



2013 Annual Report

OUR NUMBERS

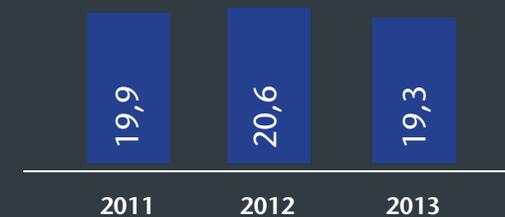
Professionals Developed



Operational Revenue and Gross Margin
(R\$ million)



Investment in Development
(R\$ million)



Net Income - surplus
(R\$ million)



Fundação Dom Cabral 37 years

1973

The beginning of the activities of the Universidade Católica de Minas Gerais Extension Center.

1976

.Fundação Dom Cabral is created from the PUC/MG Extension Center.
. Alliance with Groupe HEC, France.

1980

Partnership to create CEDEX – Center for Foreign Trade Studies and Development.

1989

Partnership to create CTE – Entrepreneurial Technology Center.

1990

. Alliance with Insead – The European Institute of Business Administration
. The 1st PGA – Advanced Management Program is held.

1992

Partnership with mid-sized companies to create PAEX – Partners for Excellence.

1993

Alliance with the Kellogg School of Management.

1996

FDC 20 years – 1st Corporate MBA and distance-learning methodology.

1999

. Partnership with family businesses to create PDA – Shareholder Partnership.
. The Volunteers' Program is created.

2001

. Opening of the Aloysio Faria Campus.
The Best MBA in Brazil – Você S.A magazine ranking.

2002

. The first knowledge management center is launched.

2003

FDC joins the UN Global Compact.

2005

. 22nd place in the Financial Times ranking.

2006

. FDC 30 years
. Cooperation network in Latin America
. DOM magazine publication.

2007

. Accredited by EQUIS – a renowned system that confers international recognition on business schools.

2008

. Opening of the São Paulo Office.
. Partnerships with companies: COMn – World-Organization Connection and RDI – Integrated Development Network.

2009

. The beginning of the cooperation network with schools from the BRIC countries (Brazil, Russia, India and China)
. Opening of the Center for the Development of Management Knowledge – CDCG
. Inauguration of the International Advisory Council.

2010

. EFMD-FDC International Conference “Strategic Moves in Business Education”
. 6th place in the Financial Times ranking.
. 1st place in the America Economia magazine ranking.

2011

. FDC 35 years – 5th place in the Financial Times ranking
. 1st place in the America Economia magazine ranking.

2012

. 8th place in the Financial Times ranking and 1st place in the America Economia magazine ranking.
. Inauguration of the Board Committee.

2013

. 16th place in the Financial Times ranking and 2nd place in the America Economia magazine ranking.
. EQUIS and AMBA Re-accreditation.
. Opening of the Rio de Janeiro Campus

Board of Trustees

FOUNDER AND CHAIRMAN:

Cardenal Dom Serafim Fernandes de Araújo

BOARD MEMBERS:

Angela Gutierrez

Eduardo Borges de Andrade

Guilherme Caldas Emrich

Gustavo Araújo Penna

Gustavo Fabian Grobocopatel

Henrique Moraes Salvador Silva

José Luiz Faria

Maria de Fátima Henriques da Silva Barros Bertoldi

Paulo Guilherme Monteiro Lobato Ribeiro

Pedro Luiz Barreiros Passos

Ozires Silva

Sônia Regina Hess de Souza

Subramanian Rangan

Weber Ferreira Porto

Fiscal Council

EFFECTIVE MEMBERS:

José Epiphânio Camillo dos Santos

Luiz Carlos Motta Costa

Sérgio Eustáquio Pires

SUBSTITUTE MEMBERS:

Breno de Campos

Francisco de Assis Oliveira Azevedo

Cândido Luiz de Lima Fernandes

Board Committee

FOUNDER AND PRESIDENT

Emerson de Almeida

DIRECTORS

Carlos Roberto Vasconcelos Novais

Mozart Pereira dos Santos

Dean's Office

DEAN

Wagner Furtado Veloso

EXECUTIVE DEANS

Antonio Batista da Silva Junior

Paulo Tarso Vilela de Resende

Roberto Sagot Monteiro

ASSOCIATE DEANS

Carlos Alberto Arruda de Oliveira

Luiz Eduardo Ferreira Henriques

Maria Elizabeth Rezende Fernandes

Marta Outeiro Moutinho Teixeira Pimentel

Ricardo Siqueira Campos

International Advisory Council

CHAIRMAN

Donald Jacobs – USA

MEMBERS

Harald Zulauf - Germany

Guerra Freitas - Angola

Gustavo Grobocopatel - Argentina

Fernando Orocobre Oris de Roa - Argentina

Aécio Neves - Brazil

Anamaria Schindler - Brazil

Antonio Anastasia - Brazil

C. Belini - Brazil

Carlos Bühler - Brazil

Celso Amorim - Brazil

Fabio Barbosa - Brazil
Gilberto Tomazoni – Brazil
Henrique Meirelles - Brazil
Jean-Michel Ribieras - Brazil
José Luiz Olivério - Brazil
Josué da Silva - Brazil
Luciano Coutinho - Brazil
Luis Roberto Pogetti - Brazil
Luiz Lopes - Brazil
Marcel Malczewski
Mariano Lozano - Brazil
Marina Silva - Brazil
Mário Garnero - Brazil
Newton Neiva - Brazil
Pedro Suarez - Brazil
Philippe Prufer - Brazil
Renato Vale - Brazil
Roberto Rodrigues – Brazil
Roberto Teixeira Costa - Brazil
Rodrigo Kede – Brazil
Sergio Foguel - Brazil
Sérgio Soares Cavalieri - Brazil
Tadeu Nardocci - Brazil
Vania Somavilla - Brazil
Wilson Brumer - Brazil
Dezső Horváth – Canada
Jamal Khokhar - Canada
Jorge Bunster - Chile
Alfredo Moreno Charme - Chile
Bing Xiang - China
Lu Xiongwen - China
Jeffrey Schwartz – Singapore
Goh Kok Huat – Singapore
George Sunny Verghese - Singapore
Carlos Piedrahita - Colombia
Kook-Hyun Moon - South Korea
Benjamin Akande - USA
Clifford Sobel - USA
Dominic Barton - USA
Don Defosset - USA
Donna Hrinak - USA
Duncan Niederauer - USA
J. Douglas Gray - USA
Jennie Hunter-Cevera - USA
Kevin Connelly - USA
Luis Moreno - USA
Melanie Katzman - USA
Ronald DeFeo - USA
Sally Blount - USA
Dipak Jain - France
Narayana Murthy - India
Shantanu Prakash - India
Subramanian Ramadorai - India
Seiji Shiraki - Japan
Ernst Bergen - Paraguay
António de Almeida - Portugal
Daniel Bessa - Portugal
Fernando Pinto - Portugal
Guy Elliott - UK
Julia Middleton - UK
Mark Cutifani – UK
Martin Sorrell – UK
Darys Estrella - Dominican Republic
Ruben Vardanian - Russia
Peter Lorange - Switzerland
Enrique Iglesias - Uruguay



Summary

7

Letter from the Dean

34

Strategic Objective III

10

Introduction

50

Strategic Objective IV

14

Strategic Objective I

54

Strategic Objective V

26

Strategic Objective II

62

Annexes

Letter from the Dean



As the year ends I would like to share with you in this report the most relevant information about the activities developed in 2013. We made important strides forward throughout the Institution, although its economic-financial results fell below our budget forecast.

Important strides forward were also made regarding the mix of operating revenues, with rising revenues from partnerships, mainly from PAEX and from the MBA programs, which led to a balance among FDC program families. Such performance allowed the three family groups (Customized, Partnerships and Open Enrollment/Postgraduate) to reach a balance in operating revenues and margins.

We invested in infrastructure by expanding our facilities in São Paulo, opening our Campus in Rio de Janeiro, and modernizing the Belo Horizonte Campus facilities.

We also managed to move ahead regarding controlling administrative expenses and experienced a 9% reduction when compared to the budgeted amount that stemmed from rationalizing processes, putting a hold on hiring and revising large contracts with suppliers.

We guaranteed investments in knowledge, people, product, market and social development, despite not having reached the non-operating revenues we forecast. We consolidated the domestic market by expanding our actions in SP, RJ and Brasília through our own people and through our Representatives, who now account for 40% of our operating revenues and extend our reach over practically whole the country. We implemented new ventures with Affiliates in Piauí, Rio Grande do Norte, Rondônia and Mato Grosso do Sul, and also expanded with them our Open Enrollment Programs to different cities such as Blumenau, Campinas, Curitiba, Fortaleza, Goiânia and Manaus.

We did not manage to achieve the results we had forecast in the economic-financial arena. Basically, this happened due to rising overhead and operating

costs, mainly as regards people, canceled and postponed Customized and Open Enrollment Programs, lower returns from financial investments due to changes to the country's monetary policy, and non-operating revenues that fell below expectations.

From September last year the Board Committee supported us as regards rationalizing our organizational structure by dropping one directorship and some management positions, as we sought to speed up our management process.

The 2014-2018 Strategic Plan began to be prepared last September. We would like to highlight that this process has been enhanced year by year as we maintain our five Strategic Objectives and significantly reduce the number of actions, projects, indicators and goals involved.

In January 2014 we assessed the results of 46 goals from our 2013-2017 Strategic Plan and found out that 83% of them had been either achieved or surpassed.

When mentioning our internationalization process we should highlight our hosting and/or participating in international events such as the Public Management International Seminar in partnership with the World Bank in São Paulo and the UN Global Compact Leaders Summit in New York. We have been re-accredited by EQUIS, the accreditation arm of the European Foundation for Management Development (EFMD) and by The Association of MBAs (AMBA) for the next three years. We were ranked 16th among the 50 best business schools in the world on the Financial Times executive education ranking, which means we have dropped eight positions compared to last year; nevertheless, we remain the number one business school in Latin America. Such fluctuations through the ranking are frequent and natural, as the positions are defined by minimal differences in points. We are now working to correct possible deficiencies in the issues that are assessed and proposing advances that we hope will once again place us among the ten best business schools in the world according to the Financial Times ranking.

We have consolidated our alliances with Kellogg and with Insead and our partnerships with other schools from different countries, such as Esade in Spain, CKGSB in China, and Cambridge in England. We hosted 35 International Customized Programs and six Open Enrollment ones, besides one Specialization Program.

We hosted the 5th International Advisory Council Meeting in Rio de Janeiro, which was followed by an International Conference that brought some 200 participants to the Copacabana Palace hotel. We also hosted our first event in China for company presidents who are members of the Partnership for Sustained and Sustainable Growth (PCSS).

We carried on with the Brics on Brics program by running its second group. Working together with our Enlaces network partners, we hosted our first meeting in Cartagena, Colombia. "Innovation" was the theme chosen and the meeting brought 250 people together, with 50 Brazilians in attendance.

As regards the organization's development, we carried on with our people development programs and prepared the organization to face future challenges by implementing the Career Transition Plan prepared by the Dean's Office and approved by the Board Committee. It is through this plan that FDC recognizes people's value and contribution while at the same time looking after the Institution's continuous renewal process.

Legal matters offered FDC a favorable ending to its legal challenge against the Internal Revenue Service that questioned the payment of the COFINS tax between 1996 and 2004. FDC won the case through a final administrative decision that drastically lowers the fine from approximately R\$32 million to R\$4.5 million, and it may even be as little as R\$10 thousand.

When dealing with social actions we should highlight the work carried out by the Sustainability and Social Inclusion Committee, whose objective is to promote synergy and integrate the Institution's areas to carry out strategic actions through sustainability's acting as the thread for each initiative. It is here that we should highlight social programs and projects such as the Dignity Program, the Roots Project, the Good Example Award, and the Partnership with Social Organizations (POS), which now encompasses 40 organizations, among programs and projects.

As forecast, the 10,000 Women Program we hosted with the Goldman Sachs Institute has ended through the two final groups in Belo Horizonte and in Rio de Janeiro, for a total number of 800 entrepreneurial women trained by the Program.

I would like to end my letter by stating that I am optimistic we will achieve better results in this following period, as we believe that the Institution is well prepared for it. We forecast sustainable growth for the 2014-2018 time span to guarantee the Institution's economic-financial health, the investments we make in development, the quality of our services, and the satisfaction of our clients and collaborators. All of it in accordance with our principles and values – here lies our challenge.

Once again we would like to thank the Board Committee for the indispensable support we have always received from it at all times. Through its long-term vision it guides and mentors us to carry on building a solid Institution that can fulfill its role of being relevant to society.



Wagner Furtado Veloso | Dean

Introduction

The 2013 Fundação Dom Cabral (FDC) Annual Report follows the guidelines set out by the Global Reporting Initiative (GRI), a tool created to raise sustainability documents to a level of quality equivalent to the financial statements organizations publish. Thus, it confers credibility, legitimacy and frequency to information communicating the report's social, environmental and economic performance. Besides describing the GRI indicators, FDC aligns its actions towards meeting the principles of the Global Compact, the Principles for Responsible Management Education (PRME) and the Globally Responsible Leadership Initiative (GRLI).

Throughout the text we will find reports on the main initiatives and actions carried out along the year to meet the FDC Strategic Plan that was approved by the Institution's Board Committee and by its Board of Trustees. Interviews with managers and collaborators from all FDC areas were carried out to prepare this document, which characterizes a collective creation and an internal dialogue process.

The first chapter points out the strategies and actions used in 2013 to turn FDC into a Brazilian school at international level as regards actions and recognition, which is the first strategic objective of the 2013-2017 Strategic Plan.

The following chapter deals with the second strategic objective, "to be a reference in generating and articulating applicable management knowledge that is attuned to the environment". It is in this chapter that FDC highlights its Knowledge Development Centers and its Reference Centers that carry out research together with organizations and anticipate trends and paths in several public and private management fields.

The third chapter deals with the organizational context that is conducive to the organization's development, reports the actions undertaken by the Human Resources and Internal Communication area, and sets out numbers related to collaborators.

The fourth chapter aims to offer readers access to information about the generation of economic-financial results that guarantee the Institution's sustainable development.

The fifth chapter portrays FDC's consolidation in the domestic and the international markets through the educational solutions it offers executives, entrepreneurs, public managers and organizations and its partnerships with other business schools.

It is important to register that the 2013 Annual Report is a management tool that allows us to identify the steps forward the Institution has taken and the challenges it has faced since it was created. It presents FDC's commitment to transparency and the efforts it makes to carry on a dialogue with its different stakeholders.

Profile

Fundação Dom Cabral (FDC) is an autonomous and nonprofit business school that was created in 1976. It dedicates itself to developing executives, companies and public managers by preparing them to face the constant challenges of the corporate world. Based on sharing experiences and building knowledge together with its clients, FDC offers dynamic and differentiated educational solutions that aim to develop managers who will act critically and strategically within organizations and who will disseminate sustainable value for businesses and for society. FDC maintains partnerships with international institutions that contribute towards developing solutions and identifying global trends that will be incorporated into its business. For the past five years, over 120 thousand executives and hundreds of organizations have attended programs hosted by FDC. These programs range from Customized Programs, Open Enrollment and Postgraduate Programs, and Business Partnerships.

Being an accredited business school, being ranked among the best business schools in the world, and having strategic technological partnerships are all attributes that confer on Fundação Dom Cabral excellent results that can be translated into numbers. Numbers that can be found in this report and that have been surpassed each year. FDC currently works out of four campuses while also being present throughout Brazil through its 23 Affiliates and its 363 collaborators.

FDC promotes knowledge management through specific study, research and quality teaching centers that often lead to its publishing articles and books, attending conferences and developing the most varied customized projects for organizations and for entrepreneurs.



Mission

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

Business

Educational solutions for organizational development.

Fundamental Principles

Usefulness: to be useful towards building society, Fundação Dom Cabral's reason for being.

Partnership: as a result of the interaction among Fundação Dom Cabral, people, institutions and companies, and through which limitations are overcome and solutions are achieved.

Valuing People: an internal strength that stems from receptiveness and that will lead to joint construction within the perception that each one will contribute in one's own way, and no one will be excluded.

Autonomy: the firm belief that freedom of choice leads people to a feeling of ownership within their range of actions while observing the institution's principles and values.

Daring and Tenacity: so that the impossible may be tried while persevering at overcoming challenges and barriers on the way to building the dream of being a reference as an institution.

Quality and Innovation: to be at the forefront in the quest to do what is best for clients, who are the main focus of our actions.

Ethics: concentrating on practicing loyalty, trust and transparency in our relations with third parties while recognizing our mistakes and correcting our paths.

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



Aloysio Faria Campus



Belo Horizonte Campus



São Paulo Campus



Rio de Janeiro Campus

Strategic objective 1:

To be a Brazilian school at international level as regards standards, actions and international recognition.

“

The year 2013 brought about a new structure for the international area that led to FDC's enhancing its relationship with clients, schools and the members of its International Advisory Council.

”

The Marketing and International Affairs Dean's Office worked with a radar tool developed by the International Business Center to measure a business school's level of internationalization. This tool is named FDC Internationalization Model and it consists of six dimensions: portfolio and demands, knowledge generation and dissemination, team, infrastructure, relationship network, and branding.

The international area was restructured to enhance its relationship with clients, schools and the members of the International Advisory Council.

Rankings and Accreditations

FDC remains on the ranking of the best business schools in the world. It is internationally recognized for the quality of the work it performs and it is the best business school in Latin America according to the Financial Times ranking and the second best according to the AméricaEconomía magazine ranking.

FDC leads the Financial Times ranking among Latin American business schools and remains among the select group of the most renowned business schools in the world. The Institution was ranked in 16th place overall, 23rd place for Open Enrollment Programs and 16th place for Customized Programs. One of the criteria to be on the list of the best executive education schools in the world is to have an international reputation.

FDC was visited by auditors from the European Quality Improvement System (EQUIS), an arm of the European Foundation for Management Development (EFMD), and after interviewing professors, directors, Board members and clients they decided to renew the institution's accreditation for a further three years

The Fundação Dom Cabral Executive MBA, which focuses on business management, has been accredited by The Association of MBAs (AMBA) since 2005. This organization is headquartered in London (England) and it accredits the best MBA programs in the world through quality standards while encouraging exchanges of knowledge, ideas and good practices among the important international business schools that make up its membership. FDC was reaccredited by AMBA for a further three years in 2013.

FDC is also a member of several associations abroad and runs cooperation agreements with international institutions that are members of the Enlaces Network and the BRICs Network, as well as institutions in Europe and North America.



