



Annual Report

2014

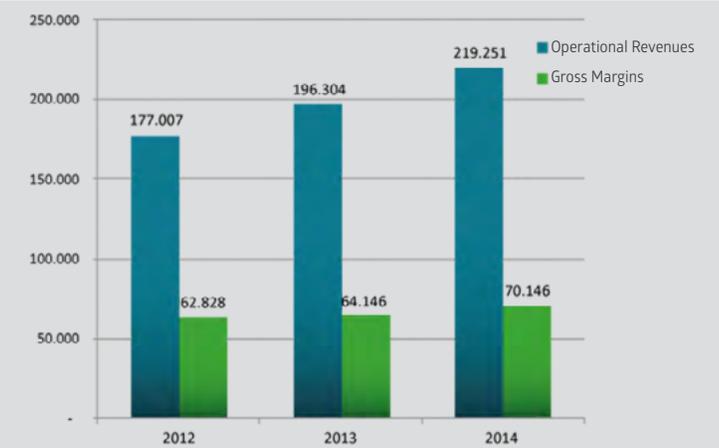
FUNDAÇÃO DOM CABRAL



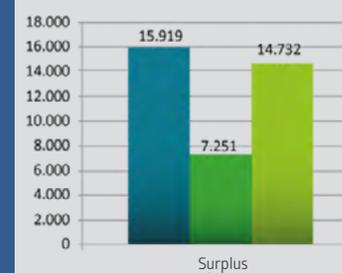
DEVELOPING EXECUTIVES AND COMPANIES

OUR NUMBERS

Operational Revenues and Gross Margins (R\$ thousand)



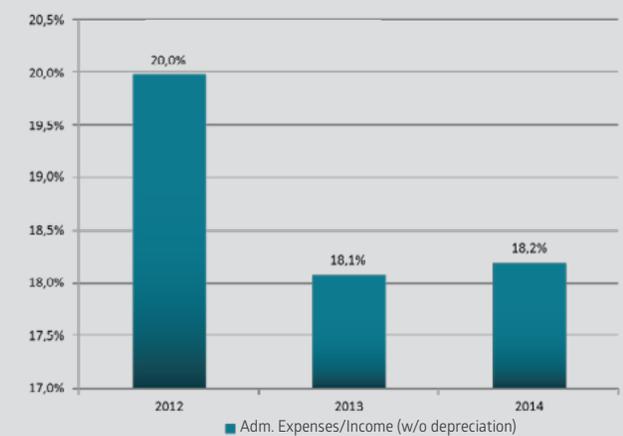
Net Income (Surplus) (R\$ thousand)



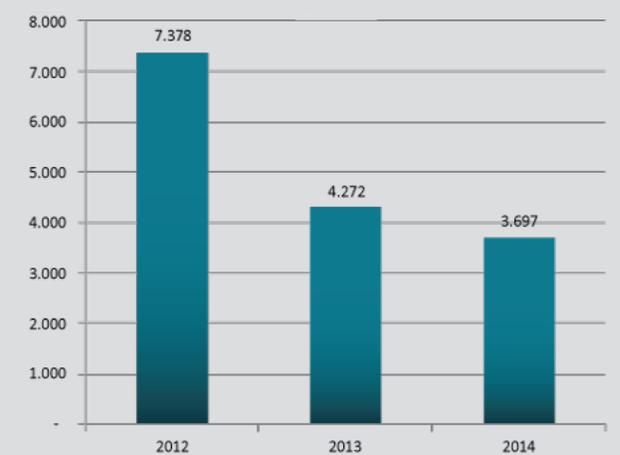
Investments in Development (R\$ thousand)



Administrative Expenses



Funding (R\$ thousand)



FUNDAÇÃO DOM CABRAL 38 YEARS

1973

The beginning of the activities of the PUC Minas 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 (France)

The 1st PGA – Advanced Management Program is held.

1992

Partnership with midsized companies to create PAEX – Partners for Excellence

1993

Alliance with the Kellogg School of Management (USA)

1996

The 1st Corporate MBA and distance-learning methodology

1999

Partnership with family businesses to create PDA – Shareholder Development and Family Business 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 Global Compact – UN

2005

22nd place on the Financial Times ranking

2006

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 Campus
Partnerships with companies: COMn – World-Organization Connection – 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, at the Aloysio Faria Campus

Inauguration of the International Advisory Council

2010

EFMD-FDC International Conference “Strategic Moves in Business Education”

6th place on the Financial Times ranking

1st place on the America Economia magazine ranking

2011

5th place on the Financial Times ranking

1st place in the America Economia magazine ranking

2012

Dean succession and inauguration of the Board Committee

8th place on the Financial Times ranking

1st place on the America Economia magazine ranking

2013

16th place on the Financial Times ranking

2nd place on the America Economia magazine ranking

Opening of the Rio de Janeiro Campus

2014

21st place on the Financial Times ranking

The most reputable teaching institution in Brazil according to the Merco/Ibope ranking

Board of Trustees

FOUNDER AND CHAIRMAN

Cardinal Dom Serafim Fernandes de Araújo

BOARD MEMBERS

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Eduardo Borges de Andrade

Guilherme Caldas Emrich

Gustavo Araújo Penna

Gustavo Fabian Grobocopatel

Henrique Moraes Salvador Silva

José Luiz Faria

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Sônia Regina Hess de Souza

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Wagner Furtado Veloso

DEANS

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Ricardo Siqueira Campos

International Advisory Council

CHAIRMAN

Donald Jacobs – EUA

MEMBERS

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Guerra Freitas – Angola

Gustavo Grobocopatel – Argentina

Fernando Orocobre Oris de Roa – Argentina

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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

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Luis Roberto Pogetti – Brazil

Luiz Lopes – Brazil

Marcel Malczewski – Brazil

Mariano Lozano – Brazil

Marina Silva – Brazil

Mário Garnero – Brazil

Newton Neiva – Brazil

Pedro Suarez – Brazil

Philippe Pruffer – 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

Dezsö 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

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Letter from the Dean

As 2014 ends, I am happy to report on the most relevant actions we have undertaken throughout the year. By the end of the first semester of 2014, our operational revenues had fallen below expectations, despite having increased by approximately 10% when compared to 2013, and our accumulated net income stood far below the amount forecast.

