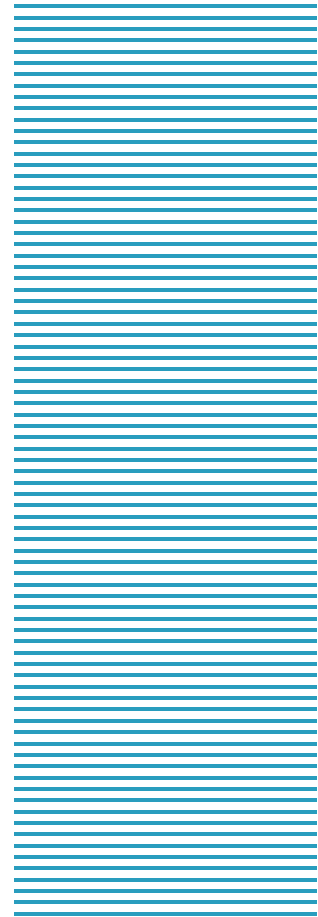
From March on, after the interruption of presential meetings following the beginning of the pandemic, Memória FDC started to support the conduction of Minas Gerais Institutions Heritage Network (*Remig - Rede Memória das Instituições de Minas Gerais*) webinars.

Other initiatives conducted over the year that deserve mentioning are: collection of material to pay homage to Pedro Moreira Salles, survey to prepare the historical exhibition on FDC's Board Committee and collection of images to create the FDC Recognition Project.

The Governance Division, together with FDC's Legal Consultancy area, supported Memória FDC in the definition of adjustments necessary to compliance with LGPD, including the configuration of the project's website in 2020.

### ■ Benchmarking Visit

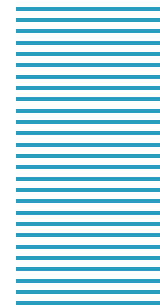
Before the beginning of the pandemic, the Governance, Integrity and Compliance Division welcomed two representatives of an organisation operating in the food segment willing to get acquainted with the Integrity Programme and the process of implementing Compliance at FDC. Many fruitful experiences have been exchanged and both organisations profited significantly from the meeting.







## 3. Institutional



In 2020, Fundação Dom Cabral lost one of its most relevant partners, Aloysio de Andrade Faria, founder of Banco Alfa, an example of integrity, generosity and entrepreneurship. Aloysio Faria's entrepreneurial strength was allied with important social causes and left a legacy of responsibility and commitment to social well-being. Throughout his life, he made significant donations in the field of health and education, becoming one of the largest philanthropists in the country. Since 2001, the main FDC Campus, located in Nova Lima, Minas Gerais, has the honor of bearing the name of this great man of high values and social commitment. It was a valuable contribution to the growth of the FDC.

This year, in spite of the pandemic, FDC honoured its commitment on maintaining the dialogue with and permanently listening to different stakeholders (publics) and, accordant with them, developing initiatives and actions that contribute to the advance of themes and demands that are relevant to society.

FDC took actions to support and reverberate the following social causes and their interfaces with organisations:

- Sustainable organisations and ethical leaderships.
- Diversity and Inclusion.

Next, the most effective institutional actions in 2020 are presented.

### 3.1 Sustainable Organisations and Ethical Leaderships

#### ■ CEOs' Legacy

CEOs' Legacy is an initiative led by FDC's Dean that gathers CEOs trying to construct relevant and sustainable legacies, capable of inspiring people, organisations and society. More than increasing awareness of this cause by business leaders, CEOs' Legacy mobilises professionals to expand their power of influence and to act as agents of progress in the construction of a better world.

The principles that found good initiatives are guided by 3 Cs (caring, courage and creativity) and 3 Ds (dedication, discretion and diversity).

The CEOs are divided into groups to define the project that will guide the construction of the legacy. In 2020, the initiative gathered 35 presidents of companies, who, divided into four groups, carried out several actions over the year.

#### ■ Impact Movement: CEOs' for Diversity and Inclusion

In November, a group of 10 executives of the CEOs Legacy, supported by FDC, launched a movement to mobilise the business sector, fight inequalities and promote equality of opportunities. The group

structured the Impact Movement, a project whose starting point was the advancement of understanding about the subject and the implementation of diversity and inclusion programmes in companies, defining indicators and goals.

The project materialises a work developed over two years of knowledge gathering and important advances around goals that are relevant to the initiative, such as:

- Career development for minority or under-privileged groups such as women, blacks and people with disabilities.
- Acceleration of promotions of women and black executives.
- Inclusion of refugees in the labour force, among others.

The group aims to create conditions to inspire, raise awareness, influence, encourage and mobilize the Brazilian business system for the implementation of management for diversity and inclusion, in order to contribute to the country having responsible and inclusive business organizations.

## ■ Responsible Mining

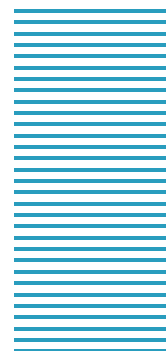
A relevant initiative, gathering FDC and the Brazilian Institute for Mining (IBRAM- *Instituto Brasileiro de Mineração*), contributed to the reflection on the legacy of mining, during the pandemic in Brazil. Results were presented during the 2020 Exposibram. The initiative was part of FDC's institutional efforts to contribute to the evolution of the mining segment towards more sustainable and responsible practices.

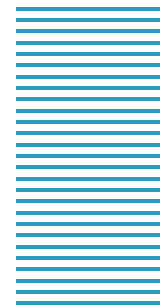
Urged by the need to evaluate the activities of mining companies during the pandemic, IBRAM issued in Brazil a publication by the International Council on Mining & Metals (ICMM), and Fundação Dom Cabral, through the Reference Centre for Responsible Management and Sustainability, elaborated a work proposal to disseminate the results of the methodology proposed by the document. FDC carried out a critical reading of the Brazilian report and identified the major challenges facing the segment that need to be addressed.

In the publication, ICMM details the methodology and its resources and practical tools to be used by the mining industry and other segments, providing guidance during the initial stages of the Covid-19 pandemic and defining the path to be followed afterwards. The publication, named "Building Forward Better – "Covid-19 Framework", was jointly developed by Business Fights Poverty and The Partnering Initiative.

## ■ Sustainable Development Goals – SDG Global Compact and PRME

FDC was elected to participate in the Board of Directors of Global Compact's Brazil Network for the 2020 – 2021 term. The institution took part in the final elaboration and in the launching of the strategic planning of the Brazilian Network. Additionally, it has contributed to debates and reflections on the impacts and challenges during the pandemic. Global Compact is an initiative of UNO that addresses the 17 Sustainable Development Goals, the most important global sustainability agenda.





FDC is also a signatory to PRME (Principles for Responsible Management Education) and presented the Progress Report to the initiative, describing the major advances made by the institution regarding the subject.

### ■ HUB SDG MG

Global Compact's Brazil Network announced, last November, the launching of the HUB SDG. The initiative is an attempt to accelerate, by means of regional partnerships, the achievement of UNO's Sustainable Development Agenda up to 2030, as well as of its 17 Sustainable Development Goals (SDG). The first HUB SDG will operate here in Minas Gerais. FDC is the HUB's anchor organisation in Minas Gerais.

Here, in the state of Minas Gerais, the Global Compact entered into partnership with the 2030 Challenge Network, a group of private organisations headquartered in Minas Gerais and committed to sustainable practices.

Through HUB SDG, the world's first initiative to adopt this model, Brazil Network intends to broaden even more its reach- which in 2020 exceeded one thousand members-, and regionalise its work, in an attempt to more clearly identify the country's regional needs.

### ■ Minas Gerais Field Hospital

In the first semester, FDC offered pro bono managerial solutions to Minas Gerais Field Hospital. The contribution involved the definition of a project plan, risk matrix, organisational structure and macro processes. The unit had a capacity of approximately one thousand hospital beds for the treatment of Covid-19.

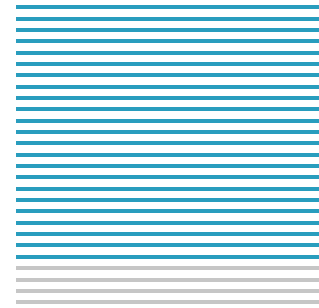
### ■ Covid Radar

To face the challenges of the pandemic, FDC joined forces with other forty organisations and companies that coordinated efforts and shared data and information necessary to the country's economic recovery in 2020. These entities gathered together in the Covid Radar, a collective action coordinated by the Global Compact, using an on-line platform that provides information and databases organised according to three initiatives: Covid Radar Connection, Covid Radar Panel and Covid Radar Health.

FDC took part in the Covid Radar Platform through a curatorship process of Knowledge Space, which gathers a series of free contents, in different formats, on issues related to the pandemic. The initiative articulates a network of contributions with the following organisations: FDC, Global Compact's Brazil Network, Falconi, ICC Brasil, IBGC, Ethos Institute, BCG, Cebds, CEPAL, FSB Communication and Repense.

### ■ José Costa Award

The José Costa Award, a partnership between Diário do Comércio newspaper and Fundação Dom Cabral and now on its 8th edition, broadened its reach and visibility being, for the first time, conducted on a virtual platform.



Using “the ‘new normal’ is not letting anybody behind” as a motto, the 2020 José Costa Award promoted reflection and summoned for responsibility for life and for everyone’s choices. It was an invitation to articulate and jointly construct the future by means of an intersectoral collaboration to strengthen and recover Minas Gerais’ protagonism. The event’s wrap-up was conducted by the resident coordinator of UNO’s System in Brazil, Niki Fabiancic.

### ■ Alumni

During the year, two actions stood out in the efforts to construct Alumni Network’s relevance and protagonism. The institution updated the Alumni Council and developed the FDC Alumni Connection project, conducting a monthly webinar attended by a business leader that participates in the group and was interviewed by other executives, former students at the school.

The network created a communication flow for the exchange of experiences on positive actions implemented by companies during the global crisis, adopting the practice of virtual meetings instead of monthly lunches. Webinars have been conducted, addressing the following themes: “Scenarios for the Brazilian and World Economy”; “The drivers seat of AI (Artificial Intelligence)”; “Challenges of inclusion and diversity within companies”; and “The Art of communication: a challenge for organisations “.

At the end of 2020, FDC Alumni included more than nineteen thousand members.

### ■ Social Entrepreneur Award

Fundação Dom Cabral increased its support to the special edition of the Social Entrepreneur Award, an initiative by Folha de São Paulo newspaper and Fundação Schwab. The initiative was reshaped to identify and stimulate socially impactful initiatives in response to the pandemic in Brazil.

It was defined that one finalist social entrepreneur of each award’s category would be granted the opportunity to freely attend the Directors Development Programme (PDD) offered by FDC, together with directors of other social organisations and executives of average-size companies.

## 3.2 Diversity and Inclusion

### ■ The Status of Women in the Contemporary World

In 2020, FDC was among those that supported the promotion of the film “Woman”, launched in Brazil by TRIP magazine and Imovision. The film, signed by French photographer Yann Arthus-Bertrand, director of the award-winning documentary “Human”, and by Ukrainian journalist Anastasia Mikova, exhibits bold, funny and deeply intimate statements by one thousand women from fifty countries.

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FDC conducted pre-release events in theatres in São Paulo, Rio de Janeiro and Belo Horizonte, which included debates on the status of women in the contemporary world. More than one thousand people attended the presentational activities held before the beginning of the pandemic, and institutional videos have been exhibited on social networks in Brazil and in the world.

### ■ Business Coalition for the End of Violence Against Women and Girls

FDC is signatory to and strategic partner of this initiative led by AVON company and UNO Women, in Brazil. The coalition is based on the following working pillars: opposition to sexual harassment, safe environment and support to victims, education and change in organisational culture.

Over the first semester, two high-impact campaigns have been conducted on Women's Day: #historiasmudamhistorias (stories change history) and #isoladassimsozinhasnao (isolated yes, but not alone). The latter had considerable repercussion due to the increase in violence during the pandemic.

The second semester was marked by an intensive journey to create a network of signatories, which resulted in the engagement of more than one hundred companies by the end of 2020.