Board of Trustees

The Institution's Board of Trustees met at the Aloysio Faria Campus in March. The usual lunch attended by about 200 business and political leaders from Minas Gerais was offered after the meeting. Former Board of Trustees members Antônio Roberto de Azevedo Müller, Kenneth Bardach, Mozart Pereira dos Santos and Murilo Araújo were honored with the title of Honorary Board Members. This was the first event at FDC that received the Carbon Free seal, as it made up for the release of 6.51 tons of greenhouse gases by planting 42 Atlantic Forest native trees.

In its second meeting of the year on August 9, the Board analyzed the economic-financial results for the first semester and received the new version of the FDC Internal Covenant. Donald P. Jacobs, Dean Emeritus of the Kellogg School of Management (USA), was honored with the title of Benefactor



Board of Trustees Annual Meeting

Awards and Honors

Tiradentes Medal

FDC Founder and President of its Board Committee Emerson de Almeida was awarded the Joaquim José da Silva Xavier – Tiradentes Medal as the outstanding economist from Minas Gerais for the year 2013. This award is an initiative by ASSEMG (The Association of Minas Gerais Economists) and by Mercado Comum magazine and it honors the citizens who have contributed to the development of Minas Gerais and of Brazil through their work and dedication.

Inconfidência Medal

Dean Wagner Furtado Veloso was awarded the Inconfidência Medal in Ouro Preto. The Inconfidência Medal is the highest award presented by the Government of the State of Minas Gerais and it is awarded to those who have contributed to local prestige and reputation.

5th International Advisory Council Meeting – Rio de Janeiro

The Members of the FDC International Advisory Council attended its 5th Annual Meeting at the Rio de Janeiro Campus on September 30. They discussed topics that are relevant to Fundação Dom Cabral, to the executive education field and to society. Among the Council's goals we find the setting up of a high-level network made up by business leaders and leaders from the academic, public and nongovernmental sectors, while also guiding the development of FDC's global and strategic vision.

Rio de Janeiro Governor Sérgio Cabral, who welcomed FDC to the State of Rio de Janeiro, and Minas Gerais Governor Antonio Anastasia attended the International Advisory Council official dinner at the Museum of Modern Art - MAM.

The International Advisory Council is made up by 77 members from 21 countries who represent the business, academic, public and nongovernmental sectors and who are interested in Brazil and in its future. Professor Donald P. Jacobs, Dean Emeritus of the Kellogg School of Management (USA), is the current Chairman of the International Advisory Council.



5th Meeting of the International Advisory Council

International Conference

After the International Advisory Council meeting, the International Conference in Rio de Janeiro dealt with the contemporary dilemma of capitalism and business management through the theme “Leveraging profits through ethics and social inclusion: a new mission or an eternal leadership dilemma”.

Three debate panels were held during the Conference: “Capitalism: the sunset or the dawn of an economic system”; “Inclusive markets, inclusive management and ethics”; and “Correcting capitalism: business as a force for change”. Besides the members of the International Advisory Council, FDC professors, business leaders and representatives from business schools from several countries also took part in the discussions.



Gustavo Grobocopatel (member of the International Advisory Council and of the Board of Trustees) speaks at the International Conference in Rio de Janeiro

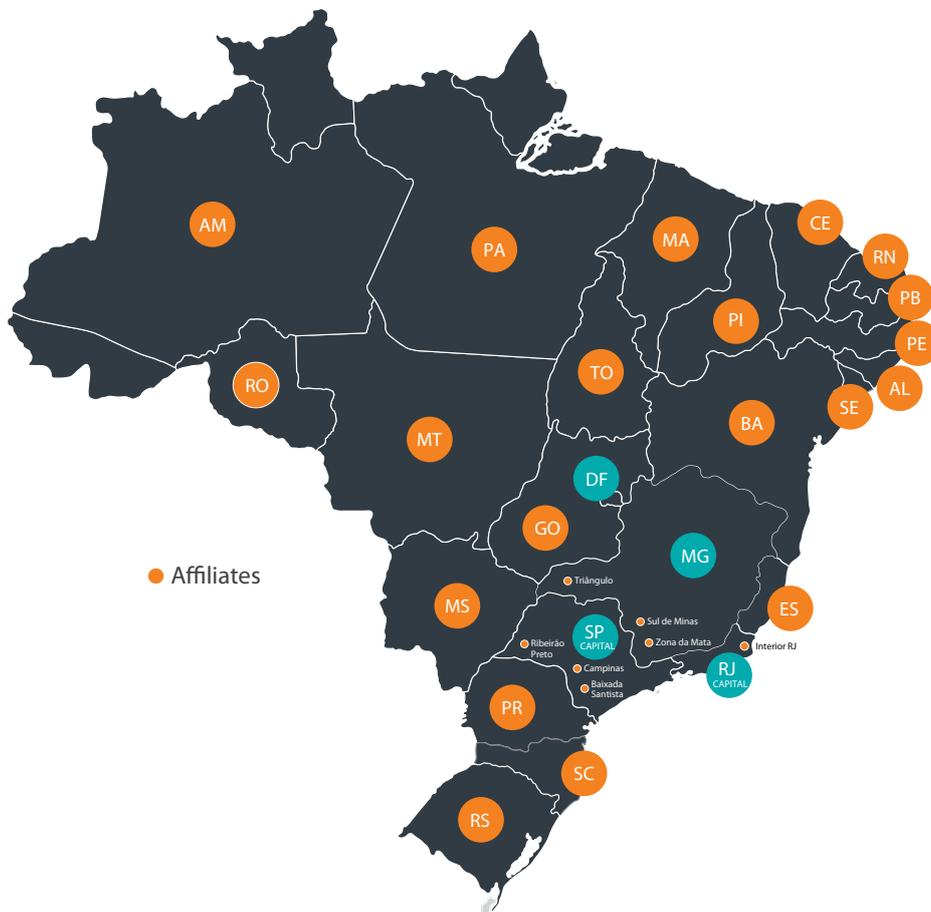
Opening of the Rio de Janeiro Campus



Dom Serafim blesses the Rio de Janeiro Campus

Fundação Dom Cabral is present throughout Brazil through its four campuses and its 23 affiliates. The opening of the Rio de Janeiro Campus was one of the highlights in 2013. It is located in the Leblon district and encompasses an area of 1,280 square meters, within which it offers two 100-seat rooms, breakout rooms, and spaces for meetings and social exchanges. It bears an important focus on the local market, which is FDC's third largest in Brazil. Rio de Janeiro will collaborate even more towards FDC's internationalization due to its strong international reputation.

Domestic Presence



São Paulo Campus

FDC has opened a new floor at the São Paulo Campus, where it now occupies three floors for a total of 2,100 square meters.

International Cooperation

It is strategically important for FDC to set up and consolidate alliances, agreements and cooperation with schools and organizations throughout the world as part of its internationalization process.

FDC develops valuable content for organizations and makes its global expertise available while applying it to the Brazilian business reality. It runs strategic alliances with Insead (France) and with The Kellogg School of Management (USA) as it hosts executive education, study and research programs. Furthermore, it runs cooperation agreements with 14 other schools from 14 countries in all continents.

International Presence



The Enlaces Network

(Escuelas de Negocios de Latino America por el Crecimiento Económico Sostenible)

The first Enlaces network meeting was hosted in Cartagena, Colombia, and it was attended by over 200 participants from all the countries that make up the network, including 50 Brazilian participants.

A workgroup was set up at the time to prepare the first Latin America Innovation Chapter, which will be coordinated by Uniandes, from Colombia. The schools will finance this Chapter's first project, which will be the consolidation of a virtual innovation network and the building of a long-term project that will be presented to potential sponsors and supporters.

Furthermore, the Enlaces network met in Lima, Peru, in July and defined its mission and its vision as well as its 2014-2018 strategic planning axes:

1. Encourage the joint production and dissemination of knowledge that is applicable to management.
2. Design and implement integrated educational solutions for organizations and executives that operate or that are interested in Latin America.
3. Develop strategic alliances with multilateral organs and public, private and third sector organizations that can help the network fulfill its mission.
4. Define and maintain a corporate governance model that is appropriate for the network while attracting new leading Latin American schools to raise the network's representativeness.
5. Ensure the network's sustainability.

The Enlaces network's Operational Committee, which is coordinated by FDC, has unfolded the strategic axes into concrete guidelines and actions and apportioned the tasks among its members.



Brazilians at the Enlaces Network Meeting in Cartagena

The “Plantando Robles” book

The book titled Plantando Carvalhos (Planting Oak Trees) by Professor Emerson de Almeida has been translated and published in Spanish. It was launched in Cartagena, Colombia, during the Enlaces Network meeting.

International Customized Programs

Thirty-five international programs attended by foreign and Brazilian participants were run and delivered both in Brazil and in other countries through partnerships with international schools. One of the highlights of the year was the program hosted for Agência Brasileira de Promoção de Exportações e Investimentos (APEX Brasil) to support Brazilian companies through their internationalization process.

This project was delivered in two important markets, the USA and the United Arab Emirates (Dubai). It was structured from methodology developed by the FDC International Business Center and based on two strategic pillars: internationalization and knowledge generation.

In terms of methodology, it is worth mentioning the way the opening of the “Doing Business in Brazil” Program was run. This program was hosted for the European Aeronautic Defense and Space Co. (EADS) at the São Paulo Campus and it brought together international executives who work for Airbus. Its objective was to show them the diversity that can be found in Brazil.

FDC Specialization Programs abroad

The first group of Brazilian participants from the FDC Postgraduate Program attended classes in Cambridge, England. The program, which was inspired by the Learning Journeys in Brazil program, was designed by the two schools and customized to the participants. This was the first step taken by the Fundação Dom Cabral Specialization program towards internationalization.



FDC Specialization participants in Cambridge

International Open Enrollment Programs

Six International Open Enrollment Programs were hosted and they involved 150 participants, 47 of whom were foreign ones:

- PGA – Advanced Management Program (Insead - France)
- Executive STC – Skills, Tools & Competencies (Kellogg - United States)
- GEP – Strategic People Management (Insead - France)
- APL – High Performance Leadership (Esade - Spain)
- BRICS on BRICS (Modules: Skolkovo - Russia, IIM - India, CKGSB – China, and University of Cape Town – South Africa)
- China CEO Program (CKGSB - China)

We must highlight the Brazil module of the China CEO Program hosted by FDC in São Paulo for the Cheung Kong Graduate School of Business - CKGSB, the school that partners Fundação Dom Cabral in China.

The module was attended by 21 Chinese executives who lead some of the largest public and private companies in China, with annual revenues higher than US\$ 250 million.



China CEO Program participants at the São Paulo Campus

International Events

International events, forums and meetings, both in Brazil and abroad, are fundamentally important to the FDC internationalization process, as they collaborate towards exchanging experiences, building networks and developing an executive's education within the global scenario.

International Public Management Seminar

The International Public Management Seminar was held in partnership with the World Bank in São Paulo last December. It brought together 247 participants who are leaders, public and private managers, and government representatives. The event aimed to debate management innovation in a quest to contribute towards reducing the bureaucratic inefficiency that inhibits competitiveness so much. The meeting discussed examples of changes in education management and focused on the experience of the State of Minas Gerais. As regards health care management, the event focused on the experience of the State of Bahia in public-private partnerships.

The Brazilian experiences were compared to those presented by international lecturers and World Bank executives. From among the lecturers we would like to mention Barbara Burns, Leader in Education in Latin America and the Caribbean and Ray Shostak, former Director of the UK Management Unit and a member of HRH Treasury Council, who presented a lecture on “How can results-oriented public management, together with the private sector, contribute towards improving public services?”

Deborah Wetzal, World Bank Director for Brazil, the Governor of the State of Minas Gerais, Antonio Anastasia, and other government representatives attended the opening of the Seminar.



Some of the authorities present, from left to right: Renata Vilhena, Minas Gerais State Secretary for Planning and Management; Debora Wetzal, World Bank Director for Brazil; Antonio Anastasia, Minas Gerais State Governor; Emerson de Almeida, FDC Founder and the President of its Board Committee; Davi Zaia, State Secretary and São Paulo State Governor's official representative; and FDC Dean Wagner Furtado Veloso

UN Global Compact Leaders Summit New York

Fundação Dom Cabral attended the event in the city of New York (USA) and it was represented by Dean Wagner Furtado Veloso and by Associate Dean for Business Development and Public Relations Ricardo Siqueira Campos. The forum discussed issues such as sustainability projects promoted by corporations around the world.

Fundação Dom Cabral is a member of the management committee of the Brazilian Chapter of the Principles for Responsible Management Education (PRME) – a UN initiative inspired by the principles of the Global Compact that seeks to broaden education by mainstreaming sustainability through all the educational levels in the country. Twenty-one institutions have signed on to the Brazil Chapter.

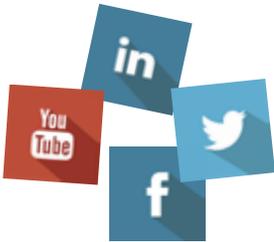
Marketing

The year 2013 saw the launching of the FDC portal, where new visitors accounted for 51% of the accesses registered. Furthermore, the portal mirrors the Institution’s current stage, as it is modern and interactive and enhances FDC’s participation in social networks (see tables).

The FDC marketing area supported 45 events in Brazil and three abroad (two in the United States and one in Colombia).

FDC Portal accesses in 2013

Single visits	450.334
Visitors	854.871
Visualizations	3.159.209
Pages/visits	3,70
Rejection rate	39,10%
Average time on the site (in minutes)	03:18
New visitors	50,98%



Social Networks

Facebook	18.662 followers
Twitter	12.403 followers
Slideshare	4.477 visualizations
Youtube	3.999 visualizations
Linkedin	10.907 followers.

Institutional Image

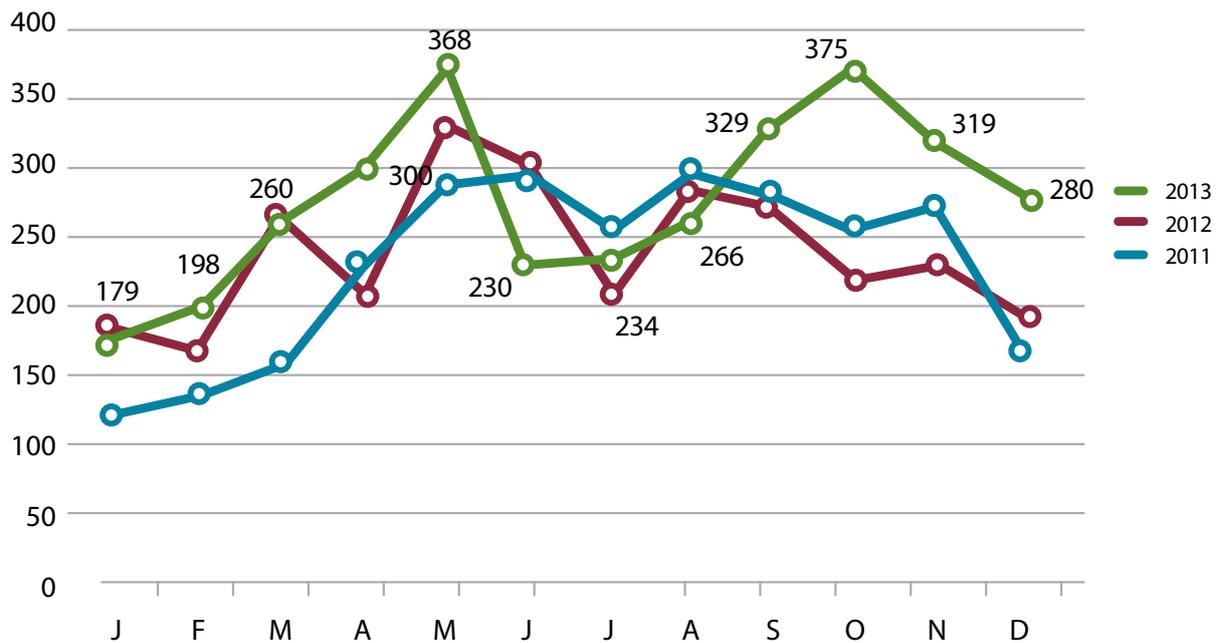
As it seeks to disseminate and consolidate the Fundação Dom Cabral brand, the Office of the Associate Dean for Business Development and Public Relations assesses the Institution’s presence in external events through institutional support that is measured by the number of professors presenting lectures, by the exposure of its logotype on the material produced by the events, and by showing the institutional video, besides its presence in market actions. FDC participated in 92 events in 2013.

FDC hosts about 20 institutional visits each year from individuals and/or groups who represent partner schools, authorities, various institutions, Brazilian and foreign executives. These events comprise a 30-to-60-minute tour through the Aloysio Faria Campus led by a member of senior management who not only shows the facilities but also talks about FDC history.

FDC's presence in the media increased in 2013 when compared to the previous year's. There were 706 requests from the press, that is, 260 more than in 2012. The average rose from 37 to almost 59 requests per month, and it reached an unprecedented peak of 91 requests in September.

- There were 3,466 presentations about Fundação Dom Cabral, which means an increase of 287 presentations when compared to 2012.
- The average numbers of presentations amounted to 278.16 in 2013, which was the highest for the past years.

Below, please find the comparison graph of the presentations published, month by month:



The graph shows that for 8 months of the year the number of presentations related to FDC surpassed the corresponding month in 2012, and for 5 months of the year there were over 300 presentations.

Strategic objective 2:

To be a reference in generating and articulating applicable management knowledge that is attuned to the environment.

“

Knowledge generation, one the pillars at FDC, made strides forward as it placed greater emphasis on themes that impact the results achieved by companies and by society. ”

FDC activities associated to knowledge generation, people, market, products and social development face the strategic challenge of investing in knowledge generation that will impact the results achieved by companies and by society.

The knowledge generation area made strides forward through four premises:

1. Alignment to the Fundação Dom Cabral strategic objectives.
2. Taking advantage of the technical capabilities offered by FDC professors.
3. Knowledge generation that is increasingly aimed at social issues.
4. Knowledge visibility, with FDC present in the media, with the most sought after themes, economic scenarios and infrastructure.

Below, please find the numbers for actions in Knowledge Generation:

	DEC/2013 (Accumulated)
Development Projects (FDC Resources)	26
Development Projects (GENP – New Product Generation)	03
Development Projects (Sponsored)*	11
External Publications**	123
Internal Publications**	28
Support for Conferences**	31

* It does not include sponsorship for Knowledge Centers, Reference and Development Centers

** Accumulated amounts

Collaborators were offered activities that promoted knowledge sharing, as the table below shows:

ACTIVITIES	DEC/2013 (Accumulated)
Pedagogical moments *	03
Discovery Café **	06
FDC Communities ***	02
Knowledge Capitalization Meetings	-
Technical Support for Educational Solutions (Education Center)	86

* Pedagogical moments: 50 participants.