At the time, we believed in a recovery for the second semester by reaching revenues and operational margins goals for the year while expecting net income to vary by 10% over or below our forecast.

Our projections did not come true regarding net income, as we reached 81% (R\$ 14.732 million when compared to R\$ 18.141 million) of the budgeted amount. On the other hand, we reached 97% of our budgeted revenues, R\$ 219 million.

We would like to stress that this amount represents the Net Management Surplus related to the 2014 budget. After adjustments were made to expenses from previous fiscal years regarding Legal Litigation (R\$2.119 million), Labor Compensation (R\$3.835 million) and Scheduled REFIS Interest Payments (R\$2.349 million), our Legal Net Surplus amounts to R\$6.428 million, as stated in the attached auditors' report.

Customized Programs reached 99% of their forecast revenues, and their margin was below the 35.72% forecast due to a 5% increase in costs.

Partnerships, which are currently our greatest source of revenues, reached 96% of their budgeted revenues and 94% of the forecast margin, which means a 3% reduction in operational costs. This small dip was due to the performance of the PDA program, whose revenues stood at 14.88% below forecast. PAEX stood out by achieving 99% of its budgeted revenues and operational margin.

General and International Open Enrollment Programs reached 88% and 83% of their budgeted revenues, respectively, and their margins stood at 81% to 34% when compared to the budgeted amounts. We must keep paying very close attention to these programs and we have taken measures that should improve their results for 2015. We would like to highlight the performance of the MBA Programs, as they reached 93% of their budgeted revenues. Although they might not have reached to their forecast goal, they managed to achieve expressive cost reductions, thus ensuring a 5% margin above the budgeted amount.

The Specialization Programs surpassed the budgeted revenues by 5%, thus managing to achieve 99% of their margin due to the in-company programs.

As regards Development, our investments remained at the same level as in previous years, we improved productivity and cut costs by rationalizing the structure of the knowledge centers, improving processes and the distribution of the activities performed by our full-time professor, and consolidating the education management area.

Throughout the year, we kept on acquiring new and large clients for our Customized Programs while reacquiring other important and traditional ones. During this time, we acquired 105 new clients and achieved 20% of our revenues through international programs, a goal that has been set for the past five years.

We have kept on strengthening our relationships with the top executives at organizations and last April we launched the CEO's Legacy Program with 12 presidents from large companies.

We have consolidated our position in the domestic market throughout practically the whole country through our Regional Affiliates who work in 23 states and in the main cities of São Paulo, Rio de Janeiro and Minas Gerais.

As regards People, the number of collaborators went down from 363 in December 2013 to 338 in December 2014, which represents a policy of replacing staff only in exceptional cases by prioritizing internal rearrangements while adjusting and building the skills of our teams. The career transition project is being consolidated through the harmonious evolution of this process. We would like to highlight the survey carried out with our internal clients (happiness index), whose results point to a welcoming environment within the institution.

In Administration, the measures undertaken to rationalize our organization structure, control costs and administrative expenses have led to savings to the tune of R\$ 2 million, representing 4% of the budgeted amount. We have finished making investments regarding adjusting the space

of our campuses in Rio de Janeiro and in São Paulo, which came about due to increasing demand in those markets. We are now working on changes to both the BH Campus and the Aloysio Faria Campus. We have managed to improve the occupation rate at our various campuses quite substantially.

Within the context of internationalization, we would like to highlight the following: the 6th meeting of the International Advisory Council and the International Conference at the Aloysio Faria Campus, when we hosted about 350 participants from 17 countries.

It is also worth highlighting that we have kept on hosting the Learning Journeys in Brazil Program for schools in Belgium, Canada, the United States, India and Switzerland; the launch of PAEX in Atlanta, in the United States, in partnership with Georgia State University and in Monterey, Mexico, with EGADE.

As for our International Open-enrollment Programs, we would like to highlight two new ones: Women's Global Leaders Program, with Smith College, from the United States, which is offered exclusively for women; and the Public-Private Partnerships Program – PPPs – with Catolica Lisbon, from Portugal.

As regards Funding, we reached 74% of our forecast goal, mainly through sponsorship from Banco Alfa to renew the naming of Centro Banco Alfa; our partnership with Grupo CCR for institutional support for all the knowledge generated by FDC; and a donation received from Fundação José Pedro de Araújo.

The social actions that are developed under the coordination of the Sustainability and Social Inclusion Committee have all been implemented as per the FDC Strategic Plan and have kept the same level of investment as last year's. We would like to highlight the 2nd Instituto Inhoré Cultural Meeting, which is supported by FDC and which honored the Founder and Chairman of our Board of Trustees, Cardinal Dom Serafim Fernandes de Araújo, who turned 90 years old in August 2014.

We dropped five positions on the Financial Times executive education ranking and are now ranked at number 21 among the 50 best business schools in the world. Nevertheless, we are still placed as the best business school in Latin America. We have been strengthening our actions so that we will be ranked among the 10 best business schools of the world once again.

Last June the 2014 Merco/Ibope Corporate Reputation Ranking chose us as the most reputable Business School in the country.

We would also like to highlight the wrapping up of our client satisfaction survey project that will be carried out every year. The surveys that were performed pointed to an expressive degree of satisfaction on the part of our clients.