Three important initiatives marked the year:

- Launching of the Coalition website; a digital platform targeted at collecting relevant content on the project and at offering reliable and updated information to companies' leaders ([coalizaopresarial.com.br](http://coalizaopresarial.com.br)).
- Coffee with CEOs, that gathered, in the year's last meeting, 63 CEOs and 80 leaders from 76 companies. This meeting was very important to debate engagement of the private sector with the fight to end violence against women.
- "21-day Campaign". This year, the campaign was dedicated to the theme "Activism" and launched on the Black Awareness day. The initiative attracted firm adherence of signatory companies and gained strength in social networks.

### ■ Diverse Brazil Forum

The third edition of the Diverse Brazil Forum, conceived and coordinated by Mauricio Pestana, executive director at Raça Magazine, was strategically and technically supported by FDC.

Addressing the theme "Everybody for Inclusion, Diversity and Equity" (*Tod@s pela Inclusão, Diversidade e Equidade*), the event, pioneer in Brazil in gathering companies and specialists in race and gender equality, was attended by national and international guests and discussed the absence of black people in leadership positions of companies, based on the subject "Diversity at Top Leadership". More than one thousand people have been reached by this initiative that reaffirmed the urgent need that companies collaborate with the antiracism agenda.

### ■ **SOS Minas Gerais Campaign**

At the beginning of the year, Fundação Dom Cabral coordinated a campaign to support victims of flooding in the state of Minas Gerais. The SOS Minas Gerais Campaign was conceived by a group of businessmen led by Walter Faria, a former participant in FDC's CEOs' Legacy.

## **3.3 Dialogue With Society**

Over the year, FDC held permanent dialogue with the most diverse tendencies of the fabric of Brazilian society, participating in either class entities or associations and collective initiatives, facilitating the generation of knowledge, exercising sympathetic listening and orchestrating innovative ecosystems that contribute to more consistent and ethical business practices and to the establishment of more dignifying living standards for the society as a whole.

On both editions of the survey, conducted in 2020, it was possible to identify how institutional, marketing and communication actions contributed to raise FDC to the "strong brand" level with regard to the national public in general. The survey included a representative sample of the population of 27 state capitals in aspects such as gender, age (18 to 64 years) and region.

### ■ **COM:unidade (COMM:unity)**

FDC launched COM:unidade in March. This Corporate Communication initiative is in charge of transmitting a series of open and free webinars on different themes related to management and the world of business in times of crisis. The initiative promotes and disseminates knowledge and stimulates dialogue and exchange of ideas in an attempt to find new ways and to inspire transformations in a time rich in deep challenges and changes throughout the world.

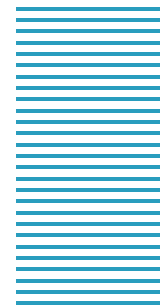
The on-line conversations are transmitted by FDC's channel on YouTube and participants include executives, CEOs, professors, specialists and social and political leaders. In addition to the webinars, series of videos have also been created focused on public management, personal development, compliance, social management and marketing. The goal here is to optimise FDC contents within the portal.

The activity resulted in stronger digital presence of FDC, and an increase in the level of engagement on all social networks was perceived. The subscriber base of the YouTube channel, for instance, doubled, and now includes 20,000 subscribers, thus contributing to broaden knowledge on management and to disseminate educational contents throughout society. A total of more than thirty thousand hours of watching have been detected in 2020.

### ■ **Innovation and Economic Development of Nova Lima**

FDC's largest campus is located in the city of Nova Lima. Accordingly, the institution devotes efforts to take part in the region's social dynamics and to contribute to the improvement and evolution of the local business and social environment.





FDC actively participated in Nova Lima's Innovation and Economic Development Councils and contributed to the formulation of Nova Lima's Municipal Economic Development Plan and of policies to foment innovation in the city.

In the second semester of 2020, FDC supported the Lidera Project, an initiative by the City Secretariat for Development, Labour and Income targeted at strengthening aspects of development based on local potentials.

### ■ **The Future of Minas Gerais Commercial Association** (*Associação Comercial de Minas – ACMINAS*)

FDC is acting to promote the development of a prosperous business environment and, accordingly, supported ACMinas in the elaboration of the entity's strategic planning for the coming five years. The work was conducted together with business leaders who participate in several Councils of the entity, and its objective was to contribute to the vision of future with regard to the role of the entity in supporting the development of Minas Gerais and businesses.

In addition, FDC took part in and contributed to the promotion of reflections on relevant themes related to Minas Gerais' business environment, such as debates on new forms of capitalism and the challenge of Environment, Social and Governance (ESG) for the competitiveness and internationalisation of companies.

### ■ **Fundamig**

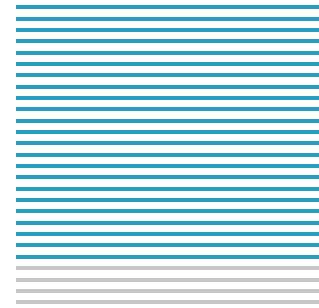
FDC is an associate member of Minas Gerais Associations and Foundations Foundation (*Fundação Mineira de Associações e Fundações*), as a way to contribute to the development of the third sector in the state and in Brazil and to achieve social transformation. FDC participates in the management of the entity and in thematic commissions. In addition, it supported the VII International Forum – Transformative Volunteerism and the SDG, having participated in several debate panels.

### ■ **Aberje**

FDC is associate member of Brazilian Business Communication Association (*Associação Brasileira de Comunicação Empresarial*), in an attempt to help confront the challenges facing the business sector. In this particular point, it supported the 5th Edition of Aberje Minas Gerais Meeting.

### ■ **National Council of Accounting Court Presidents** (*Conselho Nacional de Presidentes dos Tribunais de Contas*)

FDC participated in the meeting of the National Council of Accounting Court Presidents, prompting reflection on the transformations taking place in the contemporary world and on the new challenges facing leaders.



### ■ Press Consultancy Service Strategies

In its press consultancy and public relations activities, FDC, following the guidance of the Marketing and Corporate Communication Division, proceeded with the strategy of prioritising the media considered as more important to the institution, thus giving greater visibility to its social initiatives, in addition to being present in the press as a source of key national themes.

The media, as in the specific subjects listed below, has also highlighted FDC's initiatives and projects:

- launching of FDC Longevity;
- research on home office;
- internationalisation path of Brazilian Companies;
- competitiveness rankings, in partnership with IMD;
- World Economic Forum; and
- partnership with the Ministry of Infrastructure to publicise competitiveness indexes of the Brazilian Infrastructure

Newspapers O Globo and Valor Econômico have published articles prepared by FDC. In total, FDC was mentioned in approximately ten thousand news stories, 189 news articles in Valor Econômico newspaper, regarded as priority media, and in about 170 interviews conducted with FDC spokespersons.

## 3.4 Recognitions and Awards

### ■ Financial Times Ranking

FDC climbed one more position in the British newspaper Financial Times ranking. It occupies now the 9th position among the world's fifty best business schools. Once again, FDC was ranked the best in Brazil and Latin America. The institution stood out in many categories. For open programmes, highlights were Teaching Methods and Materials (3rd position), Programme Design (6th position) and Aims Achieved (7th position). As for customised programmes, highlights were Facilities (7th position) and Future Use (8th position).

### ■ AMBA

The International Association of MBAs (AMBA) evaluated FDC Executive MBA programme. In 2020, due to the global pandemic, the certification process was conducted on-line. The international association certified FDC for the first time in 2005. This certification is essential for attesting that the programme complies with international quality standards.

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### ■ EFMD Excellence in Practice Award

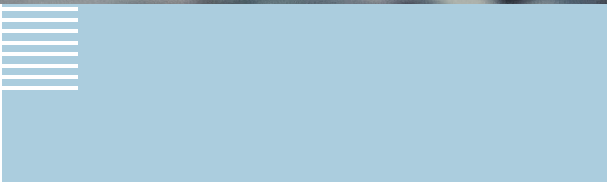
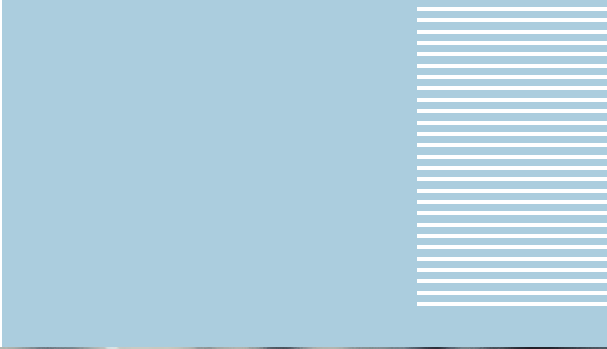
FDC received the Gold Excellence In Practice Award given by the European Foundation for Management Development (EFMD). The initiative evaluates worldwide business schools projects for the development of organisations that generate transformation. The awarded project was developed by FDC together with Unilever.

### ■ Modern Consumer Magazine Award (*Prêmio Revista Consumidor Moderno*)

Modern Consumer Magazine awarded the prize to FDC in recognition for the institution's care and attention devoted to its clients and programme participants. Recognition focused on the category "Companies that Respect Consumers", group "education". The award is granted to companies that value aspects that are extremely relevant to their public, such as: active listening, proximity to clients and interpretation of and adaptation to their necessities. This was the 18th edition of the award, which, due to the new coronavirus pandemic, took into consideration the ability of companies to reinvent themselves in the face of the adversities brought about by the events of the year.

### ■ Reputation Survey

Another important indicator was the improvement in FDC's position in the Reputation Survey conducted by RepTrek. The survey revealed that society as a whole has now a clearer perception of FDC's activities and executive education. The change certainly reflects the already mentioned strategy of expanding the presence in digital media and in social networks as content generator and curator, adopted by the institution and implemented by the Marketing and Corporate Communication Division.





## 4. Internationalisation

In 2020, the internationalisation area became directly linked to FDC's Executive Presidency, reflecting an effort to give the theme higher priority and strategic visibility and to favour synergy with activities both institutional and of different business areas of the institution.

The first two months of the year have been marked by an intense agenda of international travels and visits, targeted at strengthening partnership links and at the exchange of experiences with relevant players of the business world and the executive education segment. Contacts and meetings have been held with international advisors, executives and partner schools.

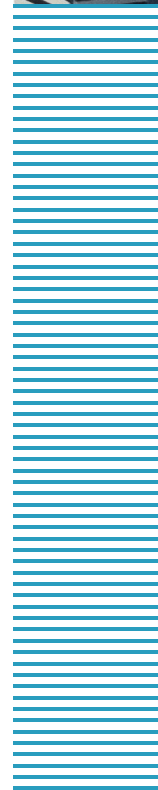
### ■ International Advisory Council

Initially scheduled to take place in New York City, the regional meeting of FDC's International Advisory Council was conducted, in the first semester, on a digital environment, due to social distancing measures. The change favoured participation and a higher number (70) of people from five continents attended the meeting, including six new members. During the meeting, participants discussed themes such as the challenges and impacts of the new coronavirus on the world's business environment and on FDC.

The annual meeting was also conducted on-line, in the second semester of 2020. One hundred people from five continents attended the meeting, including council members and special guests.

Two questions guided the discussions at the meeting:

- *“How organizations go from statement to evidence on connecting social impact to the company's core business, embracing ESGs criteria, and being a force for good? How can business schools contribute to it?”*
- *How can corporate education better prepare and inspire leaders to be agents of a better future leading by example?”*



## ■ GBSN

FDC was invited to participate in the Crossborder Groups, a series of webinars created by GBSN (Global Business School Network) to promote and share good practices of business schools.

FDC had also the opportunity to disseminate and share relevant actions of Pra>Frente (*For>Ward*), a movement to develop social micro-entrepreneurs and aimed at the generation of income and social inclusion.

## ■ World Economic Forum

In 2020, FDC was present in Davos (Switzerland) during the World Economic Forum and participated in some meetings. FDC's Dean met and held meaningful conversations with leaders from the world's most important business schools, representatives of third-sector organisations and businesspeople.