** Discovery Café: 35 participants from Belo Horizonte, São Paulo and Nova Lima.

*** FDC Communities: Public Management and Family Businesses.

Knowledge Centers

There are eight Knowledge Development Centers at FDC. They are multidisciplinary forums to carry out studies and research and to develop content, methodologies, technologies and innovative solutions that involve clients, companies, partners and other teaching and research institutions, both domestically and internationally.

Below, please find the numbers for the Knowledge and Reference Centers in 2013:

Knowledge Centers	08
Reference Centers	06
Development Centers	02
Participating companies (new contracts/renewals)	33
Professors (Knowledge Centers, Reference and Development Centers)*	30/43

* Accumulated amounts

Source: FDC Faculty - Appendix SAR-EQUIS 2012

Innovation and Entrepreneurship Center

The mission of the Innovation and Entrepreneurship Center is to contribute to entrepreneurial activity in Brazil by generating knowledge, tools and technologies. The Center took part in 14 events in 2013 as it shared knowledge in the fields of technological innovation, human behavior, innovation and growth, change innovation, entrepreneurship, cost-cutting innovation, and innovation and productivity.

It has published 64 articles; participated in 21 book chapters and published 18 articles in magazines; produced seven idea workbooks and four research reports, besides the book titled "Environmental Innovation: public policies, technologies and business opportunities".

The Center has also developed content for all program families while coordinating the technical research for the Enlaces network research.

CCR Infrastructure and Logistics Center



The mission of the CCR Infrastructure and Logistics Center is to develop and enhance knowledge regarding business logistics, supply chain and infrastructure. Its objective is to position organizations and the country at better levels of competitiveness.

The research projects it consolidated in 2013 deal with the following themes:

- The Lack of Professionals in Brazil

- Processes, Analytical Indicators and Impacts on Competitive Development
- A study at Brazilian Micro and Small Companies (MSCs) FDC/UFMG
- Trends and Strategies in Logistics and Supply Chain Management (Robert Handfiel, Frank Straube, Hans-Christian Pfohl and Andreas Wieland) and Logistics Costs in Brazil

The Center took part in two important events, Supply Chain and Logistics Brazil Summit 2013, in the city of São Paulo, and Supply Chain Strategic Management Program, in Curitiba.

The Center's participation in the media stood out through 582 reports in different media as it shared knowledge on Infrastructure, Logistics and Supply Chain.

Sustainability Center

The mission of the Sustainability Center is to generate innovative and applicable knowledge for organizations, thus contributing towards a more sustainable world. Its objective is to anticipate the demands put forth by a business reality that is increasingly involved in social and environmental issues.

The Sustainability Center developed 13 projects and research studies, took part in 23 domestic and international events, promoted 11 meetings and stood out very much in the media by producing 101 presentations for TV, radio, the Internet, the printed media, and others. It is in charge of four centers, two knowledge development ones and two reference ones, as shown below:



Sustainability in Construction Development Center



Sustainability in Retailing Development Center



Integrated Social Governance Reference Center



Sustainability in Cities Reference Center

Collaborative Networks and B2B Marketing Center

The Collaborative Networks and B2B Marketing Center published six articles, developed the second stage of the methodology for Value Management in B2B Relations, implemented pilot projects at nine companies, and registered five application cases.

It hosted two events attended by the directors and presidents of companies that deal in B2B markets. There were also two meetings to share practices, which were attended by directors and managers who face the challenge of implementing processes to generate and capture value in relations between companies.

Through its methodologies, the Center supported the following FDC programs:

- Customized: Braskem; Ype; Cooperativa A1 and Cooperativa Comigo
- Open Enrollment: GEM B2B; Agribusiness Management; Health Care Management
- Partnerships: PAEX, PGV B2B – Value Management in B2B Relations Partnership
- Customized Specialization: Grupo Algar
- FDC Institutional Project – Client Management

Leadership Development Center

The Leadership Development Center promotes studies, research and methodologies seeking out innovative ways to develop Leadership by taking into account individual, organizational and society dimensions as a whole. Thus, it involves in-house and guest professors, both local and international ones, as well as experts, executives, managers and other professionals who are involved with and interested in the theme.

It also promotes the generation and dissemination of Leadership knowledge aimed at the sustainable development of society, organizations and people. The Center follows three research streams: “Leadership and Sustainable Development”, “The Development of Leadership Competencies” and “Leadership and Organizational Environment”.

In 2013, it took part in a research project on “The leadership phenomenon as social relation” together with researchers from Pontifícia Universidade Católica de Minas Gerais.

The Center took part in 40 presentations and articles on the radio, TV, printed media (newspapers and magazines) and the Internet.

Strategy and Emerging Economies Center

The Center developed the project named The Global Transformation of Industry (GIT), which focuses on the automobile industry. GIT anticipates trends based on a study about the Brazilian market in 2013, in India in 2012, and in China in 2011. This study led to the preparation of a scenario to develop this industry up to 2030.

This project also set up studies to prepare this scenario for the automobile industry in Russia; it is sponsored by CBMM (Companhia Brasileira de Mineração e Metalurgia).

Another action the Center undertook was the dissemination of the Emerging Economies Report. The Report was one of the foundations for a series of reports presented by Jornal da Globo news-cast (TV Globo) in December 2013.

It is worth highlighting the support offered by the Center to the creation of the Path to Knowledge, within the new logic of the FDC open enrollment program portfolio that was launched last year.

Corporate Governance Center

This Center dedicates itself to studies and research related to Corporate Governance, based on understanding how relevant this theme is to organizations.

It carried out the Compliance Study to identify the impact on countries' economic growth and on business productivity.

The year's highlight was the hosting of the Seminar "The challenge of complying with the new Brazilian Anti-corruption Law", an event that aimed to debate the new Anti-corruption Law with businesspeople and entrepreneurs. One hundred and fifty companies attended the Seminar.

The Family Business Corporate Governance Development Center worked throughout 2013 to identify the essential elements of corporate governance, and from among practices of excellence, which ones are actually relevant to family businesses.

International Business Center

The Center wrapped up the research named FDC Ranking of Brazilian Multinationals and presented the results at an event through a press conference in São Paulo.

It carried out technical coordination for the international event of the "Inter-Com United States Program" in partnership with Agência Brasileira de Promoção de Exportações e Investimentos – ApexBrasil – in the beginning of August. Forty-four participants from 32 Brazilian companies attended this Program in the United States. In Dubai, the Program was partnered by Hult International Business School and 18 participants from 12 companies attended it. The Center has published five articles.

Walther Moreira Salles Library

The Walther Moreira Salles Library is located at the Aloysio Faria Campus and celebrated its 10th anniversary in 2013. It offered over 50 thousand titles on knowledge management by the end of last year.



Walther Moreira Salles Library team celebrating the library's 10th anniversary

It also offers a database with over 2.7 million academic publications from the most diverse universities in the country and it constantly invests in the purchase of books, CDs and DVDs.

The Walther Moreira Salles Library made 110,352 local and distance assists. It loaned 2,321 titles. The Library at the Belo Horizonte Campus made 1,489 loans and the São Paulo Campus 32, for a total number of 3,842 titles loaned.

The Library also makes seven databases available to all audiences: Economatica; Ebsco: Discovery Service and Business Source Complete; ProQuest; OECD; Emerald and NewspaperDirect.

DOM magazine

Dom magazine, which is published by FDC, contributes towards enhancing practices in the field of management by being based on real-life experiences that lead to reflections and rethinking of the activity itself at companies.

Dom is published three times a year and its analytical stance develops themes that are highly relevant to corporate life.

Its 10,000 copies are distributed to subscribers and to the FDC selective and qualified mailing list that is made up mainly by professionals and executives at the strategic level at companies.



Strategic objective 3:

An organizational context that is appropriate to the organization's development.

“

Valuing people is one of the principles FDC uses to align its actions to good human resources management. ”

At FDC, valuing and developing its collaborators are essential issues in the process to enhance and grow the Institution. Thus, people management is undertaken as a continuous transition process towards present and future challenges.

Collaborators

There are 363 collaborators working for FDC, 290 of whom work at the Aloysio Faria Campus. This number comprises 248 executive coordinators, helpers, assistants, analysts and supervisors, while 74 are managers, project directors, program directors and associate deans.

Collaborators by gender

GENDER	ADMINISTRATIVE STAFF		TECHNICAL STAFF		TOTAL	
Women	166	70%	70	55%	236	65%
Men	70	30%	57	45%	127	35%
Total	236	100%	127	100%	363	100%

Collaborators' level of schooling

EDUCATIONAL LEVEL	ADMINISTRATIVE STAFF		TECHNICAL STAFF		TOTAL	
Fifth year of basic schooling	1	0%	0%	0%	1	0,3%
Full basic schooling	4	2%	0%	0%	4	1,1%
Full high school	59	25%	0%	0%	59	16,3%
Full college degree	127	54%	14	11%	141	38,8%
Full Post-Graduate	43	18%	39	31%	82	22,6%
Full Master's degree	2	1%	55	43%	57	15,7%
Full Doctorate		0%	17	13%	17	4,7%
Full Post-Doctorate		0%	2	2%	2	0,6%
TOTAL	236	100%	127	100%	363	100,0%

Collaborators by age group

AGE GROUP	ADMINISTRATIVE STAFF		TECHNICAL STAFF		TOTAL	
Up to 25 years old	23	10%	0	0%	23	6%
From 26 to 35 years old	112	47%	20	16%	132	36%
From 36 to 45 years old	55	23%	37	29%	92	25%
From 46 to 55 years old	33	14%	39	31%	72	20%
Over 55 years old	13	6%	31	24%	44	12%
Total	236	100%	127	100%	363	100%

Collaborators by Area

AREA	AVERAGE AGE
Administrative Staff	36,4
Technical Staff	47,6
AVERAGE	40,3

Registered collaborators by seniority

SENIORITY	TOTAL COLLABORATORS	%
Up to 2 years	143	39
From 3 to 5 years	80	22
From 6 to 10 years	69	19
From 11 to 15 years	32	9
From 16 to 20 years	19	5
From 21 to 25 years	8	2
From 26 to 30 years	7	2
Over 31 years	5	1
TOTAL	363	100

Professors working in 2013

CATEGORIES OF PROFESSORS	NUMBERS
Professors	41
Adjunct Professors	141
Guest Professors	292
Visiting Professors (foreigners)	15
Managers / Professors	
Total number of professors	508

DEGREES OF THE PROFESSORS	NUMBERS
Post-Doctorate	28
Doctorate	123
Master's	289

People with special needs and inclusion

FDC, as it is guided by the principle of valuing people, believes that each one can contribute in different ways and that no human being who is able to work should be excluded from professional activities. Eight special needs collaborators remained at Fundação Dom Cabral in 2013, and they work for the Technical and the Administrative Staff.

Quality of life

The Institution operates a Benefits Plan that contributes towards its collaborators' safety, convenience and ease of access to health care and educational services, while also carrying out social and financial actions.

The Fundação Dom Cabral Association of Employees and Service Providers (APASS) encourages the development and education of FDC collaborators and their dependents through refunds:



In 2013, R\$665,570.80 were invested in education ranging from grade school to high school, and R\$246,106.57 were invested in college preparatory exams, undergraduate and graduate courses. In all, 126 collaborators benefited from this scheme.



Investments made in English and Spanish language courses amounted to R\$219,086.96 and benefited 90 collaborators.



The amount of R\$59,829.42 was invested in school material and 32 collaborators benefited from it.



In 2010, FDC sought to bring greater peace of mind to collaborators and their families by creating the Nursery Assistance program, and R\$96,296.08 were invested in it in 2013.

The following investments were made as regards health care and quality of life for collaborators and their dependents:



The amount of R\$789,755.19 was invested in refunds for medical appointments, medication, therapies and treatment that benefitted 223 collaborators.



Eighty collaborators benefitted from incentives to practice physical activities, for an investment amounting to R\$83,970.66.



Seventy-six collaborators benefitted from refunds for dental work, for an investment amounting to R\$431,302.80.

Total amount of benefits distributed in 2013 (in R\$)

Health care (including health care insurance)	4.425.401,41
Education	1.190.593,75
Group Life Insurance	600.672,66
Sick Leave Complement	27.548,82
Nursery Assistance	96.296,08
Social Benefits	130.294,38
Personal Injury	2.566,36
Private Retirement Plan (the FDC share)	2.032.086,90
Fuel Allowance	765.086,15
TOTAL	9.270.546,51

Other initiatives

Eighth Health Care Week

It was hosted for four days at the Aloysio Faria, Belo Horizonte and São Paulo campuses in May 2013 and attended by 1,171 people.

Preparing for the Baby's Arrival

This Program has benefitted about 60 women since it was created in 2008.

Awareness-raising campaigns

Pink Day, for Breast Cancer prevention; Blue November, for Prostate Cancer prevention; Diabetes Prevention; Fight against Dengue; Lactose Intolerance; Osteoporosis Prevention.

Health Care Forum

Nutritional Assistance	187 collaborators	R\$16.800,00
Health care and work safety assistance (hiring, periodic and exit exams)	354 collaborators	R\$73.354,00
Clinical assistance	252 collaborators	R\$27.116,33
TOTAL INVESTMENT MADE		R\$117.270,33

CIPA

A new Internal Commission for Accident Prevention (CIPA) was set up in 2013. The Fire Brigade was created with 65 members trained to act in emergencies and when a fire breaks out. A successful fire simulation was carried out at the Aloysio Faria Campus in September, when all buildings were evacuated.

Internal Engagement

PDI

The Individual Development Plan (PDI) was disseminated among FDC collaborators and involved 29 managers (60% of the total) in training sessions to play the role of PDI facilitators.

GIP

ONinety-three per cent of the collaborators joined the Integrated Management of Performance (GIP) program in 2013. Such percentage shows the consolidation of this management tool.

Listening

The practice of carrying out in-house listening with the Dean's Office as a way to assess the organizational context permanently and to allow broad conversations regarding people, the Institution, and the work environment and climate remains. There were five meetings with 155 collaborators, counting professors, managers, supervisors and members of the administrative staff.



Listening meeting between Dean's Office Members and the FDC Technical Staff

Individual Assistance

The year saw 101 collaborators being assisted through individual conversations, conflict mediation, coaching, advising/orientation and exit interviews.

Internal Covenant

The FDC Internal Covenant was updated and disseminate to 229 collaborators, interns and scholarship holders.



Collaborators at the launching of the new Internal Covenant

Events

The Technical Staff held two meetings encompassing an audience of 211 participating collaborators and regional representatives. The first meeting dealt with the theme Social Interaction, and the second one – called CDCG day – aimed at building thematic guidelines to develop knowledge.

CDCG Day is the unfolding of the workshop called Partnership to Generate and Manage Knowledge that was hosted in Ouro Preto in January 2013.

Support for development

Over R\$4.5 million were invested in people development actions and 261 collaborators attended in-house development programs.

Efforts were directed towards actions that would cause immediate impact on FDC operations, such as: Workshop to Build Skills to Guide Application Projects in Open Enrollment Programs; Integrated FDC Solutions Workshop, which worked with the FDC portfolio in offers that are part of Open Enrollment Programs with customized educational solutions; the Bidding Program; Receptionist training, named “The Art of welcoming: how to enchant FDC clients, suppliers and collaborators”; Integrated Client Relationship Development Program, which was aimed at CRC – Client Relationship Center collaborators to enhance their consulting services; Development course for the Administration, Finance and Technology team; Mainstreaming Education at FDC – Sustainability Cycle; Basic Program to Develop the Technical Staff, which was attended by regional representatives; and also the Basic Program to Develop the Team of Regional Representatives.

Besides the in-house actions and customized programs mentioned above, FDC supported the development of 88 collaborators and representatives, 26 of them in academic programs (Doctorate, Master’s, MBA, Specialization, Updating and isolated disciplines), and 62 in FDC Open Enrollment Programs; 12 of these collaborators attended International Open Enrollment Programs.

Technological Development

The technological partnership with Microsoft was another highlight among the improvement actions undertaken in 2013. FDC was recognized and ranked as a strategic partner by Microsoft in the United States.

This partnership allowed Fundação Dom Cabral to enjoy almost unlimited capacity in terms of surfing speed and technology, as the Institution's environment migrated to the Microsoft cloud. The system enhanced connectivity among the campuses and with clients and suppliers. This led to economies to the tune of R\$98,000.00 a year in software and server licensing fees.

Internal Communication

Several relationship activities were carried out with the internal audience to strengthen institutional values, promote closer contact with this audience and allow strategic guidelines to be unfolded.

Coffee and Sweets, which celebrates people's birthdays every month, honored 200 participants from all campuses. The Family Lunch initiative hosted the families of five collaborators at the Aloysio Faria Campus.

The highlight in Communication was the significant rise in readership experienced by FDC in the News, a weekly electronic newsletter that was accessed 14,431 times in 2013 when compared to 9,382 times in 2012, a 53% growth.

The A Child's World at FDC event was another one that deserves to be highlighted due to its record-breaking participation. There were about 180 children present at the Aloysio Faria Campus, 41 of them the children of collaborators and 139 from municipal schools Dom Orione, Benfica and Padre Candinho, which are supported by FDC in Jaboticatubas County.

The End of the Year Party innovated with the theme "Together through Brazil in the World's Path" and celebrated the Institution's presence in the country through its regional representatives and in the world through its international alliances.

Over 600 collaborators, representatives and their guests were present at the gathering.

Two bazaars were held in 2013: the 11th Mother's Day Bazaar, with 14 stands, and the 12th Christmas Bazaar, with 20 stands. Both are FDC initiatives that encourage the participation of both collaborators and the surrounding community. The two events handed 10% of total revenues over to the social projects FDC supports.

Besides the events, 28 campaigns were run for the internal audience.



A Child's World event at FDC in 2013

Sustainability and Social Inclusion

Five years ago Fundação Dom Cabral created the Sustainability and Social Inclusion Committee to promote synergy and to integrate the Institution's different areas to carry out strategic actions through sustainability while also acting as the thread of each initiative.

The make up of the Committee was restructured last year based on the Institution's corporate governance, and all its directors became members of the group.

Four meetings were held to follow up on the 37 projects proposed by the Work Groups that make up the Committee, and they mobilized 145 collaborators.

The Committee met eight times to develop the FDC Sustainability Strategic Plan. We would like to highlight the launch of the DOM magazine "Responsible Management" section.