At the Board of Trustees meeting last August, its members discussed the theme Strategic Reflections about FDC's future positioning on the global market and several board members expressed their opinions on the current social and economic context. This project is an initiative by the Board Committee, with the Dean's participation, and it has been carried out since the end of last June by a group of 21 collaborators from different areas. It is scheduled to deliver its conclusions in February 2015.

Last August, we carried out an analysis together with our legal consultants as regards a demand by the Internal Revenue Office of Brazil, as independent auditors had highlighted this demand in our 2013 Financial Statement. Together with the Board Committee, we believed that this demand deserved the institution's special attention and so we decided to join the so-called Refis da Copa, which allowed us to bring the debt down from R\$ 41.273 million to R\$ 32.002 million, with a 15-year paying timeline.

The last payment of the BNDES financing operation related to building CDCG was paid in September. In 2014 we also acquired another six Hotel Mercure units in Alphaville Lagoa dos Ingleses, Nova Lima, and we now own 98 out of 123 units. The hotel has been a good investment due to its very good occupancy rate.

Between September and December 2014, we worked on preparing the 2015-2019 Strategic Plan that is focused on the 2015 action plan and budget. Its premises are based on the basic FDC institutional definitions, its principles and values, and the guidelines set forth by the Board Committee.

Summing up, we can state that based on the results set down on this report we feel that we have contributed towards FDC's remaining sustainable and relevant to society, and that future perspectives are very bright.

To wrap up we would like to register and thank, once again, the ever-present support we receive from the Board Committee and from the Board of Trustees, and the commitment shown by the deans and the associate deans and their teams as they fulfill our mission and lead us to feel that we have done our duty.



Wagner Furtado Veloso
Dean



Introduction

The FDC Annual Report takes its inspiration from the Global Reporting Initiative–GRI, an initiative created to enhance sustainability documents to a level of quality equivalent to the financial statements organizations publish. GRI seeks to confer credibility, legitimacy and frequency to information by communicating the report's social, environmental and economic performance.

The Annual Report presents the main actions and results Fundação Dom Cabral achieved in 2014. This material was prepared from interviews and chat groups with the institution's different leaders, who highlighted the most relevant pieces of information from their respective areas through the year.

The first chapter is dedicated to institutional issues and highlights internationalization, market relations, and actions related to sustainability and social inclusion. The second chapter deals with the institution's economic-financial performance. The third chapter offers information about the educational solutions FDC develops. It is followed by the fourth chapter, which details knowledge generation. Finally, the fifth chapter aims to give readers access to information about how Fundação Dom Cabral is run and about the main activities developed by its different areas such as training, quality of life and infrastructure.

It is important to highlight that the 2014 Annual Report expresses FDC's commitment to transparency and it is part of its efforts to interact with its different relationship audiences. The activities carried out to prepare this material have become an important management tool, as they allow the institution to identify the advances and challenges it faces each year.



Institutional

1.1 Basic Institutional Definitions

Fundação Dom Cabral was created in 1976 and it is an institution that dedicates itself to developing executives, companies and public managers by preparing them to face the constant challenges they come up against in the corporate world and in today's society. As an internationally renowned institution that is present on the main executive education rankings in the world while holding several accreditations, international cooperation agreements and strategic institutional partnerships, Fundação Dom Cabral carries in its DNA the excellence of its dynamic and differentiated educational solutions, the generation of critical, strategic and relevant knowledge, and the quest for superior results.

This report presents FDC's results in numbers and in quality. They show that they can be surpassed every year. In the past five years alone, over 120 thousand executives from thousands of organizations in Brazil and in several other countries can confirm our data, as can all the professionals, associates and partners who are part of our team and who work every single day to deliver, with excellence, the educational solutions and the knowledge generated for companies, society and the future.

1.1.1 Mission

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

1.1.2 Business

Educational solutions for organizational development.

1.1.3 Strategic Objective

To be an international reference at developing executives, entrepreneurs and companies.

1.1.4 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.

1.2 Participation and Commitment

1.2.1 Rankings

For the past 10 years FDC has been ranked among the top business schools on some of the most important executive education ranking in the world.

In 2014 it was ranked number 21 among the top 50 business schools in the world by the Financial Times ranking and it was the number 1 school in Latin America. FDC is also ranked 27th for Customized Programs and 23rd for Open-enrollment Programs.

On the Merco/Ibope Corporate Reputation Ranking, Fundação Dom Cabral was elected the most reputable business school in the country. The ranking is developed by Merco consulting with support from Ibope and it interviews over 2,500 people, including directors from large companies, financial analysts, associations, NGOs, unions, and journalists who specialize in economics and who are opinion makers. Fundação Dom Cabral received the best assessment in the education industry and it is the only school the interviewees mentioned.



1.2.2 Accreditations and Associated Organizations

The global characteristics of the educational solutions FDC offers guarantee the institution the important international accreditations offered by the European Quality Improvement System – EQUIS and by The Association of MBAs – AMBA®.

EQUIS

In June 2007 FDC was accredited by the European Quality Improvement System – EQUIS, the renowned accreditation system managed by the European Foundation for Management Development – EFMD. This accreditation confers international recognition on business schools. By joining EQUIS members, FDC stands out as a quality institution in all the dimensions of its activities, besides displaying its level of internationalization.



AMBA®

With its focus on business management, the Fundação Dom Cabral Corporate Executive MBA has been accredited by AMBA – The Association of MBAs since 2005. This organization is headquartered in London (England) and it accredits the best MBA programs in the world, thus guaranteeing quality standards and promoting an exchange of knowledge, ideas and good practices among the important international schools it accredits.



International Associations

FDC is also a member of foreign associations such as: The Association to Advance Collegiate Schools of Business – AACSB International, Consejo Latinoamericano de Escuelas de Administración – CLADEA, International University Consortium – UNICON, European Foundation for Management Development – EFMD, International Consortium for Executive Development Research – ICEDR, Global Business School Network – GBSN and Executive MBA Council.