## ■ International Benchmarks

Five benchmarking processes have been structured over the year together with renowned international schools, with the objectives of exchanging best practices of internationalisation and creating a global mindset.

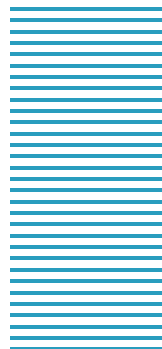
## ■ Internationalisation Projects

The area has also structured two projects that actively included FDC's team. The projects aim to potentiate the internationalisation of marketing areas and the institution's global mindset.

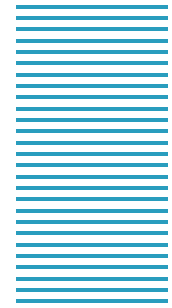
## ■ International Communication

To improve FDC's international communication, a content playlist in English was published on YouTube – that is, a series of 14 webinars, where renowned international leaders and professors debate themes of global and national interest. Up to December, statistics indicated a total of 4,500 visualisations. The Global Talks playlist is available at FDC's channel on YouTube.

Also aimed at reinforcing international communication, a new monthly newsletter was created, targeted at FDC's international contact base of approximately 2,500 people. Newsletters directed to the International Council continue to be issued quarterly.







## ■ International Programmes and Partnerships

In 2020, three international programmes were designed together with Cheung Kong Graduate School of Business (CKGSB Americas), a Chinese business school, as well as a shared discipline with four other MBA partner schools, scheduled to take place in 2021, and an initiative aimed at the agribusiness segment.

- CKGSB – Global Digital Finance Programme
- CKGSB – On-line Retail Programme
- CKGSB – Retail Programme; journey to NRF- National Retail Fair
- Global Network E-MBA – a five-school consortium for on-line and experiential disciplines
- International Agribusiness Academy (*Academia Internacional do Agronegócio*) – Elaborated in partnership with Agrobravo Brasil and Iowa State University (USA), and launched in 2020

## ■ International Relations And Contacts

The internationalisation area has made contacts with several schools and institutions in an attempt to create new partnerships, shared programmes and exchanges, among other initiatives. They were:

- Arizona State University (USA)
- Athena School of Management (India)
- Cimmo (Canada)
- IIE Global (International Institute of Education)
- King’s College (England)
- University of Durham (England)
- Universidad de Los Andes (Colombia)
- British Government in Brazil

## ■ EFMD Americas – Annual Conference

The international area collaborated to prepare and conduct the annual conference of European Foundation for Management Development (*Fundação Europeia para o Desenvolvimento da Gestão - EFMD Americas*), which addressed the subject “Navigation Reinvention Lessons Thought Crisis”.

The event, originally scheduled to take place presentially at the Aloysio Faria campus, was conducted on-line due to the pandemic. FDC collaborators participated in panels and in the management of the conference. This was a relevant opportunity to exchange experiences with other global schools about the challenges of executive education during and after the pandemic.

The event has also contributed to reinforce the institution’s international positioning.

## ■ Internationalisation Strategy

FDC's internationalisation strategy was revised and updated. To that purpose, different viewpoints, focused on responding to market and internal expectations, have been followed. This strategic exercise has the objective of guiding actions and assessing goals in order to reach higher levels with regard to FDC's internationalisation in 2021. The updated strategy is:

*"To be a school of international standards, a reference in Brazil in the development of a global mindset and, in the world, in challenges where the country arouses international interest. International standards in terms of portfolio of solutions, knowledge and content, methodology, connections, experience and brand recognition".*



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## 5. Educational Impact

To face the scenario unfolded in 2020, which resulted in a strong reduction of operations and of the promotion of educational solutions, the institution launched a movement to renew business models and client fidelity, improve perception of value and capture new opportunities.

The institution made two main moves to face the tendency to postpone or cancel programmes, and to keep the relevance of the educational impact during the pandemic: focus on the client and agility on digital transformation.

From March on, training sessions for full-time professors have been conducted, aimed at facilitating the use and application of educational technologies, as well as enhancing the ability to apply new methodologies, intensive in technological resources.

### 5.1 Innovation in Educational Technology

The Digital Transformation Programme, developed for Banco do Nordeste in 2020, was a real highlight. Conducted 100% on-line and delivered to approximately seven thousand participants, it demanded the integrated work of many areas of FDC. Learning methodologies and educational technologies were structured so as to create a programme that is achieving high levels of satisfaction among clients and participants ranging from 20 to 80 years of age.

In the face of a challenging context, the activities of the area were conducted over the year mainly to respond to demands related to the pandemic. Many projects that were being developed had their timing accelerated, in order to attain the agility required by circumstances.

Among these activities, it is worth highlighting:

- adaptation of presential classes to remote conduction, leading to more than 78 thousand hours of synchronous classes between April and December 2020;
- training of professors, project managers, business analysts and executive coordinators, totalling more than 50 classes;
- acceleration in the construction of digital educational solutions, together with marketing and technical coordination teams;



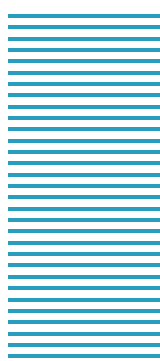
- conduction of development programmes aimed at full-time and associate professors in order to humanise learning experiences in on-line deliveries, making them even more engaging;
- structuring of a new on-line programme platform integrated with the market place to conduct pilot experiments of agile courses aimed at self-service and self-paced consumption;
- registration of knowledge (marketing, infrastructure, financial, methodological and technological) acquired during pilot activities, to enable a more assertive assessment of next steps and evolution of the learning process;
- acquisition of licences for the use of educational technology tools by the teams;
- conduction of a workshop targeted at IT professors to facilitate the use of technological resources available at on-line TREELab;
- maximisation of the use and application of experiences in the on-line TREELab On-line to educational solutions for average-size companies;
- launching of PEO.PLE ADVANCE (GEN.TE AVANÇA), a collective development movement to create a portal that displays content aimed at marketing teams and at the conduction of fortnightly meetings – the so-called MEETUPS – to exchange and access strategies, methodologies and resources for later application to FDC’s educational solutions;
- development of “What is FDC’s Digital in the Digital Realm” (Qual a Digital da FDC no Digital), which will become the guiding principle for next years activities.

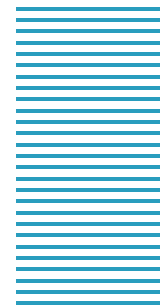
## 5.2 Plan to Recover the Market: New Context, New Answers

Placing the client at the centre of decisions was a key aspect to deal with the crisis. FDC’s teams listened to executives from all production segments and public managers from many regions of Brazil to define how to help organisations address this critical pandemic. A work group analysed the major market tendencies and needs and produced the FDC Solutions Portfolio for Challenging Times.

The Portfolio introduced 30 educational solutions that may be conducted either 100% on-line or in hybrid format, depending on sanitary protocols implemented by each Brazilian region. These are courses and programmes aimed at helping companies redesign their strategies, assign new meanings to their spaces, use digital tools to grow, improve productivity when resources are scarce and understand their social role, in addition to engage and lead their teams, considering social distancing and its consequences to markets and businesses.

Additionally, the FDC ON-LINE platform was developed to offer knowledge and efficacious and quickly applicable solutions to the pressing challenges professionals and organisations are currently facing. This is a 100% on-line platform that offers certificates.





The total number of foreign participants and participants from private, public and average-size organisations reached **25,391**.

Foreign participants totalled **615** people.

The organisations area served **918** companies.

### 5.3 Development of Large Organisations (Public and Private)

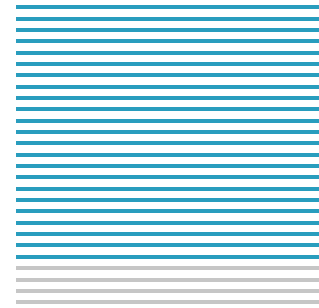
The management of Large Organisations (LO) – either public or private – is a constant and fundamental challenge for the operation of the State. Brazil is a country of continental dimensions, marked by one of the world’s greatest social inequalities. All the country’s structural problems became more apparent during the pandemic. The pandemic context made even more evident that FDC has to act in concert with these segments, both the public and the private.

Since the beginning of the pandemic, large corporations remained in the expectation that the critical scenario would soon dissipate.

Upon noticing that the picture would not change as quickly as imagined, large corporations began, from June on, to perceive a slow and gradual recovery of demands, a scenario that characterised the second semester of the year. The institution registered a large number of cancellations and postponements, caused by the pandemic, but part of the value of projects could be recovered and converted, still in 2020, to on-line deliveries.

#### ■ Highlights of Large Private Organisations

Restrictions on trips and social distancing became major obstacles to the conduction of programmes from March on, and the first move made by organisations was that of cancelling or postponing scheduled training programmes. In order to tackle what seemed to be a tendency, FDC teams designed strategies and action plans to:



- retain sales already made;
- strengthen relationship with the market, generating content that might interest executives and mapping challenges;
- structure new solutions focused on the crisis;
- launch new offers to the market, adopting specific pricing schemes and novel payment formulas.

The actions proved positive and resulted in retention and closer proximity with clients, migration of presentational programmes to on-line environments, and even attraction of new clients.

From the beginning of the pandemic until the end of the year, **136 programmes** have been negotiated with **107 companies**, totalling **8,325 national** and **523 foreign** participants. In total, more than **2.4 thousand** on-line sessions have been delivered in 2020.

#### ■ Main Activities:

- Internal initiatives have been maintained in order to develop team competences, improve and integrate processes and reduce costs.
- Mappings of clients' journeys, points of contact and needs were prepared to help build a solid and trustful relationship with top executives and stakeholders of client organisations
- Return of some projects to the presential format such as Medium Message (Meio Mensagem), Suzano, Skema and others.
- Conduction of innovative initiatives such as 10 solutions NEXT, Next Year, Crossing (Travessia), Warm-Ups and Content Curatorship.
- Development and launching of new solutions such as U-Lead Compliance, NEXT (people, strategy and market), Resumption, Crossing (Travessia) and Warm-Up, inter alia.
- Production of a series of webtalks targeted at C-level executives of organisations to discuss themes such as new businesses, human resources, operations and finance, always in the context of the crisis generated by the new coronavirus.
- Conduction of the RH Connection – a series of events aimed at all human resources managerial levels to discuss themes in the context of the crisis and designed to help resume activities.



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## ■ Main Programmes

- 2020 Global Trainees Programme (Vale)
- Skema Business School
- 2020 Leadership Academy for Agribusiness Women
- Congás Team Formation Programme
- Midea Carrier Executives Development Programme
- Suzano Company ELOS Programme
- Strategic Guidelines – Electrolux 2020

## ■ Highlights of Large Public Organisations

FDC Public Management acts along two main lines: Relationship with the Market and Generation of Knowledge. In 2020, the public sector has also postponed programmes and training projects and, in some cases, deliveries have been transferred to on-line environments. In times of social distancing, communication with the public sector has become a priority for the area. On-line meetings have been conducted with different clients and key partners.

## ■ Main Activities:

- FDC also proceeded with its participation in councils and commissions. We highlight the participation in IG SEST Indicator Evaluation Commission – Ministry of Economy.
- The subject Public Management was extensively debated and publicised through podcasts and webinars over the FDC platform on YouTube.
- A total of 40 video clips featuring specialists in public management have been produced for Com:unidade (Comm:unity).
- Two FDC Webcafés with specialists in public management have been conducted.
- Surveys have also been conducted on subjects such as “Competitiveness and Productivity in the Public Sector”, “Scorecard of the Brazilian States” and “Survey on the Governance of State-owned Companies Report”

In 2020, 80% of the area programmes initially sold as presential activities, and later postponed, have been changed to and delivered in on-line format.