Social Innovation – Opportunity for All

Fundação Dom Cabral social projects are developed within the Social Innovation / Opportunity for All Work Group of the Sustainability and Social Inclusion Committee.

About 20 social projects were carried out to benefit three thousand people directly in the communities where they are present.

Opportunities Garden

Fundação Dom Cabral is present in the Jardim Canadá district, in Nova Lima (MG), where it develops five initiatives that are supported by its local partners. The district's socio-demographic and educational diagnostics that lays the foundation of FDC's initiatives in the region and guides them has been updated.

Program to Develop Companies and Social Organizations – PDEOS

PDEOS, which promotes responsible management to Jardim Canadá business and community leaders, held over 200 monitoring sessions with the participating companies and social organizations, for a total of 786 hours.

Seventy partnerships were set up between participants, in three categories – financial resources, various resources, and networking.

We must highlight the R\$60 thousand/year partnership between the company named Teknofink and social organization Casa de Mãe to cover the costs of various expenses.

Over 18,000 people from Jardim Canadá benefit from the activities carried out by the NGOs involved.



PDEOS wrap-up meeting at the Aloysio Faria Campus

Jardim Canadá and its Region's Observatory

This project is a new partnership between FDC and Associação dos Condomínios Horizontais (ACH). It seeks to generate knowledge about Jardim Canadá and its region and so contribute to social dialogue and sustainable development, thus creating a collaboration network to follow up on local issues.

The 1st Forum on Mobility at Jardim Canadá and its region was hosted at the Aloysio Faria Campus last June and about 50 participants attended it, representing three sectors: public, private and the third sector. We should highlight the contribution made by the studies and debates generated to make changes to the BR040 Plaza Toll in Itabirito (MG).

Professional Skills-Building Center

This project aims to make it easier to carry out the professional insertion or reinsertion of young people and adults into the labor market as well as to contribute to greater qualified labor offer/demand by offering professional skills building.

Two courses were offered: Motorcycle Mechanics, which was attended by 21 participants, with eight of them having entered the labor market; and a Gardening course with 14 participants, 50% being now employed in that region.

Job Opportunities Counter

This project seeks to generate labor and income opportunities at Jardim Canadá. It has contributed to formalize 20 jobs employing local labor and it has registered over 200 professionals in its database.

The Profession's Forum was held in partnership with the Professional Skills-Building Center and it was attended by over 100 students from Escola Estadual Maria Josefina Sales Wardi.

Support for the Social Value Program

Fundação Dom Cabral supported the Qualification Course for Young People in the Field of Conservation, which is run by the Instituto Cultural Flávio Gutierrez Social Value Program, by donating over 50 hours involving six of its professors. The group was made up by young people from Nova Lima, which includes Jardim Canadá, and from Belo Horizonte.

Social Innovation Roots Project

The Roots Project ran its third group, which was attended by 15 young adolescents who work for the FDC program in partnership with Associação Profissionalizante do Menor – ASSPROM, and by five students from Escola Estadual Maria Josefina Sales Wardi, located in the Jardim Canadá district in Nova Lima (MG).

The Sustainable Roots module saw an integration of social initiatives when the 25 Social Value Program participants joined the group.

We must highlight the hosting of the Sustainability Game, which is an interactive activity developed exclusively for the Roots Project.



Roots Project graduation ceremony attended by the FDC team



At the Sustainable Roots stage, young people used art to express what it means to be sustainable and responsible

Dignity Program – Ventures to reduce social inequalities

The Dignity Program is an educational solution created by FDC that focuses on developing and building the management skills of entrepreneurs who offer innovative ideas or projects to reduce social inequality in Brazil. It has just wrapped up its first group of 15 social entrepreneurs, and over 10 thousand people benefit directly by this group's Social Ventures.

The Program's second group was launched last July and it is being attended by 20 entrepreneurs selected from the over 230 ones who put their names down for it from all over Brazil.

In partnership with Folha de São Paulo newspaper, Fundação Dom Cabral offered a full scholarship (including transportation, meals and accommodation costs) to the winner of the Folha Future Entrepreneur Award. ASID – Ação Social para a Igualdade das Diferenças – from Curitiba (PR) was the winning institution.



Dignity Program Group 2 inaugural class at the Aloysio Faria Campus (MG)

Robotics and Sustainability Meeting

This initiative was run through a partnership with Liber Robótica, a social venture that attended the first group of the Fundação Dom Cabral Dignity Program.

Some 60 basic-level schooling students from the state-run schools Maria Josefina Sales Wardi (Jardim Canadá – Nova Lima), Cardeal Arco Verde (Jaboticatubas), Leônidas Marques Afonso (Jaboticatubas) and from Fundação Torino (Belo Horizonte) attended the workshops that dealt with robotics and sustainability from the perspective of entrepreneurship and innovation.

The Inhoré Cultural Institute – Geraldino José de Almeida Ecological Park

Fundação Dom Cabral has maintained its support for the Inhoré Cultural Institute, whose mission is to drive the social, cultural and economic development of Jaboticatubas and its surroundings. The Institute is guided by the concept of sustainability and based on local values and experiences.

The 1st Inhoré Institute Cultural Meeting was held in July. Over 300 people attended the activities that were offered, which included cultural presentations by students from local municipal schools – Dom Orione, Benfica Moreira Marques and Padre Candinho, and a photography exhibit named Paisagens Mineiras (Local Landscapes).

In partnership with Fundação Dom Cabral, the History Office began to carry out socio demographic diagnostics to learn about the Capão Grosso district, where Inhoré Cultural Institute is headquartered, and so lay the foundation for its activities.



The Capão Grosso community at Instituto Inhoré's 1st Cultural Meeting, with Professor Emerson de Almeida present

Brasileirinho Project

The Project's scope was widened for 2013 and involved three municipal schools from Jaboticatubas – E.M. Dom Orione, Brasileirinho - Capão Grosso; E.M. Benfica Moreira Marques, Brasileirinho – Serra; and E.M. Padre Candinho – Brasileirinho Cipó.

There were seven pedagogic meetings with over 50 hours of activities to contribute towards improving local learning results and its Basic Educational Index – IDEB. Over 150 students and their families benefit from the Brasileirinho Project.

Scholarship Grants

Six new scholarship grants were offered for the FDC Specialization in Management Program at the Belo Horizonte Campus. Grantees were selected from the social projects developed by FDC and participants from the Partnership with Social Organizations – POS stood out for having received four grants.

Two scholarship grants were also offered for the Leading Tomorrow Program hosted at the São Paulo Campus. Investments made in scholarship grants amounted to R\$170 thousand.

FDC also supports underserved students from Fundação José Fernandes de Araújo by offering scholarship grants.

The 10,000 Women Program

The partnership between Fundação Dom Cabral and the Goldman Sachs Institute/Bank to run the 10,000 Women Program ended in December after having achieved its goal: to build the skills of 800 women entrepreneurs from 84 counties in Minas Gerais and Rio de Janeiro.

The three last groups from Minas Gerais graduated at the Aloysio Faria Campus in November, when about 200 family members and former participants were present at the event. The Rio de Janeiro Campus groups ended the program with 96 graduates in December.

For the five years the Program was hosted, the entrepreneurs FDC developed generated total revenues amounting to R\$315.7 million/year, 8,916 direct jobs and a payroll amounting to R\$87.8 million. The Program offered direct benefits to 2,643 family members who accompanied the growth of the ventures.



The 10,000 Women Program graduation ceremonies at the Aloysio Faria Campus

New initiatives in the quest for sustainability

Last April witnessed the launch of the Corporate Volunteers Program, an initiative coordinated by the Volunteers Work Group. It aims to offer collaborators the chance to make a difference to society while practicing individual social responsibility.

The Program aims to hold activities that focus on management and education.

We should highlight the class on Finance for 12 Jardim Canadá social organizations and the mobilization of 40 volunteers for the “A Child’s World at FDC” event, which welcomed about 180 children to the Aloysio Faria Campus. Ninety-six volunteers took part in the activities offered through the year.



Dom Serafim Fernandes de Araújo, Emerson de Almeida and Wagner Furtado Veloso with the children and the volunteers at the “A Child’s World at FDC” event.

The Development and Administration Work Groups acted together to follow up on and control contracts with suppliers to make sure they comply with ongoing labor and social laws. All service provider contracts have been reviewed and clauses inspired by the Global Compact have been incorporated into them.

The highlight as regards the Market Work Group falls on the development of the Sustainable/ Sustainability Competitiveness Diagnostics, a tool to assess sustainability practices within FDC Customized Programs. It has been tested through three pilot projects. When it is applied, this tool makes it possible to carry out a segmented assessment of the four sustainability pillars: social, environmental, cultural and economic. By analyzing the data gathered, the Program manages to reach three levels of results that indicate how well the practices adhere to the pillars.

Awards FDC offers in partnership with communication media

The Good Example Award

The Good Example Award was created by TV Globo Minas, Fundação Dom Cabral, the State of Minas Gerais Federation of Industries (Fiemg) and O Tempo newspaper, and it was offered to nine categories within Greater Belo Horizonte last year. The Good Example Award was also hosted in

the cities of Curitiba, Londrina and Maringá last year through an initiative undertaken by Fundação Dom Cabral and by its Representative in the State of Paraná, J. Valério, in partnership with RPCTV, the local TV Globo affiliated station.

The award recognizes people and initiatives that have contributed to build a more human and civil society while also rewarding people or institutions that have stood out in the fields of science, culture, economics and development, education, sports, innovation and the environment. A special honor is awarded to the Personality of the Year.



The jury of the Good Example Award meets at the Aloysio Faria Campus.

The José Costa Award

In partnership with Diário do Comércio newspaper, FDC hosted the fourth event of the José Costa Award last October, when it presented the theme “Innovate to change”. This theme seeks to mobilize and raise the awareness of both companies and executives to think sustainably as they build a new business model by promoting discussion that will value the common good, business sustainability and social change.

Eleven companies received awards in the following categories: agribusiness, commerce, industry, infrastructure, ventures led by women, new ventures, public initiatives, technology, university/company partnership, and personality of the year.

Memory Center

The Memory Center was launched in August. It is a forum to preserve the history of Fundação Dom Cabral and to allow its collaborators and visitors access to textual, photographic and audiovisual registers. It is a virtual forum that will store permanent documents, that is, those that are considered historical ones. About 545 registers of photographs, 750 of text documents and 280 of audiovisual documents were catalogued last year.

Strategic objective 4:

To generate Economic-Financial Results that will guarantee the institution's sustainable development

“

Fundação Dom Cabral's economic-financial results were hit mainly by uncertainties in the international economic scenario and by rising costs in Brazil. ”

From a financial standpoint, operational revenues grew by 11% for 2013 when compared to the previous year. The PAEX partnership and Learning Journeys in Brazil, a new MBA program, were the highlights of the year, the former mainly due to the rise in the number of groups hosted with representatives, while the latter represented 11% of the total revenues accrued from this family.

The behavior of these revenues was not uniform due to the variation that exists among the various Program families. FDC achieved a surplus of R\$7.2 million for fiscal year 2013, which represents 39.7% of what was expected.

The numbers achieved in 2013 show that the lower surplus variation by R\$10.9 million can be explained mainly through lower Operating Margin (by R\$7.8 million) generation; lower Financial Income (by R\$3 million) generation; lower funding resources (R\$4.3 million); and savings made in Administrative and Support Expenses (R\$3.5 million).

When compared to the amount budgeted, FDC achieved 97% of forecast revenues, which means operating revenues to the amount of R\$196 million, against R\$201 million that had been initially forecast.

Regional representatives' share of FDC revenues was a relevant one. In 2013, revenues from representatives reached 40%, compared to 33% in 2012 and 26% in 2011. Currently, 100% of the Brazilian territory is serviced by FDC either directly or through its local representatives.

Financial income

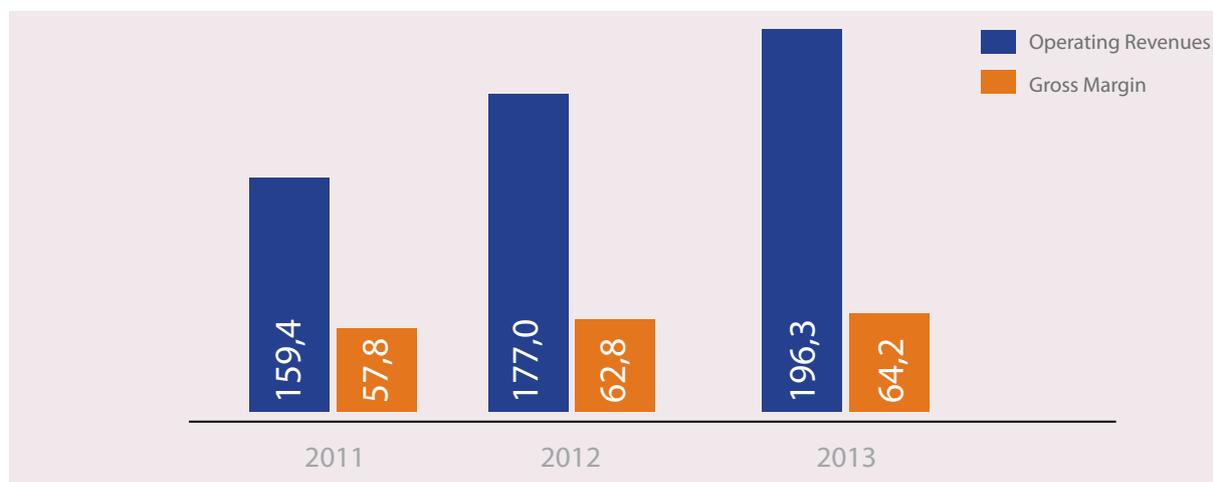
Due to the impact of the expressive reduction in the Central Bank's Selic Rate through 2012 and its remaining stable through the first quarter of 2013, FDC's financial income fell by about R\$3 million in relation to the year's forecast. Fundação Dom Cabral takes an orthodox position as regards its financial investments and only invests through the most reputable financial institutions.

Tax immunity

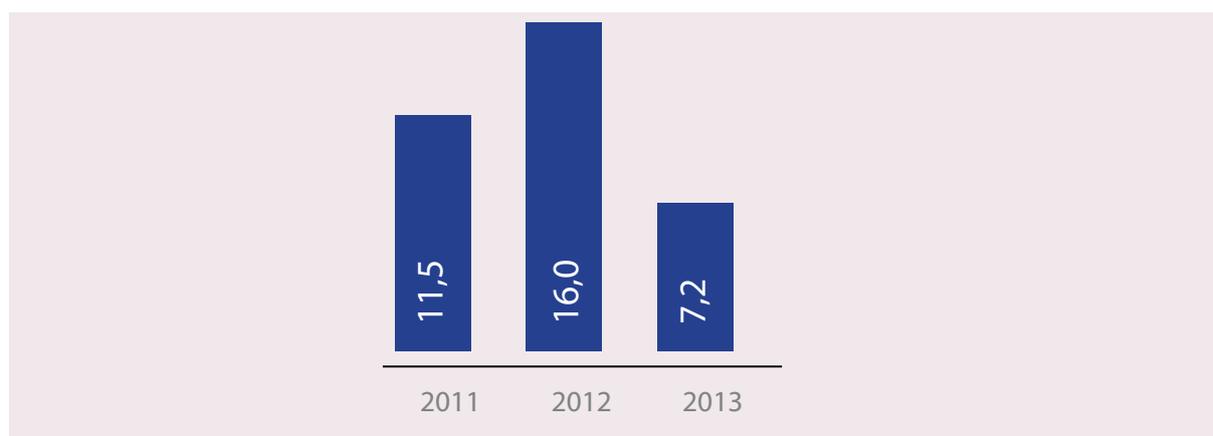
In 2013, FDC won in Federal Court, on final appeal, the lawsuit that recognizes its right not to pay the Cofins tax. The Institution has also received, on second appeal and unanimously, fiscal immunity related to income tax.

Performance indicators

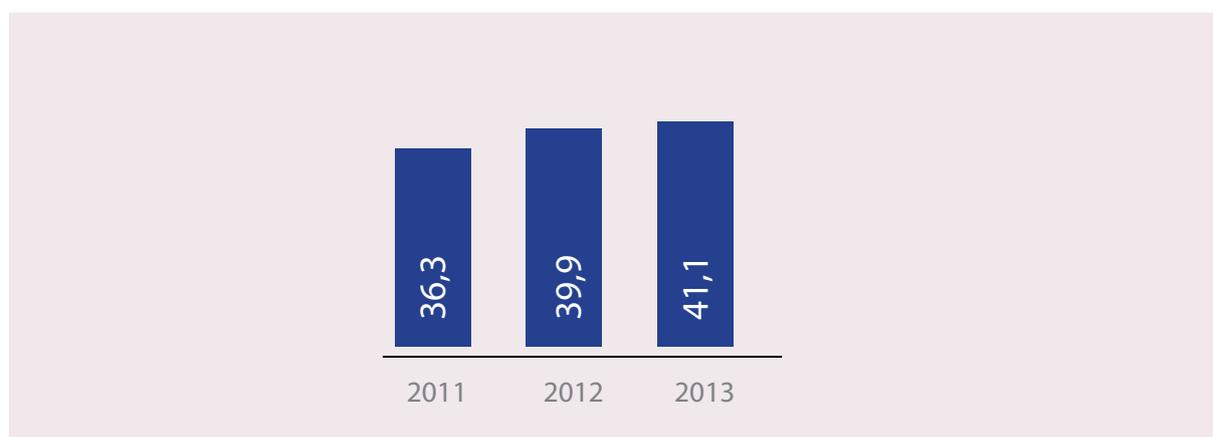
Operating Revenues and Gross Margin (R\$ million)



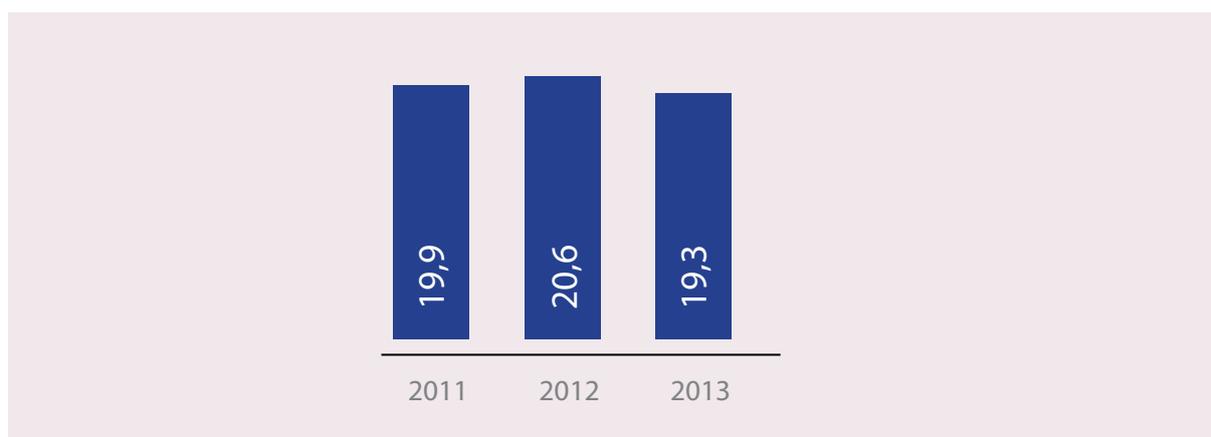
Net Income (surplus) (R\$ million)



Administrative Expenses



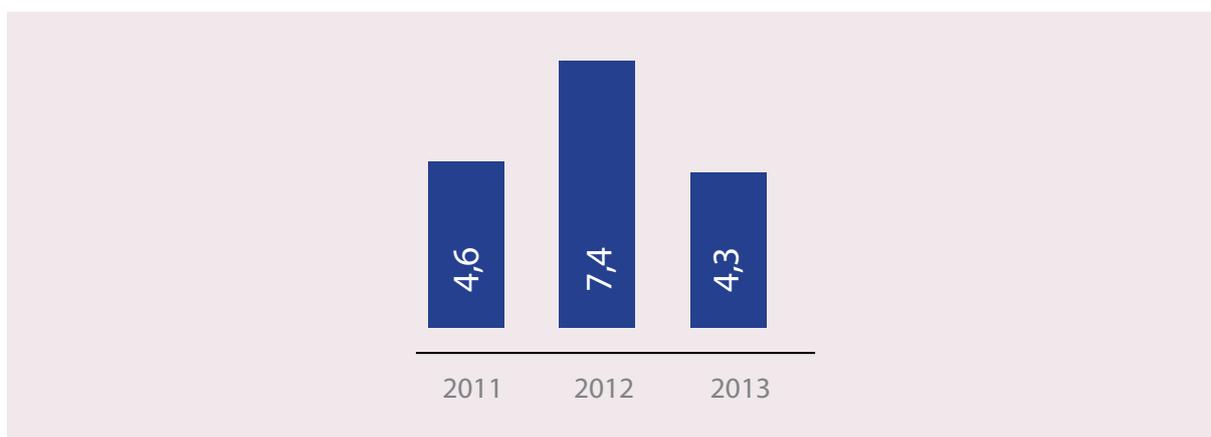
Investment in Development (R\$ million)



Funding (R\$ million)

Funding innovated through sources involving exchanges and sponsorship for events hosted by FDC. The new sources arose from strategic orientation from the funding area.