1.2.3 Principles and Global Compacts

As it follows the guidelines of its mission to contribute towards the sustainable development of society by building the skills of executives, Fundação Dom Cabral is a signatory to the Global Compact, a UN initiative to engage the business world in the building of a more stable, egalitarian and inclusive market, thus generating a prosperous society and ensuring sustainable development.

As a business school that works to prepare future leaders, there are two other UN proposals that directly affect FDC: Globally Responsible Leadership – GRLI – and the Principles for Responsible Management Education – PRME, the guiding documents that were built in collaboration with FDC together with other business schools.

Such participation expresses a commitment to implement the Global Compact, but it would not be enough if it were not translated into day-to-day actions. FDC has worked to change its internal processes, engage and offer development opportunities to its collaborators, complement its program portfolio, and constantly update its practices and concepts while aligning them to the demands put forth by society and by the business world to business leaders.



Principles of the Global Compact

HUMAN RIGHTS



1
Support and respect the protection of internationally proclaimed human rights

2
Make sure that they are not complicit in human rights abuses

3
Uphold the freedom of association and the effective recognition of the right to collective bargaining

LABOR RIGHTS



4
The elimination of all forms of forced and compulsory labour

5
The effective abolition of child labour

6
The elimination of discrimination in respect of employment and occupation

ENVIRONMENT



7
Support a precautionary approach to environmental challenges

8
Undertake initiatives to promote greater environmental responsibility

9
Encourage the development and diffusion of environmentally friendly Technologies

ANTI-CORRUPTION



10
Work against corruption in all its forms, including extortion and bribery

Principles for Responsible Management Education – PRME

Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy

Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the Global Compact

Principle 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6

Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

1.3 The Board of Trustees

The FDC Board of Trustees is made up by 15 members and it meets twice a year at the Aloysio Faria Campus. Cardinal Dom Serafim Fernandes de Araújo, Archbishop Emeritus of Belo Horizonte, is its founder and chairman. FDC celebrated its 38th anniversary during the second annual meeting of the Board of Trustees in 2014 and it honored Dom Serafim on the occasion of 65 years of being ordained, 55 years of episcopal consecration, and 90 years of age.



Cardinal Dom Serafim, Founder and Chairman of the Board of Trustees, planted an araguaney tree at the Aloysio Faria Campus to honor 38 years of FDC. A time capsule containing a message written by him was placed together with the tree.

1.4 2020 Strategic Reflections

As it took into account the evolution of the market and of FDC itself, the Board Committee decided to carry out a strategic reflection about the institution's future positioning. Three groups of collaborators from different areas within the institution were set up to present proposals aimed at the year 2020 horizon.

According to the guidelines set forth by the Board Committee, these reflections are based on the presupposition that FDC must be guided by: differentiation; contribute to the development of organizations so that it will lead to the wellbeing of society; high impact programs and actions; a significant presence in the business environment and in society; knowledge generation and management activities that are a means and not an end; and measurable quality and results.

After working for about five months, the groups presented their comments during the last General Meeting of the year. A mixed commission consisting of members of the three groups summarized the work carried out. It was presented to the Board Committee and it awaits final validation.



2020 Strategic Reflections: a meeting to listen to collaborators

1.5 Internationalization

“In 2014 there was a constant growth movement regarding internationalization, mainly related to Customized Programs. What used to be sporadic is now becoming increasingly common to the institution and its faculty and managers. And an expressive number of partnerships have been happening throughout the world.”

Roberto Sagot Monteiro – Dean for Marketing and International Affairs

Internationalization at FDC has been picking up speed and it has been shared and experienced by all its teams and educational solutions. International Customized Programs already represent 20% of total revenues for Customized Programs. As for Business Partnerships, PAEX has inaugurated a new stage of its internationalization process in North America through partnership contracts signed in Atlanta, United States, and Monterey, Mexico. Two new programs stood out in our Open-enrollment Programs: the Women’s Global Leaders Program, in partnership with North American university Smith College, and the Public-Private Partnerships – PPPs hosted together with Universidade Catolica Lisbon.

FDC has made strategic approaches to Asian markets in recent years. Asia, mainly southeast Asia and China, will play an increasingly important role in future. Therefore, it is opportune that we should set up partnerships in these places and this has been done by some of the Deans during recent visits to Singapore and China.

FDC has also sparked growing international interest and several visitors from businesses schools and partner institutions from all over the world have visited it. In 2014, delegations from several countries visited the FDC campuses. We would like to highlight the Russian group made up by 35 people including the country’s Vice-Minister for economics, and the group from SKEMA Business School, France.

International Cooperation Agreements



 **ARGENTINA**
 . Universidad de San Andrés

 **AUSTRALIA**
 . Griffith University

 **CHILE**
 . Universidad de Chile

 **CHINA**
 . CKGSB – Cheung Kong Graduate School of Business

 **COLOMBIA**
 . Universidad de los Andes Facultad de Administración

 **SPAIN**
 . EADE Business School

 **THE UNITED STATES**
 . Babson college
 . Georgia State University
 . Illinois Southern University
 . Kellogg School of Management
 . North Carolina University
 . Smith College
 . University of Alabama

 **FRANCE**
 . Insead Business School

 **INDIA**
 . IIMA – Indian Institute of Management, Ahmedabad

 **MEXICO**
 . ITAM – Instituto Tecnológico Autónomo de México

 **PERU**
 . Esan Graduate School of Business

 **PORTUGAL**
 . INDEG-IUL ISCTE Executive Education
 . Porto Business School
 . PPO Católica Lisbon

 **UK**
 . University of Cambridge Judge Business School

 **RUSSIA**
 . Skolkovo Moscow School of Management

 **SWITZERLAND**
 . IMD Business School

 **VENEZUELA**
 . IESA – Instituto de Estudios Superiores de Administración

1.5.1 International Advisory Council (CCI)

The International Advisory Council, which was created in 2009, met at the Aloysio Faria Campus in October. It hosted 22 members and 14 special guests from 17 countries. The CCI is chaired by Kellogg School of Business Dean Emeritus Donald Jacobs and it discussed topics that are relevant to FDC in the field of executive education while also offering a general overview of the Brazilian scenario. Brazil's former President Fernando Henrique Cardoso was the highlight of the day as he made a macroeconomic retrospective of the country and spoke about the main challenges Brazil faces.