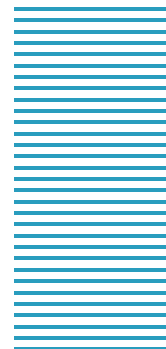
## ■ Main Programmes

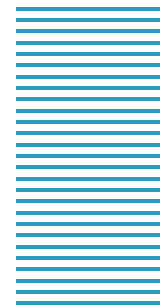
- *Consórcio Brasil Central*
- Board Members of State-owned Companies

- Leadership Development for BNDES
- Regulatory Agencies
- Leadership Development – TRANSPETRO
- Public Leaders Development
- *Banco Nordeste* Leadership Development
- SABESP Leadership Development
- SEBRAE System (several states)
- SESAU *Rondônia*
- SEPLAG DF
- Sicoob
- Strategic HR for *Aliança* Project
- INDI

#### ■ Relevant Activities of FDC Public Management During the Pandemic:

- Support to the implementation of Minas Gerais Field Hospital.
- Ministry of the Economy Programme: Competition for Prosperity.
- Public Management with emphasis on crisis and post crisis.
- Open Programme for Administrators and Members of the Board of Directors of State-owned Companies.
- Participation in the Public Organisations Development Latin American Congress (CLAD).
- Participation in the 20th Council of Brazilian Planning and Management Secretaries (Consad).
- Execution of the Public Management Dialogues Project on Administrative Reform.
- Launching of the special edition of Dom Magazine on the subject Dialogues and Administrative Reform.
- Conduction of four Webcafés on boundary themes of Public Management.
- Implementation of a partnership with the Aliança Project together with *Instituto República*, *Fundação Lemann*, CLP and *Humaniza*.
- Launching of the Strategic HR Forum of Public Management.
- Conduction of a market survey in Rio de Janeiro and Brasília for the launching of the Post Graduation Programme in Public Management.





In 2020, the Large Public Organisations area conducted **43 programmes** and served **37 companies**, and participants totalled **7,340**. **Two** foreign participants have also attended activities.

## 5.4 Development of Average-size Organisations

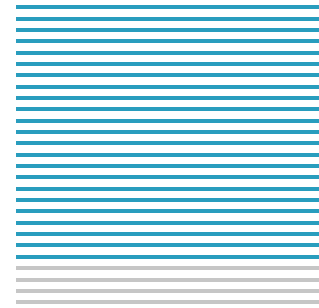
Average-size companies have also been strongly affected by the economic impacts brought about by the Covid-19 pandemic. Challenges to liquidity and cash flow were faced by the vast majority of organisations operating in this market, which drives a considerable part of the national economy. The consequences for FDC have been worrisome and teams were called to action and to help clients, avoid non-payments and keep networks operation.

It is important to highlight the efforts to bring players closer together, to relate to and to engage in dialogue with clients and partners, adjusting programmes and deliveries in accordance with the restrictions and realities of each particular client. FDC, together with its Regional Affiliates, helped companies access credit and better understand new regulations and benefits implemented by the government.

Accelerations took place in the process of renovating the portfolio of products and in the preparation of technical teams, driven not only by the social distancing scenario, but also by the intensity of changes in the social and economic environment. The year witnessed high percentages of digitisation of delivered solutions and a relatively small pandemic-driven loss.

The major programmes aimed at Average-size Companies exceeded, in total, nine thousand participants coming from more than 700 companies. PAEX stood out and accounted for the participation of more than 60% of the companies in the segment.

Solutions	Programmes	Companies	Participants	Foreign Participants
PAEX	467	467	8499	90
PAN	6	6	24	
PCS	6	6	24	
PDA	10	41	172	
PEG	11	46	184	
Networks	4	128	128	
In Company A-S C	80	80	80	
<b>TOTAL</b>	<b>584</b>	<b>774</b>	<b>9111</b>	<b>90</b>



### ■ PAEX (Partners for Excellence)

In the beginning of the pandemic, PAEX included 502 companies and ended the year with 467 partner organizations. In 2020, the programme underwent structural changes to its methodology and delivery format with the introduction of emerging and fundamental managerial themes. Some of them are: purpose and social impact when designing the business plan and the strategic map, promotion of conditions that favour permanent observation of the environment to enable in-time course adjustments, need to generate results in shorter cycles and presence of a technical advisor on decision-making processes, among others.

The programme's delivery format includes three models: on-line / live, presential and hybrid (partially on-line and partially presential). Over the year, virtual sectorial meetings have also taken place, conducted by FDC professors, specialists or businesspeople of the sector. These meetings discussed questions and solutions to problem common to PAEX companies coming from the agribusiness, civil construction, health care, retail, industry, services and logistics and distribution companies and cooperatives.

Surveys of clients, marketing teams, affiliates and technical advisors have also been carried out to better understand the weaknesses and the opportunities provided by the business environment in 2020.

### ■ PDD Directors Development Programme (Programa de Desenvolvimento de Dirigentes)

The PDD was redesigned to be conducted both presentially and virtually. The whole content was revised and new leading themes in management were added. Professors and support teams were trained in the new offer formats, which preserve all structural elements of the PDD, such as contents aligned with PAEX and joint construction of knowledge in class and based on collective knowledge.

### ■ JFE (Entrepreneurial Family Journey)

Following the growth of the team, first steps were taken to communicate the programme to the market. The programme targets the development of businesses from the context of entrepreneurial families.

### ■ PDA (Partnership for the Development of Shareholders)

The first on-line National PDA class was launched with the conduction of three sessions (three and a half hours each), distributed over six months.

### ■ PEG (Management Structuring Programme)

PEG was a solution designed to structure the management of small-size companies over two-year periods. The delivery strategy was adjusted to the business environment and to the lack of resources (time and people) of smaller companies that needed longer times to consolidate the knowledge acquired

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and the transformation of their managerial processes. However, the environment brought about by the pandemic forced FDC to cancel PEG and invest in the launching of PAN.

### ■ **PAN (Partnership for Business Acceleration)**

The programme's methodology focuses on the construction of an annual business plan, the so-called OKR, and includes five modules of an e-learning management discipline, in addition to structuring monitorships to potentiate the management and fortnightly monitoring by a technical advisor to support implementation, always on-line.

This product is aimed at the creation of value in yearly cycles, shifting average- and long-term strategies approach to a secondary position. As the company obtains better results and improves its management, an average- and long-term action is launched to bring the company into PAEX.

- PCS (Partners for Sustainable Growth)
- REDES (Company Development Programme)
- In-Company Programme

Adjusted Programmes conducted over virtual environments and synchronously.

### ■ **Parceria com a OCEMG**

FDC maintains, for six years, a partnership with OCEMG Minas Gerais Cooperatives Organisation (Organização das Cooperativas de Minas Gerais) for the development of directors of its associates. In 2020, training projects have been shifted to an on-line format, bringing innovation and potentiating the initiatives offered by the OCEMG system. The programme trained approximately 150 managers in 2020.

### ■ **Surveys Focused on Average-size Companies**

In order to reinforce action on average-size companies in Brazil and in the world, the institution decided to elaborate and undertake the first FDC survey focused on the segment. The survey will be conducted annually and will provide input to the launching of the first 2021 Brazil Annual Report on Perspectives for Average-size Companies, whose results will be presented at FDC's Annual Forum

## 5.5 Regional Affiliates

FDC's 27 regional affiliates closely monitored the economic deceleration caused by the new coronavirus and had to act in an agile and coordinated way to support the networks of client companies and to maintain FDC's relevance. The exchange and the alignment of practices and behaviours have been intensified. The use of technology favoured greater participation of affiliates in the strategic discussions of the institution.

At the beginning of the year, Affiliates adjusted themselves quickly to the pandemic context, immediately applying crisis management methodologies, supporting the creation of crisis committees and other conjunctural initiatives, in agreement of FDC's decisions. They have played an essential role in supporting average-size companies in different regions of Brazil, immediately providing clients with crisis management and business model transformation methodologies. Technical advisors in companies of their respective regions supported them.

They also contributed to materialise different contract-negotiation arrangements with clients such as cancellation without collecting penalties, scope reduction, payment flexibilisation and free delivery of activities. They also participated in value aggregation actions such as support to companies in obtaining funding and credit lines based on the relationship with banks and financial institutions, support to clients and guidance on how to use governmental benefits such as those created by the Provisional Presidential Decree (MP) 936, among others.

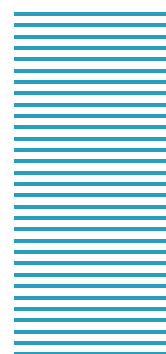
The Affiliates have also conducted thematic webinars and promoted sharing of practices among its clients in an agile and customised way, according to the needs of each company. In addition, they also conducted virtual sectorial forums.

## 5.6 Development of Individuals

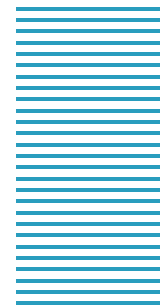
This area is aimed at the development of individuals and includes open courses (short duration), Professional Master's Degree in Administration (MPA), Specialisation and Executive MBA. A total of 4,095 students participated in activities conducted by the area over the year.

## 5.7 Open Programmes (Short Duration)

The strategy adopted by Open Programmes from May on was the development of on-line offers and the scheduling of presential or hybrid deliveries (starting in October). The adjustment of offers required agility, versatility and internal articulation of the team of managers, coordinators and professors, since before the pandemic no on-line content was offered by Open Programmes. It was previously known that, in this particular area, on-line development and delivery are substantially different from what happens in presential environments.







In total, seventeen programmes have been developed or adjusted for on-line or live delivery, generating additional income to FDC.

#### ■ Programmes Adjusted to Live Delivery Via Zoom

- Governance, Risk and Compliance
- Impactful Leadership
- Transformative Leadership
- PCR
- Digital Transformation
- Marketing and Sales Track

#### ■ Programmes for FDC On-line

- 8 original and 100% on-line programmes
- Geographic Democratisation and higher financial accessibility
- Issuance of 101 certificates in 2020

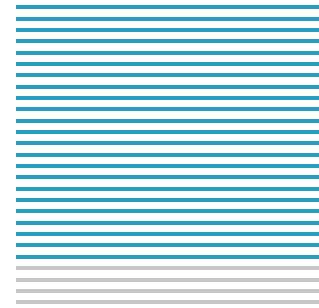
#### ■ On-line Programmes

- PDC On-line
- GEF On-line

In addition to remote 100% on-line delivery programmes, the following hybrid programmes including simultaneous transmission during presential classes have been offered: PDC (Board Members Development Programme), Digital Transformation, GEF (Economic and Financial Management) and Governance, Risk and Compliance.

Besides looking for delivery alternatives to minimise financial impact, the team's efforts tried to provide the market with options capable of maintaining safe and high-quality continuity of development processes. The efforts have been successful, as proved by the results obtained by FDC On-line satisfaction surveys. For instance, results were above 4.3 (in a 0 to 5 scale) for all questions related to quality of the solution attended (either synchronous or asynchronous). It is worth highlighting the scores 4.57 for the data point "Delivery of Learning Objectives Proposed by the Course", and 4.62 for "Generation of New Insights, Attitudes and / or Behaviours", which evidence the potential of educational solutions also in on-line environments.

As for PDC On-line, whose value is the same of the presential version, it worth highlighting that the profile of participants was similar to that of presential classes. The geographical distribution of participants showed a concentration in the Southeast region, which demonstrates that there is a potential to expand its reach to the rest of the country.



**126 participants**  
attended FDC Open  
Programmes.

#### ■ FDC 4you

The 2020 strategy devised for FDC4you included the widening of the client base and the offer of a personalised browsing experience that delivers content aligned with the user's profile, an evaluation aimed at self-knowledge and the indication of development track and contacts in the application support base. The outbreak of the pandemic forced changes to the strategy and the search for alternative sources for the development of FDC4you, as well as the exploration of ways to make it profitable.

The strategy to grow the users base was kept over the year, focused on Alumni – PGA, STC, PDC, MBA, Specialisation, MPA and RH3A –, as well as on participants in active programmes. The promotion campaign included attempts to reach this public and pilot engagement project named Debates 4you, to which professors were made available to talk to users about specific themes.

Adjustments to the strategy included coming closer to the Large Public and Private Organisations (GO) team with the objective of making 4you attractive to corporations. Adherence was high, following presentation to the GO team, and managers started to include the platform in their commercial proposals. This move enabled the sale of FDC4you to ten companies in 2020, including Corteva, Algar Tech, Bat, Heineken, Owens Illinois do Brasil and Dell Technologies, among others.