Funding for 2013 amounted to R\$4,271,798.05. A further R\$1,153,000.00 came in through sponsorship for FDC events (The annual PAEX meeting, The annual PDA meeting, International Conference, Public Management Conference). The amount of R\$8.8 had been budgeted for the year.



Strategic objective 5:

To Consolidate Market Position

“

FDC works through its programs to consolidate its profile as a Brazilian institution at international level as regards standards and actions.

”

FDC works to consolidate its market position through Educational Solutions distributed into four broad families: Open Enrollment Programs, Postgraduate Courses, Customized Programs and Business Partnerships.

In 2013, FDC offered educational solutions to 1,966 companies for a total number of 33,278 participants.

FDC offered:

- Customized Programs
- Postgraduate Courses (Specialization, MBA, Post-MBA and Master's)
- Business Partnerships
- Open Enrollment Programs

Below, please find the number of participants for each program family:

PROGRAM FAMILY	NUMBER OF PARTICIPANTS
Open Enrollment	1.604
Customized	22.105
Postgraduate	1.982
Business Partnerships	7.587
TOTAL	33.278

Customized Programs

Customized Programs consist of educational solutions built according to the needs of organizations. They are based on a process to identify our clients' needs and demands.

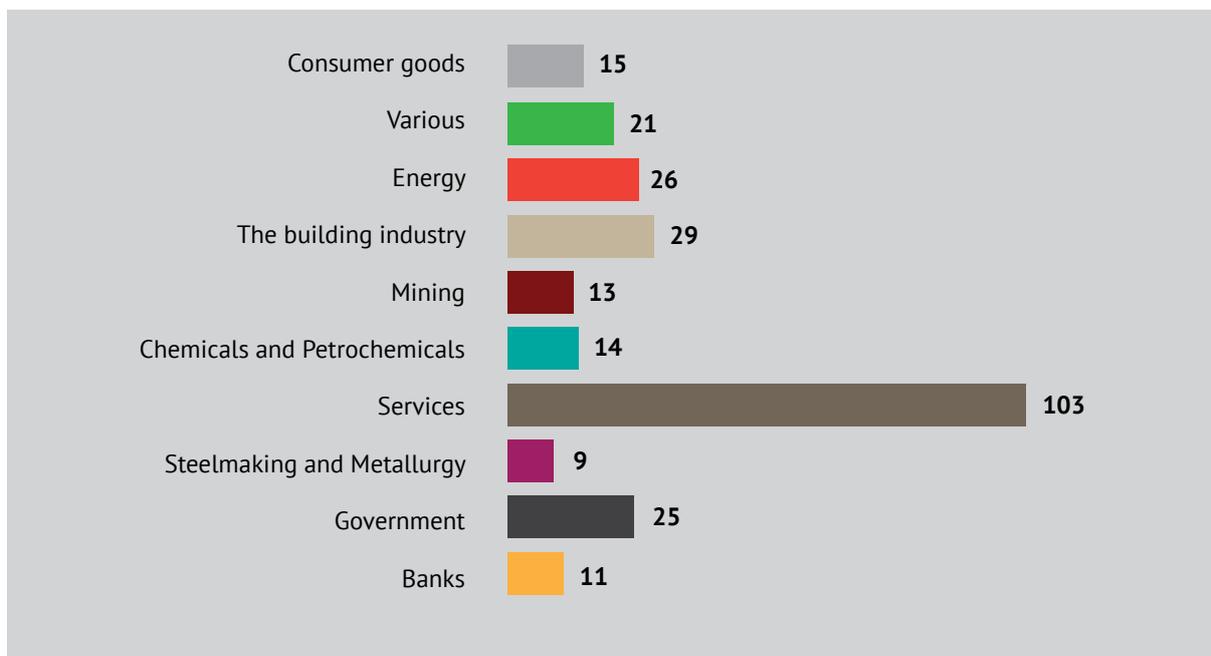
The year was remarkable for the consolidation of regional areas, as per the framework of project distribution – São Paulo, Minas-Rio-Brasília (MRB) and the rest of the country.

FDC hosted 394 Customized Programs for 284 clients, 67 of them participating for the first time. Overall, these programs attracted over 22 thousand participants.

Below, please find the full numbers:

PROGRAM HOSTED	394	NEW CLIENTS	67
CLIENTS	284	PARTICIPANTS	22.105

The graph below shows the 10 main industries that were represented in Customized Programs and the respective numbers for 2013.



Customized Programs brought in revenues to the total amount of R\$57,971.00 in 2013. The amount that had been budgeted stood at R\$68,000.00, which means it achieved 8% of its goal for the year.

Highlighted programs hosted by Representatives

We must highlight the rise in the number of affiliates working in Vale do Paraíba, in São Paulo, and in four more new States: Pará, Mato Grosso do Sul, Rondônia and Tocantins.

Such growth consolidates FDC's presence around Brazil. The income from affiliates through Customized Programs amounted to over R\$11 million. The following programs stood out:

Strategic Leadership Development Program – SICREDI (Cooperative Credit System)

This Program brought together 80 SICREDI managers, counting superintendents and directors. It offered international professors and was praised by participants.



Participants of the SICREDI Strategic Leadership Development Program in Porto Alegre

Management Development Program

It was hosted in Maceió and attended by 80 public managers from the State of Alagoas who came from different secretaries and encompassed superintendents and managers. The program stemmed from an initiative undertaken by the Sustainable Brazil Environmental Institute (IAB) and supported by the Spanish Agency for International Cooperation for Development.



Adjunct Professor Mércio Rosa in the Manager Development Program module in Alagoas

Results-oriented Program – Fortaleza City Hall

This Program was hosted in Fortaleza (CE) and its objective was to support City Hall managers regarding developing the Governing Plan for 2013-2016 and the Administrative Reform, and structuring the Shared Services Center (CSC) at City Hall. It was a long program that demanded a large number of hours and great dedication from professors who are experienced at dealing with the public sector, and it leveraged FDC's presence in the public sector in the Northeast.

Business Partnerships

FDC works with a pioneering educational model named business partnerships as it seeks a practice that is translated as “joint building”. The Institution works to induce an enhancement and skills-building process for companies from several industries that seek to grow and improve their results.

As a whole, the keywords for the partnerships were integration and operating efficiency.

Below, please find the table displaying all FDC partnerships:

PARTNERSHIP	GROUPS	COMPANIES	EVENTS	PARTICIPANTS
PGV	1	6	43	148
RDI	1	1	12	42
PCSS	1	16	69	64
PDA	26	142	164	705
POS	1	38	57	380
PAEX	81	568	852	6248
TOTAL	111	771(*)	1197	7587

(*) Observation: Fourteen other companies were involved in more than one partnership or group, which brings the total to 757.

Partners for Excellence – PAEX Network

There were 568 companies associated to PAEX at the end of the year. There was an important stride forward as regards registering methodologies with all the procedures inside companies. Thus, when professors or experts arrive at a company they have at hand a manual of experiences they can follow.

Another mechanism that FDC adopted in 2013 was that of interviewing company presidents as an improvement action to enhance PAEX and increase its efficiency to clients.

The 16th Annual PAEX Network Meeting

Last October, the Aloysio Faria Campus hosted the 16th Annual PAEX Network Meeting that received a record attendance of 630 participants, some of whom came from Portugal, Colombia, the United States, Mexico, France and Ireland.

The meeting lasted for three days and its theme was “Competitiveness and Productivity: strategic challenges facing the future of organizations”. The program was built based on four pillars: Competitiveness Challenges, Political and Economic Scenarios in Brazil, Productivity, and Business Model Innovation.

The PAEX annual meeting brought about innovations:

- An application was written for IOS (the Apple mobile operational system) through which participants could access all the information available about the meeting through their smart phones and tablets.
- The event was broadcast on the FDC page on Facebook and on Twitter.

Partnership with Social Organizations – POS

POS has shown itself to be going through a growth process and by the end of the year it encompassed 38 social organizations from several States. It is a project that offers management tools to third-sector organizations such as NGOs, Civil Society Organizations in the Public Interest (OS-CIPs), community associations, philanthropic hospitals, etc.

FDC offers subsidies to the participating social organizations amounting to 80% of the total program fee.

Integrated Development Network – RDI

RDI aims to develop management and governance skills within the network made up by anchor organizations and the other companies in their productive chains. It hosted 12 events with a company, and 42 participants attended them.

Partnership for Sustained and Sustainable Development – PCSS

The partnership has developed new methodologies to meet the needs of mid and large sized companies in their quest for new management models that will allow them to grow continuously and sustainably.

A new focus for this partnership was detected in 2013: the business units of large companies. PCSS dealt with 16 companies and 64 participants.

Shareholder Development and Family Business Partnership – PDA

The FDC Shareholder Development and Family Business Partnership (PDA) is aimed at family businesses made up by different generations as it seeks to build a vision of the future and to practice dialogue among family members. The courses last for one year and a half.

PDA was redesigned together with the participating companies and this is the great highlight for 2013. There are now founders' committees within the partnership, just like in PAEX.

The Founders' Committee is a step forward that characterizes PDA even better as a partnership within which a company will learn from another one and not only from FDC experts.

At an event hosted at the Aloysio Faria Campus, the Annual Meeting of PDA Families launched a biography of entrepreneur Alair Martins titled "Alair Martins: A Aposta na Confiança e no Relacionamento", which is part of the project known as The Entrepreneur's Gallery created by Fundação Dom Cabral.

Value Management in B2B Relationships Partnership – PGU

Created by FDC in 2012, this partnership was assessed by clients in 2013 and was received positively. It dealt with six companies and 148 participants through the year.

Postgraduate

FDC offers the following Postgraduate programs:

– Specialization, Executive MBA (open enrollment), Executive MBA (in consortium), Post-MBA and Professional Masters in Administration (MPA).

The FDC Postgraduate course offered 10 programs that were attended by 454 participants.

One of the highlights was the creation of the Specialization in Managing Health Care Attention Program – GAS –, hosted at the Aloysio Faria and Rio de Janeiro campuses. This Program is a joint initiative and offers double accreditation by Fundação Dom Cabral and by the Teaching and Research Institute at Hospital Sírio-Libanês. Another highlight was the first international module in partnership with the University of Cambridge - Judge Business School.

New Groups and Participants

PROGRAMS	NEW GROUPS (2013)	# OF NEW PARTICIPANTS
EMBA (open enrollment)	03	191
EMBA (in consortium)	02	86
Specialization	10	454
Post-MBA	01	47
MPA	02	51
TOTAL	18	829

In Company Specialization

FDC has large clients in the In Company Specialization Program, in the public and the private sectors as well as in the mixed capital one, which represents 60% of total revenues for the area.

Its differential regarding other businesses school lies in its jointly building the program with clients.

Learning Journeys in Brazil

FDC hosted a group of over 30 Chinese businesspeople who wished to learn about the country and about management in Brazil. The presence of this group presented the Institution with a challenge: the issue of cultural differences, which led to the development of a “do’s and don’ts in Brazil” manual for foreign participants. It is a guide that introduces some of the culture and customs in Brazilian society.

Seventy-one companies attended Learning Journeys in Brazil, which confirms the fit of its scope to the program built for corporations.

Fundação Dom Cabral offers business schools the chance to send participants to attend a super intensive program at the FDC campuses in Brazil.

MBA Learning Journeys in Brazil Program Data

VENUE	START	LEARNING JOURNEYS IN BRAZIL	PARTICIPANTS
Rio de Janeiro and SP Campuses	2012	Executive MBA ASU W.P.Carey	46
Rio de Janeiro Campus	2012	Executive MBA St. Gallen	18
Aloysio Faria and SP Campuses	2012	EMBA ISB 2013	60
São Paulo Campus	2013	CKGSB - Outbound Program in Brazil - Group 1	34
São Paulo Campus	2013	Hult São Paulo Rotation Center - Group 1	52
TOTAL			210

POST-MBA

An expressive number of new companies took part in the FDC Post-MBA program. Thirty-six out of the 39 participating companies were taking part for the first time. There were 47 participants from Kellogg alone, and one participant from the Cheung Kong Graduate School of Business (CKGSB), which began in 2013.

Professional Masters in Administration – MPA

The fourth group of the MPA program, in partnership with PUC Minas, started classes in September with a record number of 25 participants.

In the 2013 program, 16 participants were coached by nine FDC professors.

Open Enrollment Programs

FDC offers both domestic and international Open Enrollment Programs. These programs are aimed at executive education and seek to develop competencies and skills to build efficient organizations that are prepared to face new challenges in the corporate world. The table below shows the numbers for open enrollment programs:

GROUPS	PROGRAMS HOSTED	NUMBER OF PARTICIPANTS
International		150
Local	29	1049
With Representatives	20	405
TOTAL	55	1604

Besides Minas Gerais, São Paulo and Rio de Janeiro, Open Enrollment Programs were also hosted in the following States: Ceará, Paraná, Mato Grosso, Rio Grande do Sul, Santa Catarina, Goiás, Amazonas, Tocantins and Maranhão.

We should also highlight the domestic programs hosted by affiliates of FDC:

Supply Chain Strategies (1 group – PR), Economic-Financial Management (6 groups – MT/CE/RS/SC/GO/AM), Leading with People (5 groups – Campinas/GO/CE/PR/RS), Contemporary Public Management (6 groups – AM/CE(3)/TO/MA), Agribusiness Management (1 group – GO) and Corporate Governance (1 group – PR).

Annexes

Projects and Principles table

FDC seeks to align its actions to meet the principles and indicators of GRI, the Global Compact, and PRME.

The table below makes it possible to have an overview of the initiatives developed by FDC and its relationship to all these indicators and principles.