The CCI meeting ended with a gala dinner offered by then-governor of the State of Minas Gerais Alberto Pinto Coelho at the Museum of Mines and Metal in Belo Horizonte.



(from left to right) FDC Dean Wagner Furtado Veloso; Kellogg School of Business Dean Emeritus Donald Jacobs; Founder and President of the FDC Board Committee Emerson de Almeida; Brazil's former President Fernando Henrique Cardoso; FDC Dean for Marketing and International Affairs Roberto Sagot during a meeting of the International Advisory Council.

1.5.2 International Conference

The FDC 2014 International Conference was held at the Aloysio Faria Campus and it dealt with the theme "Developing society through management and relevant business". It was hosted in three round tables that brought together about 300 people and it included FDC professors, members of the International Advisory Council, and international executives and lecturers.

The first round table discussed the roles the public and the private arenas play to develop society. The second one dealt with up to what point society trusts companies to play this role regarding social development and it involved discussions between participants and lecturers. The third one dealt with the role technology plays as a tool that makes it possible to establish new social and business development paradigms. The event was wrapped up with a brief analysis of the propositions and solutions made at the Conference.



Over 300 people, including business, government, international business school and society leaders took part in the International Conference.

1.5.3 The Enlaces Network

The ENLACES Network – Escuelas de Negocios de Latino America por el Crecimiento Economico Sostenible is a network created and led by FDC. It aims to promote the development of Latin American countries by producing joint knowledge in carrying out integrating actions among companies, governments and associations in the region’s countries. It is made up by some of the best business schools in Latin America: Universidad de San Andrés (Argentina), Universidad de Los Andes (Colombia), Universidad de Chile (Chile), ESAN (Peru) and IESA (Venezuela).

In 2014 FDC took part in the ENLACES Network Operations Committee Meeting that is made up by managers and deans from the network’s participating schools. The meeting was held in Santiago, Chile, and it aimed to debate various ongoing projects: joint research about innovation in Latin America; the book that the committee is writing about this very same theme; the creation of the Latin American innovation network; and the organization of the Summit and of the First Meeting of Network Professors. The ENLACES Network Strategic and

Operations Committee Meeting was held in Bogota last November, as well as the Meeting of Professors. The aim was to assess the moves made by the ENLACES Network up to now and to reach an alignment regarding the next steps to be taken by the Network and actions related to the Innovation Chapter.



As one of the pillars in Fundação Dom Cabral strategy, Internationalization permeates the institution and is present in several educational solutions and knowledge development fields. The activities carried out in 2014 that were part of this institutional effort to make FDC increasingly relevant in the international scenario can be identified throughout the report by the Internationalization Seal, as can be seen at the top of this box. It shows that the activity/area that is being described is of an international nature, be it through partnership with institutions from other countries, through the participation of foreign professors and/or students, or through the presence of FDC professors and students in programs taught abroad.

1.6 Institutional Image

“This is the 6th year, practically in a row, in which FDC increases its media presence, including its international media presence. It is thus that FDC strengthens its institutional image as a reference in various management themes.”

Ricardo Siqueira Campos, Associate Dean for Institutional Relations

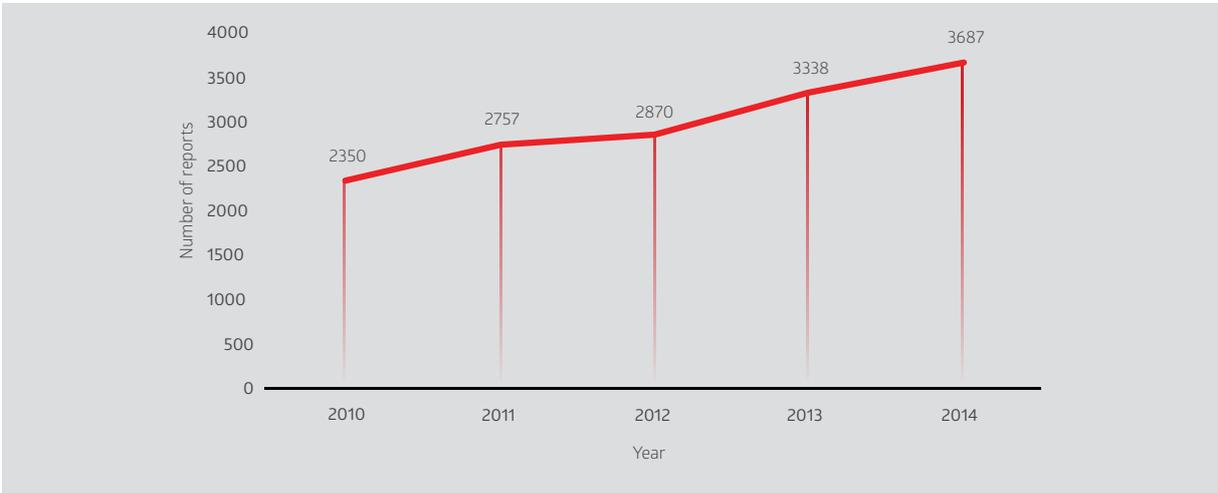
Fundação Dom Cabral develops actions to increase its institutional brand's visibility vis-à-vis its various stakeholders to disseminate and consolidate its image. In 2014 FDC took part in about 100 domestic and international events through lectures and debates carried out by the institution's professors. It also hosted about 50 institutional visits from partner schools, authorities, various institutions, and Brazilian and foreign executives with the aim of establishing closer ties and partnerships.