## 5.8 Post Graduation Programmes

#### ■ MPA (Professional Master's Degree in Administration)

The strategy adopted for the MPA was to postpone the beginning of Class 5, initially scheduled for July, to September 2020. The extended term enabled the programme to achieve its goal and 30 students attended the course. First module's activities were conducted remotely, as well as those of the last modules of Class 4. Professors adapted their activities and results have proved quite satisfactory. Qualification boards and dissertations also took place remotely, thus ensuring compliance with deadlines and safety to students.

A total of **98 students**  
participated in the MPA.

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## ■ Specialisation

The suspension of activities since the beginning of the year resulted in an important reduction in the demand for individual development courses. FDC conducts presential Specialisation courses all over the country and, upon the outbreak of the pandemic, was forced to postpone already scheduled classes. Classes already in progress had to be shifted to on-line environments. To accomplish that, the institution invested to adapt methodologies and prepare teams, reinforcing the links between participants and the programme. Up to December 2020, Specialisation delivered a total of 6,721 hours of remote activities and 457 disciplines, involving 160 professors.

In average, 100 students from 16 different cities took part in live transmissions. The initiative also promoted integration among classes from different cities.

Highlights of the implemented initiatives:

- Live fortnightly transmissions addressing current themes, exclusive for participants in post graduation programmes.
- Conduction of remote or on-line bonus classes on subjects such as Personal Finance, Career, Cash Flow and Marketing, among others.
- Updating and access to FDC4you impactful contents with FDC curatorship.
- Inclusion of additional content to Bridges to Knowledge (Pontes para o Conhecimento), enabling deepening and contextualisation to pandemic circumstances.
- Conduction of remote activities, exclusively for classes that decided to proceed with the programme.
- Contextualisation of programme disciplines in the face of the new 2020 scenario.

**3,390** students  
participated in  
FDC's Specialisation  
Programmes.

## ■ Executive MBA (EMBA)

Given the impossibility of offering presential classes from March on, FDC reprogrammed the timetable of EMBA classes. A new 100% on-line thematic track was created to support executives during this challenging period and weekly remote meetings were conducted to debate themes pertinent to the context. In addition, a new commercial policy strategy was defined to guarantee participation and adherence of executives to the programme during one of the most challenging moments of their careers.

Following rescheduling of events, the on-line initiative "MBA Talks" was launched to weekly debate contents linked to the context and especially important to participants in the programme. To increase

its relevance in a moment marked by uncertainty, FDC created the “Management Into the Future Track”. This is a free, 100% on-line additional experience to the programme.

FDC’s Executive MBA is nationally and internationally recognised, is certified by the Association of MBAs (Amba) and participates in the presidency of EMBAC - Executive MBA Council.

A total of **481 participants** attended EMBA disciplines over the year.

**8,089 certificates** have been issued by the Academic Department.

FDC on-line courses – Platform EaD Box (Remote Learning), **101 participants** completed the courses.

## 5.9 Marketing and Corporate Communication

Since 2018, FDC conducts a remarkable digitisation process of its procedures, especially in the area of marketing. This initiative was intensified due to routine changes triggered by the pandemic.

Over the year, the crisis ended up contributing to the adoption of virtual communication media and to the use of social networks. We may say that, in 2020, FDC consolidated itself in the on-line universe as a protagonist and influencer in terms of generation of relevant content in the Internet and, especially, in social networks.

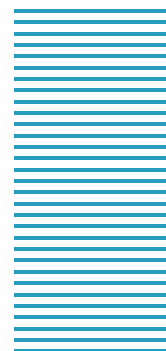
Many audience surveys and measurements registered the phenomenon and highlighted Fundação Dom Cabral’s activities in the production and curatorship of such contents, which represented a gain for the institution as a whole.

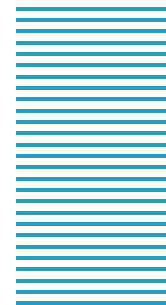
In the face of this new reality – and also of the marketing challenges imposed by the pandemic –, the Marketing and Corporate Communication areas quickly and flexibly adapted their commercial strategies to improve promotion and sale of programmes offered by the institution.

It is worth highlighting that, in July 2020, FDC implemented the Recovery Plan, aimed at responding to the new requirements of the market by prioritising the portfolio, decentralising communication and involving the whole institution around one single commercial goal.

### ■ Highlights of Actions Focused on the New Reality

- Prioritising the portfolio has demanded focusing the efforts of business areas, faculty and internal communications on forty BSB and B2C solutions, primarily in on-line formats.





- In order to make the commercial recovery plan tangible, an FDC Now (FDC *Agora*) landing page was created to direct each educational solution to the main challenges facing the market, featuring simple browsing and lean content.
- Such prioritisation allowed Marketing to carry out a deeper analysis of data and outcomes of campaigns, encompassing items such as traffic, cost per click, performance of media, public assertiveness, enrolments and conversions.
- Another strategic decision was the offer of promotional discounts for Degree and Open programmes, an attitude that demonstrates the institution's accurate perception of the new context, and enabled the reformulation of the brand's pillars – highlighting its purpose of being relevant to society. In addition, the initiative positively influenced results of MBA and Master's Degree programmes.
- For lower average-cost programmes, results proved less expressive, since application and enrolment dates ended up being too close to the beginning of classes. On the other hand, the targeted approach adopted to portfolio programmes aimed at Large Organisations was not efficient, although, for average-size companies, PAEX was the programme that exhibited the higher levels of engagement in the media, its results being significant all over the country.
- It is worth highlighting that prioritisation of new solutions of Trekker portfolios and FDC On-line courses on FDC Now (FDC *Agora*) landing page contributed to confirm the institution's overall capability for innovation and adaptation.
- Firing off email messages also proved to be valuable for bringing clients closer. Reading of email messages sent by the Marketing area concerning the partnership with PMWeb/Responsys (from January 2019 to November 2020) achieved substantial percentages.
- Content blasts (marketing emails sent to engaged databases) exhibited a higher than 20% reception ratio, with opening clicks reaching 2.42%; automatic campaign measurements indicated almost 21% of reception, with opening clicks reaching 3.91%.
- It is worth highlighting that, in consequence of all these actions and efforts, the engaged database exhibited a dramatic 2,931% increase, jumping from 2,431 people, in March, to 73,695.
- Focusing on the portal as a portfolio has proved not to adequately help perform the role of FDC's showcase. Consumers are increasingly willing to know what brands and their representatives think, besides knowing their products. In times of pandemic, this process has accelerated. This kind of behaviour could be already noticed during the first semester of 2020 and measures have been taken to achieve better distribution portfolio and content. Although assessment of content perception demands a longer diffusion time, changes could be already noticed, the portal's rejection rate having fallen from 57.06% to 54.43%.

## ■ Market Intelligence

Market Intelligence was responsible for supporting business areas in the generation of prospection lists, which were prepared by analysing the behaviour of the market, taking into consideration sectors, revenue brackets and regions. Work done with the help of Big Data Analytics Neoway platform, which combines FDC clients' information in a BI, favoured celerity and capillarity throughout the year.







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## 6. Social Impact

In 2020, FDC took a decisive step to consolidate its commitment not only to the education of executives but also to the social and economic development of the country, in line with UNO's Sustainable Development Goals. The institution promoted social inclusion and reduction of inequalities by means of relevant actions and investments in less-assisted social groups and lower-income entrepreneurs.

Aware of its role as a transformative educational agent, Fundação Dom Cabral launched, on October 8, the Cardeal Dom Serafim Social Centre (Centro Social Cardeal Dom Serafim). The date coincides with the one-year anniversary of the demise of the FDC's patron. In 2019, FDC had already created the Social Development Fund (Fundo de Apoio ao Desenvolvimento Social).

At the end of 2019, the institution decided, jointly with Dom Serafim's family, to close the Fundação José Fernandes de Araújo – FJFA and incorporate, into the centre then being created, the physical and financial assets of the FJFA, as well as its mission and projects.

The Cardeal Dom Serafim Social Centre now therefore operates, through its many projects, in the following segments: young socially vulnerable people, entrepreneurs at the base of the social pyramid and social organisations.

Its activities have now become even more necessary inasmuch as the outbreak of the pandemic unveiled and even widened the social gap and economic inequalities prevailing in Brazil. The sanitary crisis forced, however, the postponement of some of the initiatives and projects initially scheduled to take place over the year.

The major highlights of FDC's social initiatives over the year are presented below.

### 6.1 Pra>Frente (For>Ward)

Certain that becoming one of the world's best business schools requires being one of the best business schools FOR the world, FDC launched in 2020 – at the most critical moment of the new Coronavirus pandemic – the Pra>Frente (For>Ward) movement.

The initiative is intended to use entrepreneurship to bring sustainable and lasting development to the base of the social pyramid, training those who already undertake, those who need to undertake and those who will need to undertake in order to survive in a socially and economically uncertain scenario.

Brazil has today ten million nano- and micro-entrepreneurs and 38 million informal workers. At the same time, more than 55 million people live below the poverty line; in other words, one in every four Brazilians live with less than R\$ 420 a month.

Applying a methodology conceived and developed at FDC, the movement articulates different players of an ecosystem, connecting entrepreneurs with their greatest needs and offering knowledge, psychosocial support and simple and practical tools capable of boosting small businesses.

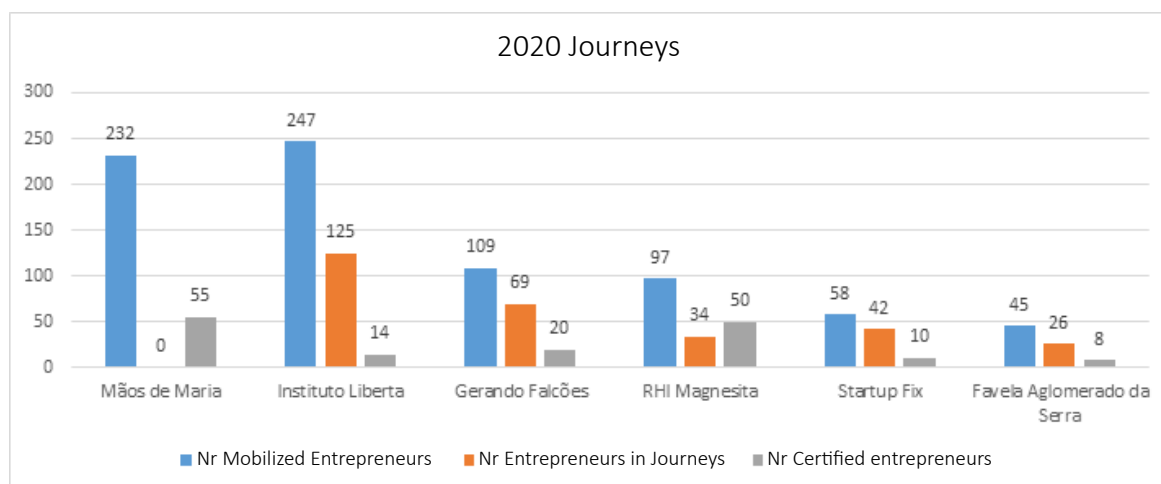
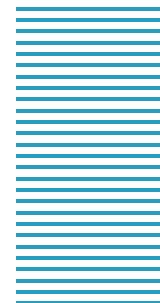
In 2020, almost one thousand people attended activities of the transformation programme. One of the ecosystems that got help from the movement is Paraisópolis, the second largest favela of São Paulo city. There, Pra>Frente (For>Ward) helped design the governance structure of the neighbourhood association and accelerate ten different communal social initiatives to fight the COVID-19 pandemic.

Still in Paraisópolis, Pra>Frente (For>Ward) trained fifty-five women over six weeks – paying special attention to those more vulnerable – to produce packed lunches at home to be offered at the *Bistrô Mãos de Maria* (Mary's Hands Bistro). More than one million packed lunches have been distributed to families in risky situation, thus increasing collective immunity through better nutrition.