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRLI					PRME						Start	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Accountability	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6				
Christmas Thrift Shop Institutions assisted: Lar Tereza de Jesus (BH), Primeiro Passos project (JC) and Recanto do Menor nursery school (BH)																											2013	2013		
Gathering and distributing books in partnership with Lojas Hudson - distribution to public libraries and schools within Greater Belo Horizonte and in the interior of Minas Gerais																											2005	continuous		
Support for the Ser para Crescer project- Family Christmas																											2009	continuous		
Technical and financial support for the Associação dos Condomínios Horizontais library in Jardim Canadá (Nova Lima/MG)																											2011	continuous		
Social Innovation GT/ Opportunity for all																														
Social Innovation Roots Project																											2011	continuous	44 and 45	
Dignity Program																											2011	continuous	45	
Scholarship Grants																											2009	continuous	47	
Jardim Canadá Diagnostics																											2011	continuous	42	
Company and Social Organization Development Program - PDEOS																											2011	continuous	43	
Professional Skills Building Center - CEP																											2011	continuous	43 - 44	
Job Opportunity Counter - BOE																											2011	2013	44	
Jardim Canadá and region Observatory																											2013	continuous	43	

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI					PRME						Start	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Accountability	1		2		3		4		5		6		1	2	3	4	5	6						
							1	2	3	4	5	6	7	8	9	10														
Support for the Social Value Program																										2011	continuous	44		
Inhoré Cultural Institute - Geraldino José de Almeida Ecological Park																										2012	continuous	46		
Brasileirinho Project																										2012	continuous	46		
Max Magalhães IT Center- maintenance																										2011	continuous			
Robotics and Sustainability Meeting																										2013	2013	46		
Administration GT																														
FDC Aware																											2010	continuous		
Air conditioning automation (Centro Alfa - Aloysio Faria Campus)																											2012	2014		
Solar Heating																											2013	2014		
Lighting changed to LED diodes																											2013	2014		
Artesian well																											2013	2014		
Biological control of organic waste																											2013	2014		
Sustainable revenues																											2013	2014		
Herbs and medicinal plants garden																											2013	2014		
Supplier relationship																											2013	2013		
Printing eliminated from payment requests																											2013	2014		
Stockroom centralization																											2013	2013		

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI					PRME						Start	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Accountability	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6				
Mobility and connectivity																											2013	2014		
Electronic reaction assessment development																											2013	2013		
Knowledge GT																														
Diversity Project - hiring people with special needs																												2012	2013	37
Integrated development of Working Adolescents and Underage Apprentices: focus on professional training and insertion																												2013	2013	
Aligning Values with Suppliers																												2013	2013	48
Mainstreaming Education at FDC –Sustainability Cycle																												2011	2013	
Social projects Cases Center																												2013	2013	
Knowledge Dissemination																												2013	2013	
"Sustainability in the Domestic Context" Project																												2013	2013	
Market GT																														
Sustainable Competitiveness Diagnostics / Sustainability - Sustainability indicators to manage customized projects																												2011	2013	48
Partnership with Representatives for Social Investment																												2013	continuous	
Ranking of the Most Sustainable Middle Sized Companies																												2013	2015	

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRLI					PRME						Start	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Accountability	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6				
																											1			
European Foundation for Management Development (EFMD)																											2010	continuous	15	
United Nations Development Program (UNDP)																											2010	continuous		
ENLACES Network																											2011	continuous	20	
Fundação AVINA																											2009	continuous		
Membership in Committees and Councils																														
Fundo Itaú of Social Excellence (FIES)																											2006	continuous		
Guia Exame Sustainability Board																											2010	continuous		
Brazilian Committee of the Global Compact																											2006	continuous		
Globally Responsible Leadership Initiative (GRLI)																											2006	continuous		
Principles for Responsible Management Education (PRME) - Central Office																											2008	continuous		
Principles for Responsible Management Education (PRME) - Latin-American Initiative																											2008	continuous		
Principles for Responsible Management Education (PRME) - Brazil																											2008	continuous		
Rede Cidadã Directorship																											2010	continuous		
Brazilian Institute for Ethics in Business Board																											2010	continuous		

Table of Contents - 2013 FDC Annual Report

GRI Indicator	Report level	Page(s)	FDC Comment / Action	Global Compact Correlation
1. Strategy and Analysis				
1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.	Integral	7 - 9	
1.2	Description of key impacts, risks and opportunities.	Integral	7 - 9	
2. Organizational Profile				
2.1	Name of the organization.	Integral	11 and 12	
2.2	Primary brands, products, and/or services.	Integral	11 and 12	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Integral	11 and 12	FDC opened its Rio de Janeiro Campus in 2013.
2.4	Location of organization's headquarters.	Integral	11, 12, 18 and 19	The Aloysio Faria Campus in Nova Lima (MG).
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Integral	11 and 12	
2.6	Nature of ownership and legal form.	Integral	11 and 12	
2.7	Markets served.	Integral	11 and 12	
2.8	Scale of the reporting organization.	Integral	11 and 12	
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Integral	7 - 9	
2.10	Awards received in the reporting period.	Integral	16	
3. Report Parameters				
3.1	Reporting period for information provided.	Integral	10	
3.2	Date of most recent previous report.	Integral	10	

Table of Contents - 2013 FDC Annual Report

GRI Indicator	Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
3.3	Reporting cycle.	Integral	10	FDC publishes annual reports.	
3.4	Contact point for questions regarding the report or its contents.	Integral	79		
3.5	Process for defining report content.	Integral	10		
3.6	Boundary of the report.	Integral	10		
3.7	State any specific limitations on the scope or boundary of the report.	Integral	10		
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Integral	10		
3.12	Table identifying the location of the Standard Disclosures in the report.	Integral	64-72		
4. Governance, Commitments and Engagement					
4.1	Governance structure of the organization.	Integral	1 - 3		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Integral	1 - 3		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Integral	1-3		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Integral	39		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Integral	16		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.7	Process for determining the qualifications and expertise of the members of the highest governance body to define the organization's strategy regarding economic, environmental and social themes.	Integral	10, 16, 17 and 39		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10

Table of Contents - 2013 FDC Annual Report

GRI Indicator	Report level	Page(s)	FDC Comment / Action	Global Compact Correlation
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Integral	11, 12 and 39	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Integral	16 - 17	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.11	Explanation of whether and how the precautionary principle is addressed by the organization.	Integral	50 - 53	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Integral	39	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	Integral	10, 20 and 23	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.14	List of stakeholder groups engaged by the organization.	Partial	Internal: collaborators and professors; Clients; Government; regulatory bodies; Suppliers; Community; Organized Civil Society; Domestic and international business schools; Partners; Academia.	
4.15	Basis for identification and selection of stakeholders with whom to engage.	Partial	The Institutional Work Group began to survey stakeholders in 2012.	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Partial	FDC carries out several engagement actions with its various audiences, such as - listening meetings with collaborators, mobilization for forums with the local community, interviews with clients, practice meetings with representatives, and others.	

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.	Partial		The main themes brought up by stakeholders in this time span are dealt with in this report.		
Economic Performance						
E	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Integral	50 - 53		
E	EC3	Coverage of the organization's defined benefit plan obligations.	Integral	37 - 38		
E	EC4	Significant financial assistance received from government.	Integral		FDC does not receive any significant financial assistance from government.	
A	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Integral		The range of ratios of standard entry level wage compared to local minimum wage is 2.13.	1 and 6
E	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Integral	48		
E	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement.	Integral	7, 18, 19 and 41		
A	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Integral		By developing executives, entrepreneurs, companies and public managers, FDC contribute towards society's economic development.	

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation
Environmental Performance					
E	EN1	Materials used by weight or volume.	Integral	FDC has had a selective collection process initiative in place since 2010. The following numbers were found for 2013. In between parenthesis we show percentages compared to 2012: . Organic waste = 8.5 T (plus 10%) . Glass = 1.9 T (plus 1%) . Metal = 0.9 T (plus 5%) . Waste = 11 T (plus 11%) . Paper = 10 T (minus 30%) . Plastic = 1.2 T (minus 7%).	7 and 8
E	EN3	Direct energy consumption by primary energy source.	Integral	The following numbers were found for 2013. In between parenthesis we show percentages compared to 2012: . Aloysio Faria Campus = 1,472,800KWH (plus 1%); . BH Campus = 254,118 KWH (minus 4%); . SP Campus = 162,779 KWH; . RJ Campus = Included in the maintenance tax.	8
A	EN5	Energy saved due to conservation and efficiency improvements.	Integral	Efficiency processes are reviewed every year. In 2013, FDC implemented automatic air conditioning at the Centro Alfa building at the Aloysio Faria Campus, which has led to noticeable improvement in lower energy use when compared to December 2012 (-3%).	8 and 9
A	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Integral	Generators have been installed at the Aloysio Faria and BH campuses to be used at peak times as of the second semester of 2014.	8 and 9

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
E	EN8	Total water withdrawal by source.	Integral		The following numbers were found for 2013. In between parenthesis we show percentages compared to 2012: . Aloysio Faria Campus = 23,903 m3 (minus 39% due to low occupation and the corrective actions undertaken regarding consumption); . BH Campus = 2,414 m3 (plus 17%); . SP and RJ campuses = Included in the maintenance tax.	8
A	EN9	Water sources significantly affected by withdrawal of water.	Integral		FDC water withdrawal does not significantly affect its water sources.	8
A	EN10	Percentage and total volume of water recycled and reused.	Partial		In December 2013, FDC began to implement an artesian well to use water to clean its common areas and to irrigate its green areas.	8 and 9
E	EN16	Total direct and indirect greenhouse gas emissions by weight.	Partial	16		8
A	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Partial		FDC does not have a specific plan in place to reduce greenhouse gas emissions, but it carries out activities to raise awareness on this issue. It constantly invests in technology to facilitate connectedness and to reduce the need for mobility, for example.	8
E	EN21	Total water discharge by quality and destination.	Integral		As it does not produce pollutants that demand specific treatment, FDC discharges water and waste through the networks of local utility companies.	8
E	EN22	Total weight of waste by type and disposal method.	Integral		Please analyze EN1 data.	8

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
E	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Partial		FDC has carried out the FDC Aware program since 2010. The program follows two paths - selective waste collection and conscious consumption - through initiatives to reduce food waste and the use of water, light, gas, paper and plastic cups.	7, 8 and 9
E	EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Integral		No fines were levied in 2013.	8
Social Performance						
E	LA1	Total workforce by employment type, employment contract, and region.	Integral	35 - 36		
E	LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partial		The turnover rate for FDC collaborators stood at 5.42% in 2013.	6
A	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	Integral	37, 38 and 48		6
E	LA4	Percentage of employees covered by collective bargaining agreements.	Integral		100% of FDC's full-time collaborators are covered by collective bargaining agreements.	1 and 3
E	LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Integral		There is no minimum notice. Every time FDC carries out significant operational changes it informs its collaborators as early as possible.	1 and 3

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
A	LA6	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.	Integral	38	The FDC CIPA is made up by affiliates elected by collaborators and appointed by the Institution itself. Of the six affiliates elected by collaborators, the one who receives the most votes is appointed vice-president, while the second and third placed ones become effective members. The next three become substitute members. FDC appoints the president and a further six affiliates (five from the Aloysio Faria Campus and one from the Belo Horizonte Campus).	1
E	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region.	Integral	37, 38 e 48	There was no register for this time span.	1
E	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Integral	37 - 41 and 48		
A	LA9	Health and safety topics covered in formal agreements with trade unions.	Integral	38		
E	LA10	Average hours of training per year per employee and by employee category.	Partial	40 - 41		
A	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Integral	7-9		1 and 6
A	LA12	Percentage of employees receiving regular performance and career development reviews.	Integral	39		1 and 6

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
E	LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Integral	35 - 36		1 and 6
E	LA14	Ratio of basic salary and remuneration of women to men by employee category.	Integral	35 - 36		
Human Rights						
E	HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Integral	48	All services contracts signed by FDC contain the human rights clauses included in the Global Compact.	1, 2, 4, 5 and 6
E	HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Integral	48	Products and services purchasing and hiring are totally centralized at the Purchasing Department - there is a defined procedure and bidding is carried out every year for purchases in greater demand.	1, 2, 4, 5 and 6
A	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partial	39	Human rights issues are dealt with in the FDC Internal Covenant that is handed out to all of the institution's collaborators and to resident service providers on their first day at FDC facilities.	1, 2, 3, 4, 5 and 6
E	HR4	Total number of incidents of discrimination and corrective actions taken.	Integral		There was no register for this time span.	1 and 6
E	HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Integral		There was no register for this time span.	1 and 3

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation	
E	HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Integral		No child labor incidents were identified in FDC operations.	1, 2 and 5
E	HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Integral		No slave or compulsory labor incidents were identified in FDC operations.	1, 2 and 4
A	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Partial		Human rights aspects are dealt with in the FDC Internal Covenant that is widely disseminated to all FDC collaborators.	1 and 2
A	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Integral		There is no register of indigenous populations in the areas where FDC is present.	1 and 2
Society						
E	SO1	Nature, scope and effectiveness of programs and practices to assess and manage the impacts of operations on communities, including entering, operations and exit.	Integral	42 - 49		1, 2, 5, 7 and 8
E	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Integral	39	This matter is dealt with in the FDC Internal Covenant. 100% of FDC collaborators have been trained.	10
E	SO4	Actions taken in response to incidents of corruption.	Integral		No corruption cases have been registered at FDC.	10
E	SO5	Public policy positions and participation in public policy development and lobbying.	Integral		FDC has not participated in public policy development and lobbying.	10
A	SO6	Total value of financial and in kind contributions to political parties, politicians, and related institutions by country.	Integral		FDC does not make this kind of contribution.	10

Table of Contents - 2013 FDC Annual Report

GRI Indicator		Report level	Page(s)	FDC Comment / Action	Global Compact Correlation
Product Accountability					
A	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Integral		FDC applies assessment questionnaires to each module of its Open Enrollment and Customized Programs, Business Partnerships and Specialization. The average achieved by Open Enrollment Programs was 4.7%* in 2013. The Annual PAEX Network Meeting average was 4.31*, while the Paex Presidents Committees was 4.48* and the Paex PDDs was 4.52*. The meetings with POS senior management averaged 4.63*. * On a 1 to 5 scale, 5 being the highest assessment.
E	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Integral		FDC complies with the Brazilian Direct Marketing Association (ABEMD) Code of Conduct in its e-mail marketing actions. This code includes the ABEMD Code of Ethics and the Self-Regulation Code for the Practice of E-mail Marketing.
A	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Integral		No incidents of non-compliance were registered in this time span.
E	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Integral		No fines were levied in this time span.

CAPTION

Essential Indicator = E

Additional Indicator = A

*FDC does not report the other indicators that have not been transcribed to the table of contents.

PUBLICATIONS

In-house

Idea Workbook

CRETOIU, Sherban Leonardo; NOGUEIRA, Vanessa Silva; CÔRTEZ, Ana Paula Roscoe; MENEZES, Renata de Miranda. Ranking FDC das Multinacionais Brasileiras 2013: Os impactos da política externa na internacionalização de empresas brasileiras. Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2013. (Caderno de Ideias ; CI1311). 40p.

CRETOIU, Sherban Leonardo; MENEZES, Renata de Miranda; NOGUEIRA, Vanessa Silva; CONDE, Mauro Lucio Leitao. FDC RANKING OF BRAZILIAN MULTINATIONALS 2013: The impacts of foreign policy in the internationalization of Brazilian companies. Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2013. (Caderno de Ideias ; CI1311). 40p.

ALVES, Paulo Vicente dos Santos; LEAL, Luiz Gonzaga. Structuring Multiple Entity Governance for Large Events: The Case of Tourism in Minas Gerais for the World Cup 2014. Nova Lima, MG: FDC Núcleo de Estratégia e Economias Emergentes, 2013. (Caderno de Ideias; CI1315). 10p.

ALVES, Paulo Vicente dos Santos. Public Administration as the Driver in Socio-Economic Development: Towards an Integrated Model of Development. Nova Lima, MG: FDC Núcleo de Estratégia e Economias Emergentes, 2013. (Caderno de Ideias; CI1314). 14p.

ALVES, Paulo Vicente dos Santos. Modeling Government Investment and Performance in Public Education. Nova Lima, MG: FDC Núcleo de Estratégia e Economias Emergentes, 2013. (Caderno de Ideias; CI1312). 16p.

ALVES, Paulo Vicente dos Santos. Modeling Government Investment and Performance in Public Security. Nova Lima, MG: FDC Núcleo de Estratégia e Economias Emergentes, 2013. (Caderno de Ideias; CI1313). 11p.

BOECHAT, Claudio; FERREIRA, Marília Carneiro. O papel das empresas para o desenvolvimento: As relações entre as forças de mercado e o fenômeno da pobreza. Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2013. (Caderno de Ideias; CI1310). 20p.

CARVALHO, Flavia Pereira de. Os Desafios Enfrentados pelo Empreendedorismo de Base Tecnológica no Brasil: Algumas percepções sobre as EBTs ambientais mineiras. Nova Lima, MG: Fundação Dom Cabral, 2013. 6 p. (Caderno de Ideias; CI1307)

SILVA, Jersone Tasso Moreira; TADEU, Hugo Ferreira Braga. Avaliação setorial para o investimento privado no Brasil: O caso do setor de fabricação de coque, refino de petróleo, elaboração de combustível nucleares e produção de álcool. Nova Lima, MG: FDC Núcleo de Inovação, 2013. 16 p. (Caderno de Ideias; CI1309)

CARVALHO, Flavia Pereira de; LAURIANO, Lucas Amaral. Ecoestratégia: o meio ambiente como fonte de competitividade para as empresas. Nova Lima, MG: Fundação Dom Cabral, 2013. 9 p. (Caderno de Ideias; CI1308)

LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra. Como anda o diálogo com stakeholders nas empresas brasileiras? Nova Lima, MG: Fundação Dom Cabral, 2013. 9p. (Caderno de Ideias; CI1305)

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. Simulação de cenários para o planejamento estratégico empresarial. Nova Lima, MG: Fundação Dom Cabral, 2013. 7p. (Caderno Ideias; CI1304)

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. Modelos de negócios, estratégias e inovação: Um estudo de caso para as empresas de aviação. Nova Lima, MG: Fundação Dom Cabral, 2013. 6 p. (Caderno de Ideias; CI1302)

PEREIRA, Raoni Henrique de Faria; RIGHI, Herica Moraes; LOURES, Marina; BICALHO, Tiara; BHERING, Janayna; XAVIER, Bárbara. Pesquisa: fomento para inovação nas empresas brasileiras. Nova Lima, MG: Fundação Dom Cabral, 2013. 11 p. (Caderno de Ideias; CI1306)

LARA, Alexandre Prado. Empreendedorismo Corporativo: A nova fronteira da inovação? Nova Lima, MG: Fundação Dom Cabral, 2013. 5 p. (Caderno de Ideias; CI1301)

BUENO, João Henrique Dutra; LAURIANO, Lucas Amaral. As empresas brasileiras possuem capacidades internas para responder aos desafios da sustentabilidade? Nova Lima, MG: Fundação Dom Cabral, 2013. 8 p. (Caderno de Ideias; CI1303)

FDC Cases

VAZ, Samir Lótfi; CASTRO, Maria Clara Almeida Cunha de; GOMES, Luisa Rennó; CÂNDIDO, Jorge. Caso Pastre Implementos Rodoviários. Nova Lima, MG: Fundação Dom Cabral, 2013. (Casos FDC; CF1304)

CASTRO, Maria Clara Almeida Cunha de; VAZ, Samir Lótfi; OLIVEIRA, Carlos Alberto Arruda de. Caso MXT Holding. Nova Lima, MG: Fundação Dom Cabral, 2013. (Casos FDC; CF1305)

ROSSI, Anderson Leitoguinho; FREITAS, Carlos Eduardo de. OI: Estrutura mercado de ideias como forma de impulsionar cultura de inovação. Nova Lima, MG: FDC Núcleo de Inovação, 2013. 5p. (Casos FDC; CF1303)

OLIVEIRA, Carlos Alberto Arruda de; ROSSI, Anderson; FREITAS, Carlos Eduardo de; CARVALHO, Fábio Antonio de. Faber-Castell: Fortalecendo sua cultura de inovação e buscando soluções tecnológicas integradas ao futuro da companhia. Nova Lima, MG: Fundação Dom Cabral, 2013. 13 p. (Caderno de Ideias; CF1302)

GRISOLIA, Luíza; et al. A inovação em prol da sustentabilidade na mineração: Alguns desafios enfrentados pela Samarco. Nova Lima, MG: Fundação Dom Cabral, 2013. 9 p. (Casos FDC; CF1301)

FDC Executive

DRUMMOND, Aldemir; ALVES, Paulo Vicente dos Santos. Características e perspectivas de mercados emergentes. Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2013. 4p. (FDC Executive; FE1305)

BRUNO, Leo Fernando Castelhana. O impacto da liderança no desempenho das organizações. Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2013. 5p. (FDC Executive; FE1304)

BARAKAT, Livia Lopes; DRUMMOND, Virgínia. The Global Manager: A strategic professional in the 21st century's international market. Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2013. 4p. (FDC Executive; FE1301)

CARVALHAES, Eduarda Ribeiro; OLIVEIRA, Rafael Augusto Tello; LAURIANO, Lucas Amaral. Reflections on the Current Sustainability Stage of Brazilian Corporations. Nova Lima, FDC Executive, FE1302, 4 p., 2013.