1.6.1 Market Communication

Despite its being an atypical year due to events that mobilized the domestic media, such as the FIFA World Cup and the country’s presidential and state elections, numbers show that there were 349 more reports published in the media when compared to 2013. The following themes stood out in the media in 2014: Finance, Infrastructure and Institutional. We should highlight FDC’s presence in reports in the international media, such as publications on the Beyond BRICS blog in the English newspaper Financial Times and a report on infrastructure in American CNN television channel.

FDC in the media
Total reports: 3687
239 articles published
539 FDC mentions in CVs
178 notes
646 contacts with the press

Number of Reports



As for Advertising and Marketing, TOM Comunicação is the advertising agency that now works for FDC. It is in charge of the institution’s marketing campaign and two campaigns it developed for the events “International Conference” and “Valor 1.000” were highlighted by the Colunistas Award. This award is an initiative undertaken by Associação Brasileira dos Colunistas de Marketing e Propaganda – Abracomp to highlight the top Marketing Communication campaigns carried out by companies and professionals who work in Brazil.



Gold medal winner in the categories Art Direction and Graphics; Graphics Illustration; Service Poster. It also won a bronze medal in the category Program, Invitation or Communication.



Silver medal winner in the category Promotional and Institutional Action; and bronze medal in the category Sponsorship Use.

FDC PORTAL
Visits – 812,418
Single visits – 442,917

SOCIAL NETWORKS
Facebook: 23,365 followers
Twitter: 14,200 followers
Youtube: 1,286 subscribers
Slideshare: 360 followers
LinkedinCompany: 18,284 followers
LinkedinUniversity: 14,961 followers

1.7 Sustainability and Social Inclusion

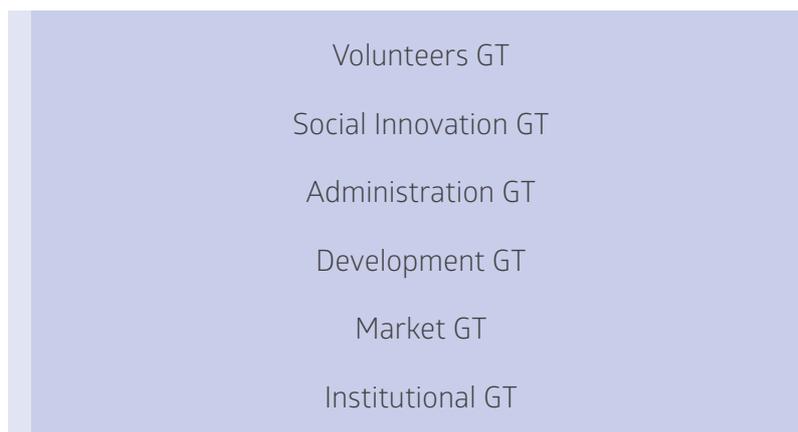
“Fundação Dom Cabral believes that educating for Sustainability means inspiring each person and each organization to feel responsible for building a better society.”

Emerson de Almeida, founder and president of the Board Committee

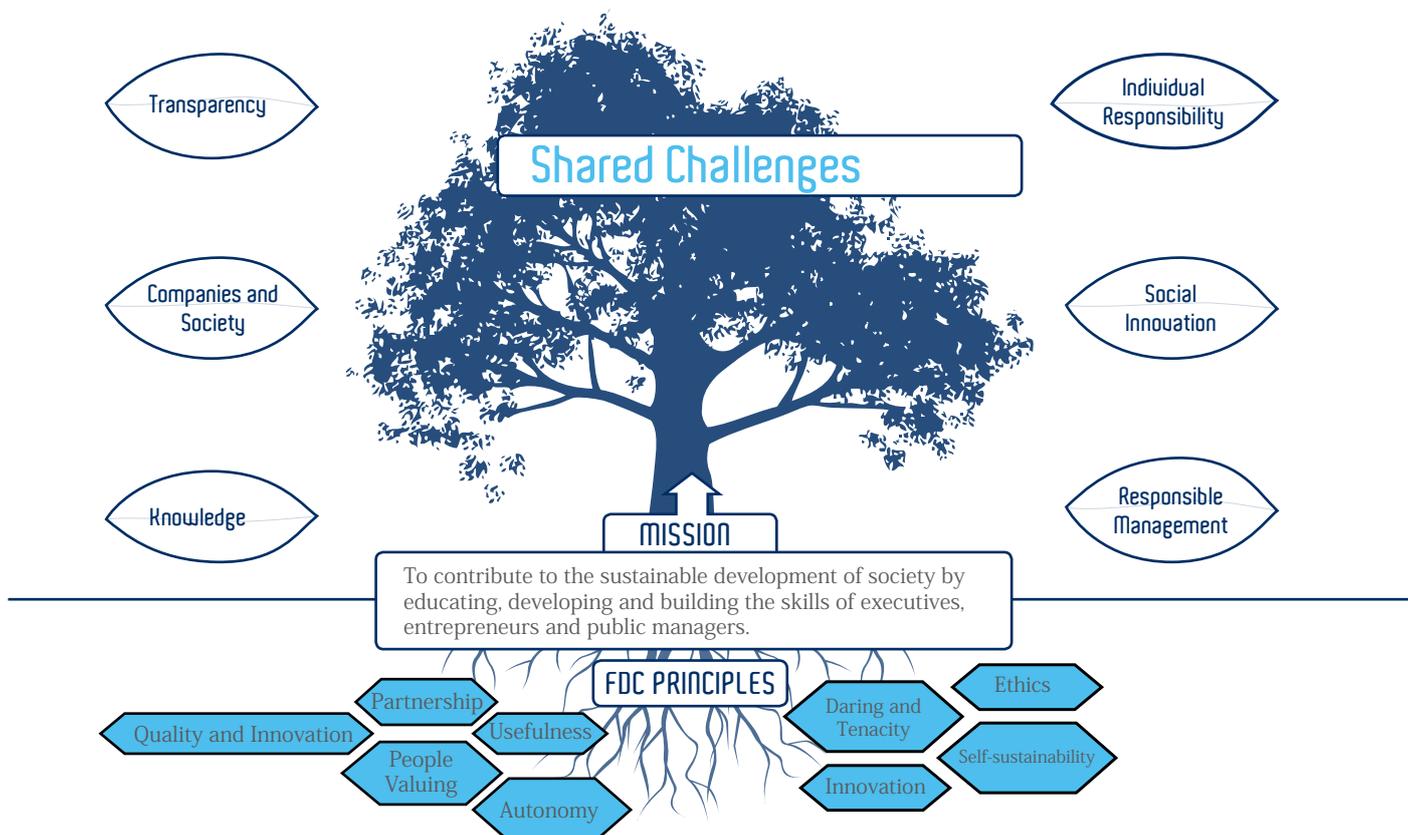
FDC believes that sustainability encompasses driving social innovation through opportunities for all, environment protection and the development of effective organizations that are committed to the concepts we have mentioned and to ethical and healthy business practices.