Results and experiences gained over 2020 have stimulated the creation of new journeys and new operating models to be applied in the coming years. Under the sponsorship of philanthropist Elie Horn – founder of Cyrella and the only Brazilian to participate in Giving Pledge, initiative created by Bill Gates and Warren Buffet that gathers billionaires committed to donate 60% of their estates during their lifetime – the movement will now expand its digital presence, create new contents and scale up the number of assisted entrepreneurs.

The main initiatives and programmes developed over the year are listed below:

- In partnership with *Bistrô Mãos de Maria*, the movement created the “**Cooks Home Office**”, after articulating with JBS the donation of fifty-five completely equipped kitchens and training women to manage them.
- Making use of contacts built up by entrepreneur Elie Horn, the movement, in association with **Gerando Falcões** (Generating Hawks), trained entrepreneurs in seven large Brazilian favelas.
- Targeted at Value Chains and jointly with **RHI Magnesita**, we trained entrepreneurs who can now count on mentorship provided by collaborators of the company, thus reinforcing the transformative potential of education throughout the chain.
- In association with **Startup Fix**, which offers business opportunities to civil construction professionals, the Pra>Frente (For>Ward) movement trained entrepreneurs, giving them the opportunity to grow their businesses, thus creating a virtuous sustainability cycle.
- In partnership with **Instituto Liberta** – an organisation aimed at fighting sexual exploitation of children and adolescents -, Pra>Frente (For>Ward) created an exclusive journey aimed at young people between 14 and 18 years of age, focused on reinforcing entrepreneurial behaviour.
- And, in partnership with **Rede Cidadã** (Citizenship Network), we developed community leaders and social entrepreneurs of one of Brazil's largest favelas. We believe in the power of multiplying these leaders and that education may be an incomparable agent of transformation for these communities.



\*mobilized: registered, but unable to participate in the 2020 journey;

\*\* in journey: watched videos, lives, executed missions, received help from voluntary members of the Movement;

\*\*\*certified: completed the requirements necessary for the issuance of the journey conclusion declaration.

## 6.2 Development of Social Organisations

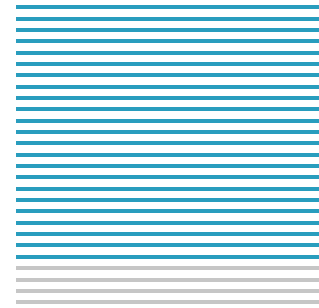
As widely known, social organisations have been severely impacted by the pandemic in 2020. Many of them experienced reductions in funding, a fact that is threatening their sheer existence. In addition, the severity of the economic and social impacts on the Brazilian population is summoning the third sector to complementarily work with the country's social assistance structure, thus assigning greater responsibility and relevance to the sector.

The situation had consequences for FDC. The institution detected an increase in the non-payment rate and a higher risk of reduction in the number of partner organisations willing to participate in social projects. This required from the area agility and greater ability to adapt. The strategy then adopted was to provide, since the beginning of the pandemic, stronger support to social organisations. Monthly payments have been parcelled out, workshops on Crisis Management have been conducted and a number of other measures have been taken.

### ■ Basis Programme

The Basis programme is a training track aimed at managers of social-impact initiatives and targeted at companies, companies' institutes, associations, federations and foundations. In 2020, the programme was adapted to the on-line format. A partnership with the SAB Institute was established to offer a class launched in December and attended by 12 small social organisations.

The initiative is an attempt to make clearer the managers' views of the social impacts generated, to develop a systemic view of governance and management and to create or expand the network of relationships and the social capital among managers and stakeholders.



## ■ PDEOS

FDC adjusted contents and methodologies of the Companies and Social Organisations Development Programme (PDEOS) in order to come closer to and support organisations during the year's most critical moments. On-line meetings have been conducted with fifteen social and eight business leaders to debate crisis management and resource mobilisation.

An on-line event that gathered all participants in the initiative debated the theme "Autumns of the soul: sensations as opportunities and challenges – fear, solitude and difficulties". Over the year, 45 participants attended the network meetings.

PDEOS works together with business and community leaders of Nova Lima's Jardim Canadá district to stimulate local sustainable development based on responsible management.

## ■ POS

The Partnership with Social Organisations (POS) initiative aims at achieving excellence in management, thus contributing to make partner organisations increasingly more efficient. The Directors Development Programme (PDD) is offered as part of the organisations development journey. Before the outbreak of the pandemic, three presential PDDs have been conducted in Minas Gerais, São Paulo and Rio de Janeiro.

From March on, and to avoid breaking off, all contacts with social organisations were made exclusively on-line. To accomplish that, FDC mobilised its team of professors and specialists and increased frequency of interactions with leaderships.

The programme conducted four on-line PDDs on the following subjects: Marketing and Finance (class held in Belo Horizonte) and People and Marketing (class held in São Paulo).

A webinar involving hospitals that participate in POS was also conducted and addressed the subject "Crisis Management in Hospitals: contributions, actions and experiences amid the pandemic".

In May, POS's team had a "digital chat" which included the Dean of FDC. The event addressed the subject "Crisis, FDC's actions, learning and focus" and reinforced the importance of the initiative to society, generating fast increase of its impact on target publics.

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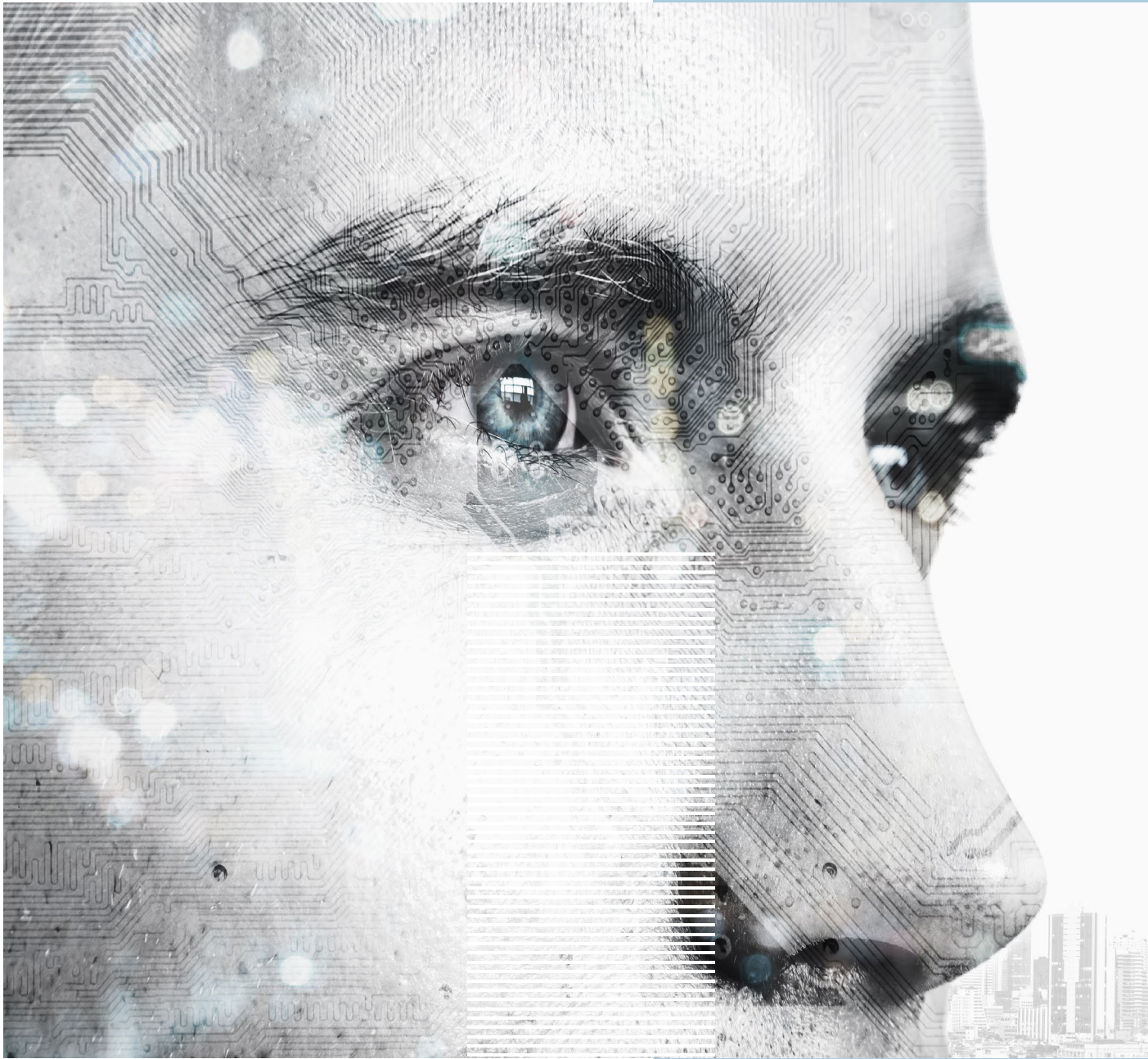
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Towards the end of 2020, thirty-nine social organisations from Minas Gerais, São Paulo, Rio de Janeiro, Goiás, Santa Catarina and Paraná were taking part in POS.

### ■ Scholarships

In 2020, Fundação José Fernandes de Araújo – FJFA granted 188 undergraduate-level scholarships to young people living in vulnerability, 158 of which to PUC Minas, 28 to Medical Sciences College (*Faculdade de Ciências Médicas*) and 2 to Promove College (*Faculdade Promove*), benefitting 104 students.



## 7. Impacts of Knowledge

FDC's faculty includes 22 full-time professors of many areas of management. Part of them composes five Knowledge Generation Nuclei: Innovation and Entrepreneurship, Leadership and People Development, Sustainability, International Businesses and Strategy, Logistics, Supply Chain and Infrastructure.

In a year so full of uncertainties, professors faced the challenge of changing presential into remote activities and of giving lessons on-line. Since the beginning of the pandemic, the need to develop and improve remote-learning techniques and technologies became clearer.

The team was also summoned to apply new methodologies and produce content capable of supporting organisations and individuals in the analysis of the pandemic reality.

### ■ FDC System of Libraries

In 2020, the services provided by FDC System of Libraries (SBFDC) have improved in several ways. In practice, the shift from presential to virtual services ended up favouring the creation of new products in response to changes in demand.

At the end of March 2020, when the institution made the decision to shift their activities to the home office mode, the SBFDC created an account at WhatsApp. This represented not only a new communication channel with users but also a faster and more dynamic access.

In this new context, SBFDC's figures exhibited an expressive growth in terms of services provided as compared to 2019. Copyright services, for instance, increased 58%, a growth in absolute numbers from 521 in the previous year to 826 in 2020.

On the other hand, presentations and guidance provided to participants in FDC programmes almost doubled with respect to the previous year, reaching 117 in 2020, a 91% increase as compared to 2019. It also worth highlighting that the content research service, also named bibliographic assessment, increased 120%, requests increasing from 175 to 386 in the same period.

SBFDC is responsible for managing the control of the production of FDC professors. The corresponding numbers appear at the end of this report.

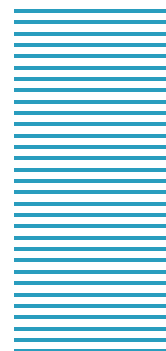
The Research and Development (P&D) highlights in 2020 are presented below.