BARAKAT, Livia Lopes; RIBEIRO, Áurea Helena Puga. Lições da Crise: Como ampliar o mercado em época de incerteza. Nova Lima, MG: Fundação Dom Cabral, 2013. 4 p. (FDC Executive; FE1303)

CARVALHAES, Eduarda Ribeiro; LAURIANO, Lucas Amaral; OLIVEIRA, Rafael Augusto Tello. Reflexões sobre o atual estágio da sustentabilidade das empresas brasileiras. Nova Lima, MG: Fundação Dom Cabral, 2013. 4 p. (FDC Executive; FE1302)

BARAKAT, Livia Lopes. Gestor Global: um profissional estratégico no mercado internacional do século XXI. Nova Lima, MG: Fundação Dom Cabral, 2013. 4 p. (FDC Executive; FE1303)

Research Report

CRETOIU, Sherban Leonardo; NOGUEIRA, Vanessa Silva; MENEZES, Renata de Miranda; CÔRTEZ, Ana Paula Roscoe. Ranking FDC das Multinacionais Brasileiras 2013: os impactos da política externa na internacionalização de empresas brasileiras. Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 51p., 2013.

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. Inovação no setor de energia: estudo de caso para o setor de extração. Nova Lima, MG: Fundação Dom Cabral, 2013. (Publicações FDC)

NAVES, Carla; COSTA, Cássio Marx Rabello da; OLIVEIRA, Carlos Alberto Arruda de; COZZI, Afonso Otávio; BARCELOS, Erika Penido; SOUZA, Guilherme Silveira de Aguiar. Estratégias e práticas de corporate venturing no contexto brasileiro: Relatório de pesquisa Brasília: ABDI, 2013. Nova Lima, MG: FDC Núcleo de Inovação, 63p., 2013

O Ecossistema empreendedor brasileiro de startups: Uma análise dos determinantes do empreendedorismo no Brasil a partir dos pilares da OCDE. Nova Lima, MG: FDC Núcleo de Inovação, 2013. (RP1302)

LAURIANO, Lucas Amaral. Como anda a gestão da sustentabilidade no setor da construção? Nova Lima, MG: FDC Núcleo Petrobras de Sustentabilidade, 2013. (Relatório de Pesquisa; RP1301)

External

Articles in International Conference Annals

OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza; ROMISZOWSKI, H. G. P.; LEITE, L. S. Undergraduate programs in administration: Development of socially responsible leaders. In: XVIII Congreso Internacional del Centro Latinoamericano de Administración para el Desarrollo - CLAD, 2013, Montevideo. XVIII Congreso Internacional del Centro Latinoamericano de Administración para el Desarrollo - CLAD. Montevideo: CLAD, 2013.

ZEIDAN, Rodrigo Mariath; SPITZEZECK, Heiko. Towards a Model of credit scoring integrating Sustainability. In: ANNUAL EABIS COLLOQUIUM, 12., 2013, Nyenrode. 12th. Annual EABIS Colloquium. Brussels: ABIS, 2013.

RIGHI, Herica Morais; REIS, Rosana Silveira; SALUM, Fabian Ariel; PEREIRA, Raoni Henrique de Faria. The Barriers to innovate in Brazil. 22th International Conference Academy of Management Technology - IMAOT, Porto Alegre, 2013

SAVAGET, Paulo; CARVALHO, Flavia Pereira de; OLIVEIRA, Carlos Alberto Arruda de. Regulações como fator determinante de Eco-inovações no Brasil. Conferência Internacional LALICS 2013. 11-12 nov 2013 - Rio de Janeiro

SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins; OLIVEIRA, Fatima Bayma. Leadership and the economic reconversion of cities: a study of the Sete Lagoas and Tiradentes (MG) cases. In: Tourism & Management Studies International Conference 2013, 2013, Olhão. Tourism & Management Studies International Conference 2013. Olhão: TMS, 2013.

BARAKAT, Livia Lopes; SANTANA, Jose Luiz; RAMSEY, Jase Ryan; RUTTI, Raina M. Cultural Intelligence's impact on transformational leaders from developing country multinational companies. In: 2013 Academy of International Business Southeast USA Annual Conference, 2013, Atlanta. 2013 Academy of International Business Southeast USA Annual Conference. Atlanta: AIB-SE, 2013

SPITZEZECK, Heiko; OLIVEIRA, Rafael Augusto Tello; LAURIANO, Lucas Amaral. The state of corporate citizenship in Brazil. In: ANNUAL EABIS COLLOQUIUM, 12., 2013, Nyenrode. 12th. Annual EABIS Colloquium. Brussels: ABIS, 2013.

SPITZEZECK, Heiko; ALT, Elisa Resende. Organizational citizenship behaviors and environmental performance. In: ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT, 73., 2013, Orlando. 73th. Annual Meeting of Academy of Management. Briarcliff Manor, NY: AOM, 2013.

SANT'ANNA, Anderson de Souza. A liderança em dinâmica de reconversão de funções econômicas de cidades. In: II Congresso Lusófono de Comportamento Organizacional e Gestão, 2013, Sete Lagoas. II Congresso Lusófono de Comportamento Organizacional e Gestão. Sete Lagoas: UNIFEMM, 2013.

SANT'ANNA, Anderson de Souza; SOUZA, Iago Vinícius Avelar. A liderança em contextos de diversidade e inovação: Um estudo na rua Santa Juliana (Sete Lagoas, Brasil). In: II Congresso Lusófono de Comportamento Organizacional e Gestão, 2013, Sete Lagoas. II Congresso Lusófono de Comportamento Organizacional e Gestão. Sete Lagoas: UNIFEMM, 2013.

SANT'ANNA, Anderson de Souza. Reconversão de funções econômicas de cidades: Uma análise sob a perspectiva de pares antitéticos. In: II Congresso Lusófono de Comportamento Organizacional e Gestão, 2013, Sete Lagoas. II Congresso Lusófono de Comportamento Organizacional e Gestão. Sete Lagoas: UNIFEMM, 2013.

SAVAGET, Paulo; CARVALHO, Flavia Pereira de; OLIVEIRA, Carlos Alberto Arruda de. A Portrait of Eco-innovative Activities in Brazilian Firms: Their main determinants, processes and results. In: 11th GLOBELICS International Conference, 2013, Ankara. 11th GLOBELICS International Conference, 2013.

NOGUEIRA, Vanessa Silva; OLIVEIRA, Carlos Alberto Arruda de; COSTA, Vinícius Santos Goulart da. The Brazilian Entrepreneurial Ecosystems of startups: an analysis of entrepreneurship determinants in Brazil as seen on the OECD pillars. In: 11th GLOBELICS International Conference, 2013, Ankara. 11th GLOBELICS International Conference, 2013.

BARAKAT, Livia Lopes. Failure severity re-examined: The moderation of procedural justice and mediation of satisfaction. In: SUMMER MARKETING EDUCATOR'S CONFERENCE, 2013, Boston. 2013 Summer Marketing Educator's Conference. Chicago: AMA, 2013. 20 p.

ALVIM, Flavia de Magalhães. Supply chain management and corporate social responsibility: MNC-SME linkages in the Brazilian steel industry. In: ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT, 73., 2013, Lake Buena Vista. 73th Annual Meeting of The Academy of Management.

REIS, Rosana Silveira; SALUM, Fabian Ariel. Organizational structure improving the relations in a global context. In: ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT, 73, 2013, Lake Buena Vista. 73th Annual Meeting of The Academy of Management

DÁVILA, Paolo Rosi; OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza. Leadership, commitment and teamwork: a case study of the Brazilian military organization. In: Global Business & Technology Association's Fifteenth Annual International Conference, 2013, Helsinki. Global Business & Technology Association's Fifteenth Annual International Conference, 2013.

VAZ, Samir Lótfi; Et al. Strategy-making and organizational learning: how are they interrelated? In: EUROPEAN GROUP FOR ORGANIZATIONAL STUDIES COLLOQUIUM, 29, 2013, Montreal. 29th EGOS Colloquium. Berlin: EGOS, 2013.

BRUNO, Leo Fernando Castelhana. Developing sales force effectiveness: an exploratory study. In: E-LEADER SLOVENIA CONFERENCE, 2013, Ljubljana. E-leader Slovenia Conference 2013. Fort Lee, NJ,: CASA, 10 p.

BRUNO, Leo Fernando Castelhana. Longitudinal assessment of the impact of leadership on organizational performance. In: E-LEADER SLOVENIA CONFERENCE, 2013, Ljubljana. E-leader Slovenia Conference 2013. Fort Lee, NJ,: CASA, 11 p.

ROSCOE, Maria Teresa. Intervenções em empresas familiares: motivações, facilitadores, inibidores e consequências. In: THE FAMILY ENTERPRISE RESEARCH CONFERENCE, 9, 2013, Viña del Mar. 9th The Family Enterprise Research Conference. Burlington, VT: University of Vermont, 2013. 33 p.

ROSCOE, Maria Teresa. Empreendedorismo transgeracional nas empresas familiares brasileiras. In: THE FAMILY ENTERPRISE RESEARCH CONFERENCE, 9., 2013, Viña del Mar. 9th The Family Enterprise Research Conference. Burlington, VT: University of Vermont, 2013. 16 p.

ZEIDAN, Rodrigo Mariath. Hedging and the Failures of Corporate Governance: Lessons from the Financial Crisis. In: EURASIA BUSINESS AND ECONOMICS SOCIETY CONFERENCE, 10., 2013. Istanbul. 10th. EBES Conference. Istanbul: EBES, 2013. 35 p.

CARVALHO, Flavia Pereira de; OLIVEIRA, Carlos Alberto Arruda de; DUTRA, Henrique Dornas. Changing Eco-advantage: Unravelling Who Creates and What Determines Radical Eco-Innovations in Brazil. In: DRUID CELEBRATION CONFERENCE, 35., 2013, Barcelona. 35th DRUID Celebration Conference. Barcelona: ESADE, 2013. 31 p.

ALVES, Paulo Vicente dos Santos; DRUMMOND, Aldemir. Classifying Emerging Markets: A Cluster Analysis of the Top Forty-Five Economies of the World. In: EASTERN ACADEMY OF MANAGEMENT INTERNATIONAL CONFERENCE, 15., 2013, Sevilla. 15th Eastern Academy of Management International Conference. Sevilla: Universidad Pablo de Olavide, 2013.

ZEIDAN, Rodrigo Mariath; BOECHAT, Claudio; FLEURY, Angela. Developing a Sustainability Credit Score System. In: CONFERENCE & SPECIAL EDITION OF THE JOURNAL OF BANKING AND FINANCE, 2013, Cape Town. Conference & Special Edition of The Journal of Banking and Finance. Cape Town: USB, 2013. 39 p.

ZEIDAN, Rodrigo Mariath; ALVES, Paulo Vicente dos Santos. Strategizing in the public sector: strategy as a multi-player game. In: INTERNATIONAL RESEARCH SOCIETY FOR PUBLIC MANAGEMENT, 17., 2013, Prague. 17th Annual Conference of the International

Articles in Domestic Conference Annals

SANT'ANNA, Anderson de Souza; CARVALHO NETO, Antonio Moreira; OLIVEIRA, Fatima Bayma; NELSON, Reed Elliot. Outros Olhares sobre o Fenômeno da Liderança. In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 2013, Rio de Janeiro. EnANPAD 2013.

RIBEIRO, Áurea Helena Puga; MONTEIRO, Plínio Rafael Reis; MONTEIRO, Nelson Reis; ROBBE, Raquel Silveira. Perspectivas Contemporâneas no Processo de Comunicação: Um Teste Empírico dos Efeitos das Mídias Tradicionais e Interativas a Luz da Ressonância de Marca. In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 2013, Rio de Janeiro. EnANPAD 2013.

SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma. O curso de graduação em administração forma profissionais que tenham atuado em projetos sociais? In: XXIV Encontro Nacional da Associação dos Cursos de Graduação em Administração, 2013, Florianópolis. XXIV Encontro Nacional da Associação dos Cursos de Graduação em Administração. Florianópolis: ENANGRAD, 2013.

VIANA, Maria Aparecida Viana; SARSUR, Amyra Moyzes; GOULART, Iris; SANT'ANNA, Anderson de Souza. Grupos Geracionais e Comprometimento: Discussões e Descobertas em uma Universidade Pública Federal In: IV Encontro de Gestão de Pessoas e Relações de Trabalho - EnGPR, 2013, Brasília. IV Encontro de Gestão de Pessoas e Relações de Trabalho - EnGPR. Brasília: ANPAD, 2013.

BCHECHE, Ilana Calic; KILIMNIK, Zélia Miranda; SANT'ANNA, Anderson de Souza. Bem-estar no trabalho de natureza administrativa/gerencial e fatores que o influenciam: elaboração e validação de instrumento de medida. In: IV Encontro de Gestão de Pessoas e Relações de Trabalho - EnGPR, 2013, Brasília. IV Encontro de Gestão de Pessoas e Relações de Trabalho - EnGPR, 2013.

SANT'ANNA, Anderson de Souza. Papeis e competências do RH contemporâneo: O que pensam presidentes, vice-presidentes, diretores e especialistas brasileiros na área? In: IV Encontro de Gestão de Pessoas e Relações de Trabalho - EnGPR, 2013, Brasília. IV Encontro de Gestão de Pessoas e Relações de Trabalho - EnGPR. Brasília: ANPAD, 2013.

Articles in International Publications

OLIVEIRA, Carlos Alberto Arruda de; NOGUEIRA, Vanessa Silva; COSTA, Vinícius Santos Goulart da. The Brazilian Entrepreneurial Ecosystem of Startups: an analysis of entrepreneurship determinants in Brazil as seen from the OECD pillars. *Journal of Entrepreneurship and Innovation Management*, Warsaw, v. 2, n. 3, p. 17-57, Dec. 2013.

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. Determinants of Energy Investment in Brazil: an Empirical Analyses of the Period 1996-2011. *Business Management Dynamics*, v. 3, p. 10-25, 2013.

RESENDE, Marcelo; ZEIDAN, Rodrigo Mariath. Lionel Robbins: uma Reavaliação Metodológica. *Ensaio FEE (Impresso)*, v. 34, p. 499-520, 2013.

MALVEZZI, Sigmar. El desarrollo organizacional en el siglo XXI. In: 1er Congreso Iberoamericano de Desarrollo Organizacional, 2013, México. *Anais do 1er Congreso Iberoamericano de Desarrollo Organizacional*. México, 2013. v. 1. p. 1-7.

MALVEZZI, Sigmar. Reflexões sobre a contribuição da psicologia das organizações e do trabalho. *Revista Española de Salud Pública*, v. 1, p. 60-69, 2013.

MALVEZZI, Sigmar; Et al. Ramaticas actuales de la relación hombre-trabajo. *Propuestas de lectura Guillermo de Okham*, v. 11, p. 193-194, 2013.

LORENZ, Melanie; BARAKAT, Livia Lopes; RAMSEY, Jase Ryan; LEVET, Ellen. The Global Manager's Ticket to Success: A Mediation Approach connecting Cultural Intelligence, Job Satisfaction, and Job Performance. In: 2013 Academy of International Business Southeast. USA Annual Conference, 2013, Atlanta. 2013 Academy of International Business Southeast USA Annual Conference. Atlanta: AIBSE, 2013

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. Estimating Private Investment Functions for Brazilian Coke Production, Oil Refining, Nuclear Fuel Preparation and Alcohol Production International. *Journal of Business and Commerce*, v. 3, p. 26-35, 2013.

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. The Determinants of the Long Term Private Investments in Brazil: an Empirical Analyses Using Cross-Section and Monte Carlo Simulation *Journal of Economics, Finance and Administrative Science*, v. 1, p. 11-17, 2013.

SPITEZECK, Heiko; BOECHAT, Claudio; LEÃO, Sérgio França. Sustainability as a driver for innovation: towards a model of corporate social entrepreneurship at Odebrecht in Brazil. *The International Journal for Business in Society*, Cranfield, v. 13, n. 5, p. 613-625, 2013.

BRUNO, Leo Fernando Castelhana. Relationship Between Organizational Culture and Innovation Management? An exploratory Investigation. *PM World Journal Vol II, Issue X - Out.* 2013

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira. Determinants of Private and R&D Investments in Brazil: an empirical analysis of the period 1996-2011. *Business Management Dynamics*, v.3, n.2, p. 34-45, 2013.

RAMSEY, Jase Ryan; BAHIA, Bernardo. How to Determine Subsidiary Performance Based on the Internationalization Strategy. *Journal Of Management Policy and Practice*, v.14, n.1, p.11-18, 2013.

OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins. Types of entrepreneurs in the conversion process of economic functions in towns: Paraty case study (Rio de Janeiro State). *Tourism & Management Studies*, v. 9, p. 92-96, 2013.

OLIVEIRA, Carlos Alberto Arruda de; COZZI, Afonso Otávio; SOUZA, Gustavo Ferreira Mendes de; BARCELOS, Erika Penido. Towards an understanding of corporate venturing practices in Brazil. *Venture Capital (London. Print)*, v. 15, p. 135-149, 2013.

FERREIRA, Paulo Henrique Carvalho; OLIVEIRA, Carlos Alberto Arruda de; ROSSI, Anderson; SOUZA, Gustavo Ferreira Mendes de. The Influence of External Search Strategies on the Innovative Performance of Brazilian Firms. *RISUS - Journal on Innovation and Sustainability*, São Paulo, vol. 4, n. 1, p. 43-59, 2013

SANTOS, Marco Antônio Pires Camargos; SILVA, Jersone Tasso Moreira; TADEU, Hugo Ferreira Braga; TEIXEIRA, Luiz Antonio Antunes. Does an Innovation Process Improve Organizational Performance? A Practical Approach for Identifying Opportunities. *Global Journal of Management and Business*, Cambridge, v. 13, n. 5, p. 43-52, 2013.

DINIZ, Daniela Martins; OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza. Occupational competencies and organizational modernity: dichotomies between discourse and practice into emerging economies. *Asian Journal of Business and Management Sciences*, v. 2, p. 1-19, 2013.