1.7.1 Sustainability and Social Inclusion Committee

The FDC Sustainability and Social Inclusion Committee was created in 2008 to promote synergy and integrate the institution's areas as they carry out strategic actions related to the various programs and projects that mainstream sustainability. The Committee's operational model works with six Work Groups – GTs – aimed at specific themes that involve all FDC areas.



Strategic Challenge: Being Relevant to Society



1.7.2 Strategic Planning for Sustainability

Strategic Planning for Sustainability for the 2014-2018 timeframe was developed in 2014 and its goals were distributed among the six Work Groups with the following objectives:

Practice: To set an example of sustainability practices throughout the organization.

Educate: To educate organizations, executives and public managers to generate sustainable value in business and in society.

Know: To generate and add sustainability knowledge in the various fields of management that will be applicable to companies, governments and organizations.

Articulate: To promote articulation and integration among governments, organizations and society regarding issues related to sustainability.

Fifty per cent of the goals that had been scheduled have been met, 13% of them surpassed their objectives, and the remaining ones are being developed through the next cycle.



Fundação Dom Cabral mainstreams Sustainability in its mission and in its strategic planning. Just as the theme is integrated into practically all fields of human knowledge, it also spans all FDC areas and ranges from its educational solutions to its management practices. It is involved in knowledge development, a field in which FDC invests to make its production increasingly integrated into sustainable development trends. The Sustainability Seal, which you will find throughout the report at the top of boxes like this one that deal with information related to the theme, was created as a way to recognize programs in areas that come under direct influence of the institution's sustainability vision and that are on the agenda of the Sustainability and Social Inclusion Committee.

1.7.3 Social Projects

Fundação Dom Cabral dedicates 2% of its operational revenues to the social projects it carries out for its stakeholders. All the social projects are developed by the Social Innovation/Opportunity for All GT. Fifteen projects were carried out in 2014 and they benefited 40 thousand people in their communities. The main news this year were the partnership with British NGO Common Purpose, the beginning of a Dignity Program group in São Paulo, and the Roots Program online platform that will make it possible to broaden this initiative's reach.

Roots – Social Innovation Program

The Roots Programs is hosted every year and it is aimed at low income or at social risk young people between the ages of 16 and 18. Its objective is to broaden the participants' worldview and help them to build and to strengthen their feeling of citizenship and safety while also offering them a deeper perception of the different roles they play in society. In 2014, 18 young apprentices who work at FDC and students from Escola Estadual Maria Josefina Sales Wardi, in the Jardim Canadá district (Nova Lima/MG) attended the program. The Sustainable Roots stage was also attended by students from the Social Value Program. Those youths experienced 112 hours of activities for seven weeks.

The highlight of the year was the development of Roots Online in partnership with the FDC regional affiliate in Santa Catarina, Fundação Fritz Müller. The program, which lasted for 20 hours and was FDC's first experience with the e-learning methodology, is the institution's bet to broaden the reach and impact of its social initiatives.



The graduation of the 4th Roots Program group, which was celebrated at the FDC General Meeting

The Dignity Program

The Dignity Program aims to develop and build the management skills of entrepreneurs whose innovative ideas or projects focus on reducing social equality Brazil. FDC created this program in 2012 and the Program's second group wrapped up the skills building in management stage at the BH Campus in 2014 after having attended a workload of 96 hours. Each participant received 66 hours of monitoring. Fifteen social entrepreneurs from Belo Horizonte and from Greater Belo Horizonte remain with the program and they deal in the fields of education, microcredit, the environment, tourism and culture.

The Program was launched in São Paulo, SP, in 2104. This group is made up by 19 social entrepreneurs from São Paulo, Rio de Janeiro, Bahia and Paraná. Among the participants we find the winners of the Folha de São Paulo Social Entrepreneur of the Future Award and the entrepreneurs from Ação Social para Igualdade das Diferenças – ASID. The participants of the first group of the Program in SP deal in the fields of education, social services, technology, the environment, health and culture.



Dignity Program group in São Paulo brings together social entrepreneurs from four states.

The Opportunities Garden

The Opportunities Garden consists of a set of projects developed by FDC in Jardim Canadá, in Nova Lima, a neighboring district to the Aloysio Faria Campus. There are four restructuring projects and a supporting one, besides relationship initiatives: Jardim Canadá Diagnostics, the Professional Skills-Building Center, the Companies and Social Organizations Development Program – PDEOS, the Jardim Canadá and Region Observatory, and support for the Social Value Program.