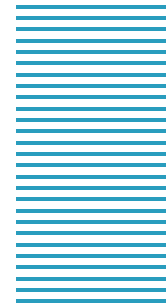


## 7.1 Innovation and Entrepreneurship

In 2020, the Innovation and Entrepreneurship Nucleus conducted or supported the following initiatives and projects:

- Conduction of seven on-line meetings of National CRI, attended by 120 executives. Themes addressed: corporate venture, innovation strategy, role of the CEO in innovative companies and innovation in times of pandemic.
- Production of two surveys in partnership with the National Association of Innovative Companies (Associação Nacional das Empresas Inovadoras - ANPEI) during the months of April and August to assess the impact of the pandemic on innovation practices of companies.
- Conduction of surveys to assess the impact of the pandemic on Brazilian startups carried out in May in partnership with Orbi Connecta and supported by the Brazilian Association of Startups (Associação Brasileira de Startups).
- Survey to analyse the position occupied by Brazil with regard to international competitiveness and digital competitiveness, in partnership with IMD Business School (Switzerland) and supported by the Brazil Digital Movement (Movimento Brasil Digital).
- Survey to analyse the position occupied by Brazil with regard to international competitiveness, produced in partnership with WEF (Switzerland) and supported by the Ministry of Infrastructure.
- Conduction of three meetings of the university professors of entrepreneurship community in partnership with Sebrae Minas (CER Sebrae), attended by 36 professors of entrepreneurship from public and private universities of different Brazilian states.
- Conclusion of the survey “Impact of Entrepreneurial Education on Brazilian University Students” (Impacto da Educação Empreendedora em Alunos Brasileiros do Ensino Superior), conducted with the support of Sebrae Minas (CER Sebrae).
- Conduction of a study in partnership with the Woman Consulate that analysed the transition from presential to on-line learning in projects of social impact.
- Conclusion of the project developed in partnership with Embrapii, UFMG and Nexa Resources on the consolidation of the methodology of analysis of temporal series in a platform of scenarios and tendencies. The platform, is now available to support new studies and projects.
- Launching of the 1st practical cycle of corporate venture, in partnership with Deloitte, which included the presentation of challenges by Hermes Pardini Institute. IBM and six startups proposed solutions to the challenges identified. In addition to members of the Innovation Practices Communities (Comunidades de Práticas de Inovação - CRI), representatives of investment funds and business angels have also participated.





## 7.2 Development of People and Leaders

Over the year, the Development of People and Leaders Nucleus conducted the following surveys:

- “Admission, Onboarding and Training Processes in the COVID-19 scenario” – The survey indicates that 58% of the professionals interviewed believe that the home office practice will continue after the end of the social distancing period.
- “Productivity of Full-Time Home Office in the COVID-19 scenario” – The survey demonstrates how work at home is changing people’s routines and how this new reality challenges the market labour.
- “Future of Labour” – The survey indicates that almost half of all respondents (47%) are apprehensive about the post-pandemic labour market scenario.
- “Advisory Councils: how do they work and what are the target executives” – The survey maps the composition and the practices of advisory councils in Brazil.
- “Top leadership reality and perceptions in the face of the crisis” – The survey exhibits top leaders’ analyses and perceptions relative to the challenges brought about by the pandemic.

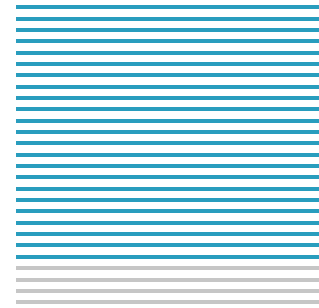
The Nucleus has also taken part in the following actions:

- Conduction of a four-episode webseries on the subject “The tomorrow of labour future”, in partnership with Talenses, MIT Sloan Management Review Brazil and Stefanini.
- Production of podcast series on the subject “Leading in Chaos”.
- Publication of two articles in the Harvard Business Review magazine (HBR Brazil): “New Dynamics in Relationships between Organisations and Workers” and “Exploring Realities and Perceptions in Covid-19 Scenario”.
- Participation in articles published in the national media on the home office labour format.

## 7.3 Sustainability

In 2020, the Sustainability Nucleus conducted or supported the following initiatives and projects:

- Every other week, publication of an article in *Época Negócios* magazine.
- Participation in webinar produced by *Valor Econômico* newspaper that resulted in an article published by the same newspaper.
- Publication of Sustainability Benchmark by Finance Sector.
- Survey, in collaboration with WayCarbon, on the “Era of Resilience – The Pandemic as a Corporate Laboratory”, for which more than 25 C-level executives have been interviewed.
- Conduction of a Sustainability Benchmarking process for the Agribusiness.
- Elaboration of report for Inova 2030 – Young Innovators in SDG, in English language.



- Development of an on-line free training course on “Impact Intrapreneurship”, sponsored by Vedacit and BASF and supported by UNO’s Global Compact and Herbert Quandt BMW Foundation.
- Earning of EFMD Golden Award with the Client Project for the Unilever Programme.
- Co-organisation of GIW (Global Intrapreneur Week).
- Conduction of the Young Innovators in SDG programme aimed at training intrapreneurs from 15 companies, including Natura, Nestlé, B3 and Lojas Americanas, jointly promoted with UNO’s Global Compact.
- Conduction of the survey Impactful Traineeships and Positive Impact Diagnosis, involving 70 companies and to be published in 2021..

## 7.4 International Businesses and Strategy

The International Businesses and Strategy Nucleus conducted or supported the following initiatives and projects in 2020:

- Publication and promotion of a special edition of the study Internationalisation Paths of Brazilian Companies (Trajetórias de Internacionalização das Empresas Brasileiras), in partnership with Bexs Bank, which resulted in the following actions:
  - Conduction of a webinar by Com:unidade (COMM:unity).
  - Conduction of three webinars on the theme “New Globalisation: Impacts and Opportunities for Brazilian Companies”.
  - Promotion of the Report of the study Internationalisation Paths of Brazilian Companies.
  - Promotion in the media resulting in 37 articles published by executive publications.
- Award granted to the article “Fostering Local and Global Innovation through Absorptive Capacity Enhancing Practices”, written by Lívia Barakat and labelled the best overall of 2020 EnAnpad and best in the category “Strategy in Organisations”.
- Publication of the article “Teams and Project Performance: An Ability, Motivation, and Opportunity Approach”, in the Project Management Journal, written by Dasí, A.; Pedersen, T.; Barakat, L. L.; Alves, T. R. (2020).
- Conduction of the survey “Internationalisation Paths of Brazilian Companies 2020”, encompassing 110 companies (to be published in 2021).
- Elaboration of new chapters of the report “Innovation in Response to the Crisis” by CRI.

### Highlights of the Reference Centre in Strategy (CRE)

- Elaboration and dissemination of the summary of three on-line events of the Cycle III of CRE addressing the theme: “New Management Models”, registering major highlights, discussions and knowledge learned;
- Conduction of the survey “Home Office Remote Labour”.

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- Conduction of Phase II of the research project Leapfrogging.
  - Participation in FDC podcasts addressing current subjects such as new business models and home office labour.
  - Production of videos on business cases.
  - Visibility in the press by way of articles published in national media such as Valor Econômico and O Estado de São Paulo.

## 7.5 Logistics, Infrastructure and Supply Chain

Over the year, the Logistics, Infrastructure and Supply Chain Nucleus developed the following projects:

- Strategic Railway Plan for Minas Gerais – Definition of a portfolio of railway investments.
- Study of Demand for FIOLE – Prospects for the conclusion of the West-East Integration Railway.
- Study of Demand for Vitória-Minas and Carajás Railway Lines – Study for the renegotiation of Vale railway lines.
- Scenarios of 2035 Infrastructure Demand and Offer – Transportation Logistics and Infrastructure Platform (PILT/FDC).
- Profile and Strategies of the Logistics Operator in Brazil – Periodical survey on the activity of operators.

The Nucleus has also participated in webinars conducted by Com:unidade (COMM:unity) on subjects related to logistics and infrastructure, and contributed with a special article on infrastructure published by Valor Econômico newspaper.

## 7.6 Finance and Risk Management

- Production of “Chapter Brazil”, of the research “Global Survey on Business Continuity in Times of Covid19”, conducted in consortium by foreign schools such as SGH – Warsaw School of Economics and UNIMIB – Milano. The survey interviewed hundreds of executives, members of boards of directors, C-Level executives and top managers. Professor Oliviero Baggio was responsible for the chapter about Brazil.
- Contribution to Com:unidade (COMM:unity) Global Talks with the video “Balancing Life Protection and Economic Recovery During the COVID-19 Crisis”.
- Mediation of a webinar transmitted by Com:unidade (COMM:unity), addressing the theme “General Data Protection Law in Practice”.

## 7.7 Governance and Compliance

- Creation of the Governance, Risk Management and Compliance HUB (GRC), aimed at the integration of professors and professionals of the area.
- Development of the “Com:unidade (COMM:unity) GRC playlist”, which included the production of 12 videos posted on YouTube.
- Conduction of the survey “Family Management in Times of Social Distancing”, with the participation of 112 respondents, including board members, founders and successors of family companies.
- Participation in Com:unidade (COMM:unity), conducting a webinar on the theme “Compliance in Times of Lockdown”.

## 7.8 DOM Magazine in New Format

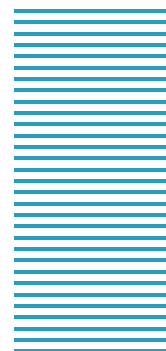
Because of the pandemic, Dom Magazine had to quickly migrate from printed to digital format as early, and as in the first edition of the year. The magazine’s 41st edition, dated Jan/May 2020, was produced and distributed in PDF format.

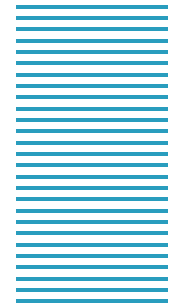
Two additional editions were already scheduled for the year when decision was made to create a new publication – a by-product of traditional DOM – named DOM Context. Three editions have been produced in this new format, more compact and focused on reflections about the current context and perspectives of t society after the pandemic.

This new strategy enabled a budgetary cutback and, concomitantly and helped broaden the reach of the publication. The five-thousand-copy circulation was replaced by email-marketing delivery of DOM Context in PDF format to more than thirty thousand executives. The editions have also been widely advertised in FDC’s social media. The return of DOM to its traditional printed format is scheduled to take place in 2021.

## 7.9 Content Workshop

The Content Workshop was created in 2019 and consolidated its operation in 2020. The initiative is intended to develop and help the process of creating updated multimedia contents related to the reality of organisations and leaderships, to assign new meaning to legacy contents and to connect ideas, and to provide society, organisations and people with relevant knowledge.





Content Workshop activities can be divided into two groups: creation and edition of contents, changing knowledge into attractive and creative information, and potentiate and add value to the institution. Content Workshop works synergistically with the areas of Research and Development, Marketing and Corporate Communication, Trekker and FDC Market (GO and ME). Besides, since FDC4You started to be constructed, the Content Workshop is responsible for the curatorship and production of content to be published through the application.

It is worth highlighting that, in 2020, FDC exhibited strong presence in podcast channels. Sixty-three episodes have been produced, adding up to 1,500 minutes (25 hours) broadcast to five countries.

## 7.10 FDC Longevity

How can people plan for a life longer than one hundred years? What are the best managerial practices for teams composed of mature professionals and multigenerational groups?

These and other questions are the pillars of a new FDC project launched in 2020 – the FDC Longevity. The project is technically supported by Hype50+ and sponsored by Unimed-BH. The initiative opens up a new and broad market – that of third age – and is structured according to three dimensions of longevity: People, Businesses and Society.

The first pillars were addressed by two on-line events carried out in 2020 and the third will be dealt with in 2021.





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## 8. People and Infrastructure

### 8.1 People

FDC's priority since the outbreak of the pandemic and over the entire year of 2020 was to guarantee the health integrity of its collaborators, professors, participants, clients and suppliers. Even in the face of the economic downturn and severe economic and financial impacts, FDC decided to keep its body of employees and took measures to make this decision viable.

#### Actions to Face the Crisis

Over the year, the People Management area reaffirmed its purpose of promoting caring actions towards people and developing teams, trying to minimise the impacts brought about by the pandemic on the physical and emotional health of collaborators and on activities scheduled for the whole period.

Since March, when the home office regime started, the area is tracking the planning of activities of several divisions of the organisation, in order to help teams in this new scenario, providing guidance to managers and internal consultants, in addition to activities to support the infrastructure.

Still in the first semester of 2020, FDC reduced the work hours by 50%, in accordance with the Provisional Presidential Decree number 936/2020. The decision was held until the end of the year, following two reissuances of the decree. The Monthly Compensatory Help (*Ajuda Compensatória Mensal - ACM*) - an amount paid to employees upon which no charges are levied -, added to the Benefit for Preservation of Employment and Income (*Benefício de Preservação de Emprego e Renda*) paid by the government ensured the preservation of the same net income as in the full work hours regime, after legal discounts.