RIGHI, Herica Moraes; REIS, Rosana Silveira; SALUM, Fabian Ariel; PEREIRA, Raoni Henrique de Faria. The barriers to innovate in Brazil. In: *INTERNATIONAL CONFERENCE ON MANAGEMENT OF TECHNOLOGY*, 22, Porto Alegre, 2013. 22th International Conference on Management of Technology. Porto Alegre: UFRGS, 2013. 1 p.

SOUZA, Paulo Renato de; RESENDE, Paulo Tarso Vilela; BRANZO, Marcelo; McCORMACK, Kevin P; FERREIRA, Reinaldo Lopes Ferreira; OLIVEIRA, Marcos Paulo Valadares de. Improving performance aligning business analytics with process orientation. *International Journal of Information Management*, Guildford, v. 33, n. 2, p. 300-307, Apr. /May 2013.

TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira; OLIVEIRA, Carlos Alberto Arruda de. Estimating private investment functions for the Brazilian's capital. Formation industries: evidence from the panel data and fixed effects models. *African Journal of Business Management*, Nairobi, v. 7, n. 11, p. 891 – 898, Mar. 2013.

BRUNO, Leo Fernando Castelhana. The Impact of leadership on innovation management. *Journal of Business Theory and Practice*, Los Angeles, v.1, n.1, p. 8-28, Mar. 2013.

RAMSEY, Jase Ryan; BARAKAT, Livia Lopes; MONTEIRO, Plínio Rafael Reis. Cultural distance and future entry mode choice of Brazilian MNEs. *Latin American Business Review*, Binghamton, v. 14, n. 1, p. 55-78, Jan./Mar. 2013

ZEIDAN, Rodrigo Mariath. The failure of risk management for nonfinancial companies in the context of the financial crisis: lessons from Aracruz Celulose and hedging with derivatives. *Applied Financial Economics* (Print), v. 23, p. 241-250, 2013.

MILAGRES, Rosiléia das Mercês. O desenvolvimento de capacidades em gestão de alianças: Uma revisão da literatura. *Revista Portuguesa e Brasileira de Gestão* (Lisboa), v. 12, p. 2-12, 2013

Articles in Domestic Publications

WERNECK, Nisia Maria Duarte Furquim; ALVIM, Flavia de Magalhães; TRAVASSOS, Juliana. Investimento social privado e valor compartilhado. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 8, n. 22, p. 34-43, nov.2013/fev.2014.

BARLACH, Lisete; LIMONGI-FRANÇA, Ana Cristina; MALVEZZI, Sigmar. Jovialismo, resiliência, assertividade: Aspectos relevantes no ambiente corporativo. *Revista da Universidade Vale do Rio Verde*, v. 13, p. 32-37, 2013.

BOECHAT, Claudio; FERREIRA, Marília Carneiro. Como as forças do mercado atuam na inclusão social. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 8, n. 22, p. 24-33, nov.2013/fev.2014.

MENDES, Luis Augusto Lobao. Criando as bases para o crescimento. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 8, n. 22, p. 86-97, nov.2013/fev.2014.

NOGUEIRA, Vanessa Silva; OLIVEIRA, Carlos Alberto Arruda de; COZZI, Afonso Otávio. Empreender para gerar alto impacto. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 8, n. 22, p. 44-51, nov.2013/fev.2014.

ALMEIDA, Emerson de. A iniciativa social das empresas deve ser fruto de convicção e não de mera conveniência. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 8, n. 22, p. 66-75, nov.2013/fev.2014.

GABRICH, Rudolf. A combinação entre estratégias deliberadas e emergentes em organizações: estudo de casos comparativos em ambientes dinâmicos. *Contextus - Revista Contemporânea de Gestão*, v. 11, n.1, p. 66-85, 2013.

MALVEZZI, Sigmar. 'AS AVENTURAS DE PI': uma reflexão sobre a gestão de pessoas. *Marketing Industrial*, v. 60, p. 70-77, 2013.

ZEIDAN, Rodrigo Mariath. Price Synchronization in Retailing? Some Empirical Evidence. *Revista Economica Política*, 2013.

NOGUEIRA, Vanessa Silva; OLIVEIRA, Carlos Alberto Arruda de; COSTA, Vinícius Santos Goulart da. The Brazilian Entrepreneurial Ecosystems of startups: an analysis of entrepreneurship determi-

nants in Brazil and the perceptions about the Brazilian regulatory framework. 3ª Conferência do Consórcio Internacional de Estudos sobre Inovação e Empreendedorismo (ICIER). Políticas de Apoio ao Empreendedorismo. 21-22 nov. 2013 - Rio de Janeiro

MALVEZZI, Sigmar. Gestão de pessoas no contexto da estrutura de redes: desafios para sociedade, empresas e indivíduos. *Perspectivas em Gestão & Conhecimento*, v. 3, p. 6-17, 2013

SANT'ANNA, Anderson de Souza; CARVALHO NETO, Antonio Moreira. Relações de trabalho e gestão de pessoas, dois lados de uma mesma moeda: vinculações sob a ótica do fenômeno da liderança. *Revista Gestão & Tecnologia*, v. 13, p. 2-20, 2013.

CAMPELLO, Marta Janete Silva. Líderes do amanhã: desafios e competências dos jovens gestores. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 8-15, jul./out.2013.

ALVES, Paulo Vicente dos Santos. Estratégia: um jogo de múltiplos jogadores. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 36-43, jul./out.2013.

CARVALHO, Ricardo Augusto Alves de. A nova cena: o artífice e a artesanaria no "retrô" contemporâneo. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 44-49, jul./out.2013.

MILAGRES, Rosiléia das Mercês; REZENDE, Otávio; GONÇALVES, Carlos Alberto. Governança de redes colaborativas público-privadas: recursos e soluções para as demandas sociais. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 53-61, jul./out.2013.

CARVALHO, Flavia Pereira de; RIGHI, Herica Moraes; PEREIRA, Raoni Henrique de Faria. A Inserção dos serviços na atividade industrial. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 63-68, jul./out.2013.

MALVEZZI, Sigmar. Reflexões sobre a gestão de pessoas. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 73-80, jul./out.2013.

FERREIRA, Elson Valim; SOELA, Vanderlei; GOMES, Luisa Rennó. O lucro está a partilha. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 83-91, jul./out.2013.

ARAÚJO L. ALMEIDA, A. L. C.; MADSEN, Fabiana Alves Gualberto; SIEWERS, Samuel. O Brasil no limite da competitividade. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 21, p. 28-35, jul./out.2013.

PUGA, Ricardo Creazzo. Como Desenhar uma Estratégia de Inovação. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 20, p. 08-17, mar./jun. 2013.

PAIVA, Paulo BDMG 2007-2010 - Reinvente com a Gente. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 20, p. 18-27, mar./jun. 2013.

NASCIMENTO, Fábio; TADEU, Hugo Ferreira Braga. Planejamento de Estratégias na Operação Logística. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 20, p. 38-45, mar./jun. 2013.

MENDES, Luis Augusto Lobao. Planejamento Societário e Holdings. *DOM: a revista da Fundação Dom Cabral*, Nova Lima, v. 7, n. 20, p. 50-57, mar./jun. 2013.

CARVALHO, Ricardo Augusto Alves de. As Organizações na Era da Complexidade Multiculturalista. DOM: a revista da Fundação Dom Cabral, Nova Lima, v. 7, n. 20, p. 72-77, mar./jun. 2013.

LAURIANO, Lucas Amaral. Estágio da Sustentabilidade nas Empresas Brasileiras. DOM: a revista da Fundação Dom Cabral, Nova Lima, v. 7, n. 20, p. 88-97, mar./jun. 2013.

FLEURIET, Michel; ZEIDAN, Rodrigo Mariath. Rápido e Devagar: Duas Formas de Pensar. DOM: a revista da Fundação Dom Cabral, Nova Lima, v. 7, n. 20, p. 100, mar./jun.2013.

PAIVA, Paulo. Glória passageira a vista. HSM Management, São Paulo, v. 16, n. 96, p. 16-17, jan. 2013.

Book Chapters

MILAGRES, Rosiléia das Mercês; ZUCOLOTO, G.; CASSIOLATO, J. E.; STALLIVIERI, F. Transnational Corporations and the Brazilian National System of Innovation. In: CASSIOLATO, J. E.; ZUCOLOTO, G.; ABROL, D.; LIU, X.. (Org.). Transnational Corporations and Local Innovation: BRICS National Systems of Innovation.. 1ed.: Routledge India, 2013, v. , p. 40-.

MALVEZZI, Sigmar. Handbook of psychology of training, personal development and E-Learning. The history of training (prelo). 1ed.London: Wiley & Blackwell, 2013, v. 1, p. 1-10.

SPITEZECK, Heiko Instituto Ethos In: GRAYSON, David; NELSON, Jane. Corporate Responsibility Coalitions. Stanford: Stanford University Pres, 2013. p. 235-245.

BARAKAT, Livia Lopes; CRETOIU, Sherban Leonardo; DALBEM, Mayara Ximenes. Brazilian Franchising Networks: Degree of Internationalization and Current Status. In: Leonardo Liberman, William Newburry. Internationalization, Innovation and Sustainability of MNCs in Latin America. Palgrave, 2013.

MALVEZZI, Sigmar; BENDASSOLLI, Pedro F. Desempenho no trabalho: definições, modelos teóricos e desafios à gestão. In: Livia de Oliveira Borges; Luciana Mourão. (Org.). O trabalho e as organizações: modos de atuação a partir da psicologia. 1ed.Porto Alegre: Artmed, 2013, v. 1, p. 53-84.

MALVEZZI, Sigmar. Sustentabilidade e a gestão de pessoas na atualidade (prelo). In: Mariana Malvezzi. (Org.). Sustentabilidade e Emancipação. 1ed.São Paulo: SENAC, 2013, v. 1, p. 1-10.

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; FREITAS, Carlos Eduardo de; PARO, Roberta. Caso Braskem: desenvolvendo o mercado da construção civil para o uso do material plástico. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 79-98

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; FREITAS, Carlos Eduardo de. Caso Natura: Programa Amazônia: Natura apresentando vetor de crescimento e sustentabilidade para a maior floresta do mundo. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 327-348

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; PARO, Roberta. Caso Johnson & Johnson: o protagonismo da J&J do Brasil no desenvolvimento tecnológico da manufatura de fio dental. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 255-272

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; FREITAS, Carlos Eduardo de. Caso Petrobras: Induzindo inovações na cadeia de valor do petróleo por meio da PROCAP. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 369-394

OLIVEIRA, Carlos Alberto Arruda de. Caso Siemens: dry-sub inovação global da Siemens Brasil no setor de transformadores. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 255-272.

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; RODRIGUES, Cleonir Tumelero. Caso CPFL: desenvolvendo o setor brasileiro de energia fotovoltaica com a usina solar de Tanquinho. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 115-134

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; RODRIGUES, Cleonir Tumelero. Caso Embraer: Embraer e o jato Legacy 500: inovação tecnológica no mercado mundial de aviação executiva. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 160-178

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; RODRIGUES, Cleonir Tumelero. Caso FIAT: Fiat Mio: uma plataforma aberta de desenvolvimento da indústria automobilística mundial In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 197-218

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; RODRIGUES, Cleonir Tumelero. Caso IBM: Difundindo no Rio de Janeiro os sistemas de inteligência digital. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 235-254

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; BARCELOS, Erika Penido; TUMELERO, Cleonir. Caso Microsoft: centros de inovação Microsoft (MICs) promovendo empreendedorismo e a inovação na cadeia brasileira de tecnologia de informação. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 307-326

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; PUGA, Ricardo Creazzo; MAINART, André. Caso ThyssenKrupp: otimizando as linhas industriais do Brasil através do comissionamento virtual. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 413-432

MAINART, André; OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; PUGA, Ricardo Creazzo. Caso Cristália: inovação através do domínio da cadeia de P&D e da relação de confiança com a academia. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 135-160

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; ROSSI, Anderson; ROSSI, Anderson Leitoguinho; FREITAS, Carlos Eduardo de. Caso Camargo Corrêa: Camargo Corrêa une sustentabilidade e inovação. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 99-114

OLIVEIRA, Carlos Alberto Arruda de; TADEU, Hugo Ferreira Braga; ROSSI, Anderson Leitoguinho; PARO, Roberta. Caso Bosch: do flex fuel ao flex start®: inovação tecnológica e mercadológica na Bosch. In: CNI. inovação em cadeia de valor em grandes empresas: 22 Casos. Brasília: CNI: IEL, 2013. p. 59-78.

SALUM, Fabian Ariel. O contexto - Crescimento empresarial. IN: Elaine Cristina Pereira e Liliane de Oliveira Guimarães (Org.). Estratégias de Crescimento - Estudos trajetórias de empresas brasileiras. Belo Horizonte: BID - Fumim - FDC, 2013. p. 11-28.

SPITZEZECK, Heiko; ALT, Elisa Resende. Intraempreendedores sociais: como empresas podem impulsionar seu potencial. Inovações Ambientais. Rio de Janeiro: Elsevier, 2013. cap. 9, p. 205-230.

SPITZEZECK, Heiko. Normative versus instrumental corporate responsibility. In: IDOWU, Samuel O. et al. Encyclopedia of Corporate Social Responsibility. New York: Springer, 2013. p. 1768-1770.

SPITZEZECK, Heiko; EKINGTON, John. In: IDOWU, Samuel O. et al. Encyclopedia of Corporate Social Responsibility. New York: Springer, 2013. p. 925-926.

ZEIDAN, Rodrigo Mariath; COZZI, Afonso Otávio; LEONEL, Solange; FERREIRA NETO, Amir. Obstáculos à participação de pequenas e médias empresas no mercado de capitais. In: FONTES FILHO, Joaquim Rubens; LEAL, Ricardo Pereira Câmara. O Futuro da Governança Corporativa. São paulo: Saint Paul Editora. p. 249-262

SANT'ANNA, Anderson de Souza; CANÇADO, Vera Lúcia. Mecanismos de defesa. In: Fernando de Oliveira Vieira; Ana Magnólia Mendes; Álvaro Roberto de Crespo Merlo. (Org.). Dicionário crítico de gestão e psicodinâmica do trabalho. 1ed.Curitiba: Juruá, 2013, v. 1, p. 249-254.

SANT'ANNA, Anderson de Souza. Gestão por competências. In: Fernando de Oliveira Vieira; Ana Magnólia Mendes; Álvaro Roberto Crespo Merlo. (Org.). Dicionário crítico de gestão e psicodinâmica do trabalho. 1ed.Curitiba: Juruá, 2013, v. 1, p. 203-208.

SANT'ANNA, Anderson de Souza. Cultura organizacional. In: Fernando de Oliveira Vieira; Ana Magnólia Mendes; Álvaro Roberto Crespo Merlo. (Org.). Dicionário crítico de gestão e psicodinâmica do trabalho. 1ed.Curitiba: Juruá, 2013, v. 1, p. 103-106.

SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DÁVILA, Paolo Rosi; JUCA, L. A. S; MENEZES, M. Leadership, commitment and teamwork: a case study of the Brazilian military organization In: N. Delener; L. Fuxman; F. Victor Lu; Suzana Rodrigues; Luis Rivera. (Org.). Globalizing business for the next century: visualizing and developing contemporary approaches to harness future opportunities. 1ed.Helsinki: Global Business and Techn.

SALUM, Fabian Ariel; TADEU, Hugo Ferreira Braga; REIS, Rosana Silveira. Innovation management reflections: a brazilian market perspective. In: BREM, Alexander; VIARDOT, Eric. (Eds.). Evolution of Innovation Management. Houndmills: Palgrave Macmillan, 2013. cap. 11, p. 236-267.

FDC Cases

ALVIM, Flavia de Magalhães; CUERVO-CAZURRA, Alvaro. Metalfrio: Achieving Global Leadership in the Plug-in Commercial Refrigeration Industry London, ON: Richard Ivey School of Business, 2013. 21 p. (case).

Books

GUIMARÃES, Liliane de Oliveira; PEREIRA, Elaine Cristina. Estratégias de crescimento: estudos de trajetórias de empresas brasileiras. Nova Lima, MG: Fundação Dom Cabral, 2013. 211 p.

PEREIRA, Elaine Cristina; CUNHA, Junia Lott de Almeida. RDI - Rede de Desenvolvimento integrado: Fundamentos e experiências. Nova Lima, MG: Fundação Dom Cabral; Banco Interamericano de Desenvolvimento, 2013. 177 p.

TADEU, Hugo Ferreira Braga; OLIVEIRA, Carlos Alberto Arruda de. Inovação em Cadeias de Valor de Grandes Empresas. 1. ed. Brasília: CNI, 2013.

CARVALHO, Flavia Pereira de; OLIVEIRA, Carlos Alberto Arruda de. Inovações Ambientais: Políticas públicas, tecnologia e oportunidades de negócios. Rio de Janeiro: Elsevier, 2014. xxix, 296 p. ISBN 9788535271706.

TADEU, Hugo Ferreira Braga; OLIVEIRA, Carlos Alberto Arruda de. Inovação em Cadeia de Valor de Grandes Empresas. Brasília: Confederação Nacional da Indústria, 2013. 453p.

ALMEIDA, Emerson de. Plantando robles: Fundamentos de la empresa relevante. Rio de Janeiro: Elsevier; Belo Horizonte: Fundação Dom Cabral, 2013. 292p.

FUNDAÇÃO DOM CABRAL ANNUAL REPORT – 2013

Coordination, writing and editing
FDC Business Development and Public Relations Office

Graphic design and layout
FDC Document Center

Collaboration
Sustainability and Social Inclusion Committee

ALOYSIO FARIA CAMPUS

Av. Princesa Diana, 760
Alphaville Lagoa dos Ingleses
34000-000 – Nova Lima (MG) – Brasil

BELO HORIZONTE CAMPUS

Rua Bernardo Guimarães, 3.071
Santo Agostinho
30140-083 – Belo Horizonte (MG) – Brasil

SÃO PAULO CAMPUS

Av. Dr. Cardoso de Melo, 1.184
15º andar - Vila Olímpia
04548-004 – São Paulo (SP) – Brasil

RIO DE JANEIRO CAMPUS

Av. Afranio de Melo Franco, 290
2º andar – Leblon
22430-060 – Rio de Janeiro (RJ) – Brasil

www.fdc.org.br
atendimento@fdc.org.br
400 9200 (capitals)
0800 941 9200 (other cities)
Representatives throughout Brazil.

FDC is a signatory to:



PRME Principles for Responsible Management Education

FUNDAÇÃO DOM CABRAL



DEVELOPING EXECUTIVES AND COMPANIES