#### Development of People and the Organisation

To improve the performance of FDC's role as change and transformation agent, all members of the operating and executive manager teams took part in the Leadership and Management Tracks.

As for marketing teams, and aiming to increase trusted advisors' competence and ensure everyone's involvement in the process of Strategy Formulations, Tracks addressed the following themes: Agile Strategy, Project Management and Creativity and Innovation.

A round of conversations on organisational culture, attended by operating managers, was also conducted.

As part of the Professors Development Track, workshops have been conducted on the themes: Principles and Foundations of the Agile Strategy, TreeLab: Go on-line and New Possibilities for Digital Actions.

Over the year, collaborators participated in the Formulation of FDC Strategy in different contexts, according to each one's profile, in an attempt to ensure improvement of everyone's capabilities, alignment and effective contribution to the process of organisational development.

## Quality of Life and Corporate Environment

In February, before the pandemic, the second edition of 2020 FDC Connection was conducted with the objectives of giving visibility to projects and innovative educational solutions, mobilising people to overcome the challenges of the year and promoting integration and exchange of experiences.

In March, when remote work was established to respond to the pandemic, a project named “Invitation to take care” (O convite é para o cuidado) was launched. The initiative is aimed at providing collaborators with contents capable of bringing them and their families some lightness and wellbeing in times marked by anxiety and unpredictability.

On the other hand, internal communication tools had their periodicity and focus adjusted to the new context. Special series on measures to fight the crisis and support the development of organisational agility have been conveyed to promote contents targeted at collaborators and their families and focused on routines to be followed during the quarantine.

An important example is the conduction of several editions of on-line Pit Stop Connection meetings, aimed at sharing activities to commercialise educational solutions, both new and adapted to face the crisis. Collaborators and regional affiliates massively attended these events.

## 8.2 Infrastructure

At the beginning of 2020, FDC was forced to restructure its operations. On March 16, the home office regime was implemented and activities in its campuses involving both clients and collaborators have been suspended.

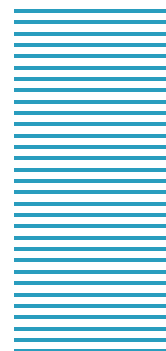
In the middle of the second semester, however, partial operation was authorised by competent agencies and the Aloysio Faria (Nova Lima) and São Paulo campuses resumed delivery of FDC solutions in September. To enable sanitarily safe resumption of activities, protocols and processes were developed, in accordance with international standards, to protect collaborators, partners and other persons who need to circulate through our facilities.

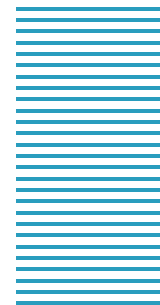
Resumption of presential deliveries in several other states also required the development of travel protocols and adjustments to third-party facilities in order to ensure environments and working conditions were safe for everyone. Concomitantly, the concept of hybrid classroom was implemented to enable simultaneous conduction of presential and virtual classes.

Up to the end of 2020, operations at the Belo Horizonte campus had not been resumed yet, because the municipal administration had so far not authorised resumption.

### IT Activities in Support of Home Office Networks

The need to proceed with all operations usually carried out by the institution, even with collaborators working from home and delivering FDC solutions in digital format, asked for amazing resilience and





mobility from the technological platform made available to collaborators and clients, especially in view of the unexpected growth in demand.

Still in the beginning of the pandemic, FDC made a significant adjustment to the Information Technology (IT) area, in order to cope with the strong increase in data traffic over the network. The increase in the data transmission capacity took place in conformity with appropriate data flow speed and safety standards, to make sure everyone would enjoy normal access to the institution's systems and programmes from home.

It is worth highlighting that the choices made by the area over the last years in terms of technological advances decisively contributed to guarantee the necessary IT support in a pandemic context, such as:

- Oracle Fusion (ERP), OFM Systems (Fiscal) and HCM/Populis (management of people) solutions implemented in 2019 already adopted the Cloud concept of operation and did not suffer any change in their operational routines.
- The LMS platform adopted by FDC (Canvas) is world-renowned and already incorporates the cloud mobility model.
- Other infrastructure resources such as email and file server operated already in the Google/Microsoft cloud, providing communication, sharing and collaboration resources.

Therefore, the technological evolution designed was extensively tested and it became clear that choices, which favoured mobility and global platforms, were correctly made.

## Advances in the LGPD Project

Following approval of the Brazilian General Data Protection Law (LGPD) and definition of rules and deadlines for its implementation, FDC engaged in assessing needs and adjusting processes to comply with the requirements of the new law. A group composed of law, technology and business specialists was created to seek the best alternative to comply with the procedural, instrumental and governance requirements. Upon determination of the scope, a contest was held to choose the best proposal and the LGPDNow Company was selected to implement a solution. It will have the mission of supporting FDC in the implementation of solutions for the coming year.

## Optimisation of Expenses and Purchasing Actions

The Administrative Expenses Task Force (*Força-Tarefa Despesas Administrativas - FTDA*) was set up in March to look for potential savings and opportunities to reduce costs in the 200 largest contracts with FDC suppliers. The operation resulted in the cancellation, reduction, renegotiation or change in scope of contracts, generating savings around R\$3.5 million for the institution in 2020.

## eSuites Hotel

The operation of the eSuites Lagoa dos Ingleses Hotel was severely impacted in 2020, since it remained closed for six months. When it resumed operations, the demand remained low due to the reduced flow of clients. The resumption operation was designed to serve guests in accord with strict safety standards.

The hotel was certified by Bureau Veritas and granted the Safe Place seal, in recognition of its compliance with norms. The average occupancy rate, from resumption until year-end, was approximately 34%, indicating an almost 50% drop relative to the same period of the previous year.



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## 9. Financial and Economic Performance

FDC's financial sector was forced to quickly adapt to the new reality. Initially, the pandemic caused high default rates, creating a deeply concerning scenario. This scenario was reverted, however, within few months by actions carried out by the sector, and negotiations with banks and reduction of default rates reached quite satisfactory levels by the end of the year.

As for economic and financial aspects, FDC generated operating income in excess of R\$ 172 million, with a gross margin of R\$ 45 million. Investments in development reached R\$ 16 million. Despite savings efforts, administrative expenses slightly exceeded R\$ 43 million. Non-operating income reached R\$ 8.3 million. Net loss amounted to R\$ 6 million.

It is worth highlighting that, over the year, FDC was able to perform a very efficient cash flow management – a decisive factor in the survival of organisations in critical moments such as the one the world is living now.

Some decisions, made specifically with regard to financial processes, bear a direct relation to FDC's administrative activities. In the beginning of the year, before social distancing was required, the management system was migrated to the Oracle system. This was one of the greatest challenges facing the sector due to its connection to the implementation of ERP features, a task to be concluded in 2021.

Other important initiatives:

- Restructuring of the purchasing process, which resulted in the reduction in the use of paper to almost zero by the Financial Division.
- Implementation of the Accounts Receivable, Accounts Payable and GFT (Tax System) modules.
- Completion of auditing works and issuance of accounting opinion relative to 2019 financial statements, later submitted to the FDC's Audit Committee and Board of Trustees.
- Implementation, following remote operation, of the accounting modules and publication of Financial Statements in Estado de Minas and Diário do Comércio newspapers.
- Implementation of controls and management of projects together with Regional Affiliates.
- Implementation of the permanent assets management module and submission of yearly accounts to Minas Gerais and Rio de Janeiro governments.
- Obtainment of FGI loan to serve as financial reserve.
- Collection of monetary and non-monetary donations from Fundação José Fernandes de Araújo.





## 10. FDC in Numbers 2020



Number of Participants

29,486



Operating Income (R\$ Million)

172,178 Actual

314,562 Budgeted

Gross Margin (R\$ Million)

45,254 Actual

97,520 Budgeted

Net Income (R\$ Million)

(6,065) Actual

6,860 Budgeted

Investment in Development (R\$ Million)

16,153 Actual

37,256 Budgeted

Administrative Expenditures  
and Depreciation (R\$ Million)

43,685 Actual

54,313 Budgeted

Non-Operating Income (R\$ Million)

8,375 Actual

908 Budgeted



## Memória FDC Collection

Audio-visual: 4,827 items

Cartographic: 10 items

Photographic: 61,305 images

Publications: 3,915 items

Museological: 1,452 pieces

Textual: 5,482 documents

Memória FDC Portal: 5,307 accesses



## FDC System of Libraries

16 articles published in international periodicals

5 articles published in national periodicals

12 articles published in practical journals

18 articles sent to international congresses

12 articles sent to national congresses

9 media

2 chapters of books

13 articles published in Dom Magazine and Dom Context

16 national reports

2 international reports

104 case studies, games, methodologies and educational videos



## People

### Collaborators According to Employment Relationship

CLT: 305

CLT (Fixed Term): 5

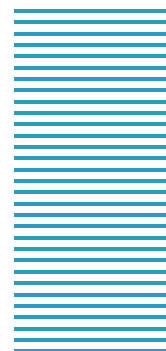
ASSPROM: 26

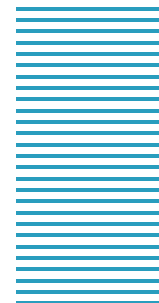
Temporary: 1

FAPEMIG Scholarship: 0

Trainees: 16

Total: 353





### **CLT Collaborators Per Unit**

Aloysio Faria Campus: 219  
Belo Horizonte Campus: 20  
São Paulo Campus: 40  
Rio de Janeiro Campus: 13  
Brasília: 5

### **Average Wage (Per Gender)**

Women: R\$10.164,68  
Men: R\$16.093,31  
Total Average: R\$ 12.056,38

\*There is no wage difference between collaborators of different genders occupying the same position.

### **Collaborators per Age Group**

Up to 25 years: 9  
From 26 to 35 years: 73  
From 36 to 45 years: 124  
From 46 to 55 years: 61  
Older than 55 years: 37  
Total: 304  
Média: 42,55

### **Collaborators per Level of Education**

5th grade Elementary School: 1  
Complete Elementary School: 3  
Complete High School: 23  
Complete University Degree: 95  
Complete Post Graduation: 119  
Complete Master's Degree: 41  
Complete Doctor's Degree: 21  
Post Doctorate: 1



### Professors

Associate: 165  
Guest: 376  
Technical Advisors: 64  
Visiting: 08



### Social Media

YouTube: 22,450 subscribers – 149% increase  
Instagram: 40,280 followers – 25% increase  
Linkedin: 163,710 followers – 7% increase  
Twitter: 22,134 followers – 3% increase  
Facebook: 75,276 followers – 1% increase



### FDC Portal

Users: 606,611  
Page Visualisations: 2,425,622



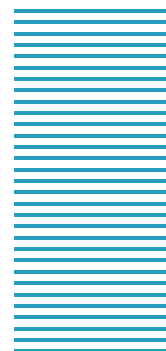
# 11. List of Publications Techniques 2020

## Articles Published by National and International Periodicals

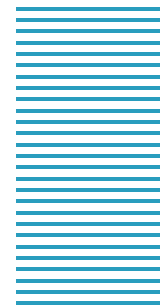
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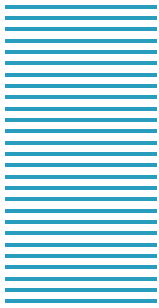




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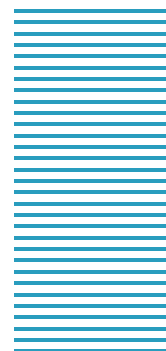
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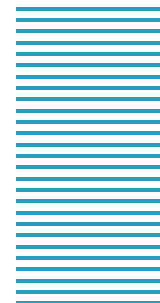
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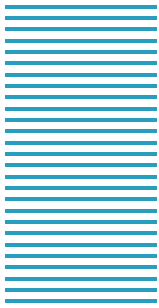
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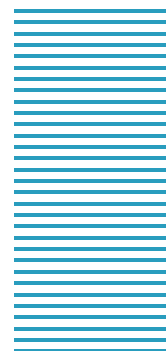
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