PDEOS stands out among these projects as it aims to encourage the district's local sustainable development by promoting responsible management among business and community leaders. In 2014, six new social organizations and four new companies joined the group, for a total of 15 social organizations and 16 companies. In 2014, the participants set up 104 partnerships among themselves, 65 of them using various resources, 11 using financial resources and 28 through articulations. The total number of partnerships since the program began in 2012 has reached 210. The activities carried out by these social organizations have benefited about 30 thousand people.



PDEOS participants have set up 104 partnerships and their activities benefit over 30 thousand people.

In an action related to the Job Opportunities Counter – BOE, FDC, Associação de Condomínios Horizontais – ACH – and Associação Industrial e Comercial do Jardim Canadá – AICJC – handed in a batch of over 100 CVs to the Nova Lima City Hall (MG) after the opening of a Sistema Nacional de Emprego – SINE – (Domestic Job System) office in the Jardim Canadá district. This office was set up to meet local job demands. BOE was created to generate job and income opportunities in Jardim Canadá by implementing an online database of professionals from the region and of available job vacancies at local companies.

The Social Value Program

FDC partners Instituto Cultural Flávio Gutierrez to offer the Qualification Course for Young People in the Field of Conservation. A group of FDC professors has taught special modules of the project since 2010 to contribute to develop young people. FDC professors taught over 40 hours of classes in 2014.

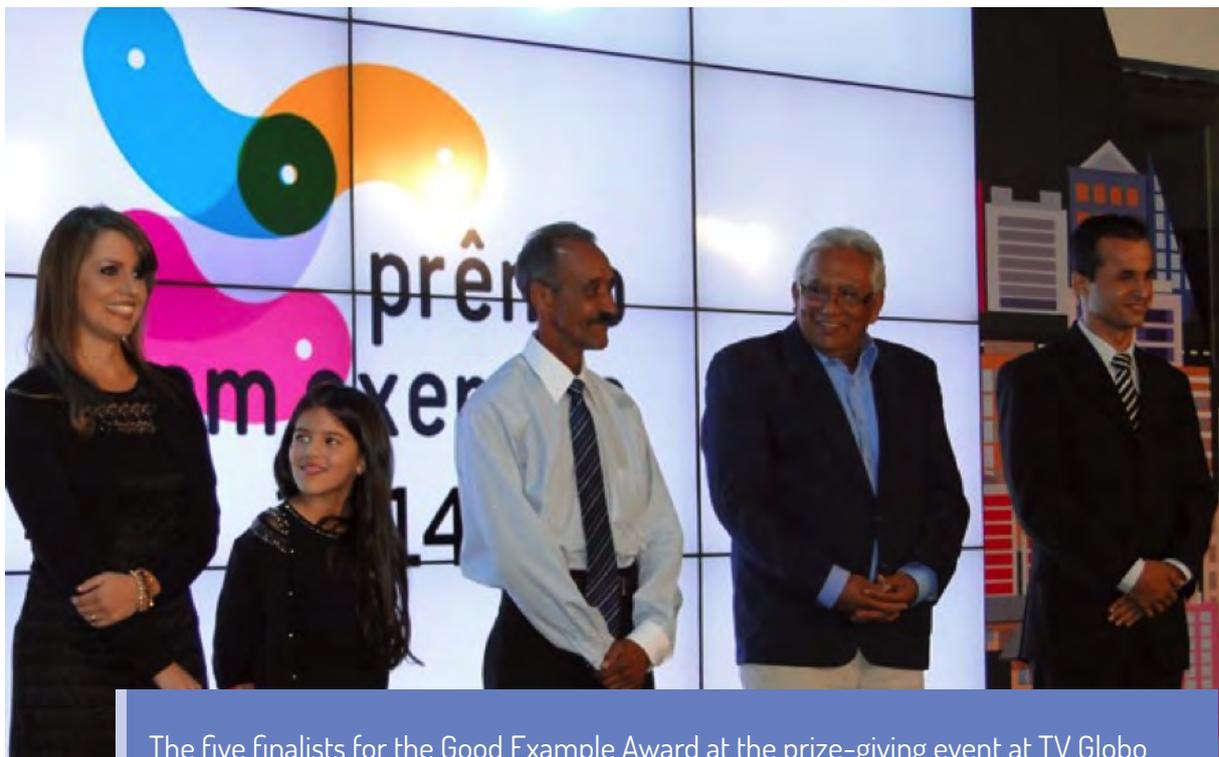
The Scholarship Program

This Program offers scholarship grants to the FDC Specialization in Management Program for underserved youth living in the Greater Belo Horizonte region. Six new grantees graduated from the Specialization Program at the Belo Horizonte Campus in 2014.

FDC maintains its support to grant scholarships for underserved students from PUC Minas by donating 1% of the institution's revenues to Fundação José Fernandes de Araujo.

The Good Example Award

The Good Example Award seeks to value people and institutions while encouraging initiatives that will contribute to the development of society. It was created in Minas Gerais in 2010 through a partnership among TV Globo Minas, FDC, Federação das Indústrias do Estado de Minas Gerais – FIEMG – and O Tempo newspaper. The award was hosted for the 5th time in 2014.



The five finalists for the Good Example Award at the prize-giving event at TV Globo Minas. Nine-year-old Júlia Fernandes Rodrigues Macedo won the Award in 2014.

Support for Instituto Cultural Inhoré

The institute was created with the mission to drive the social, cultural and economic development of the Capão Grosso community in Jaboticatubas County, MG. The area is located inside the Geraldino José de Almeida Ecological Park and it is home to over 30 native plants that have been catalogued.

In 2014, FDC donated over 100 books to make up the collection of the community's recently created library. The 2nd Instituto Inhoré Cultural Meeting was also held in July, when over 200 people took part in the different activities carried out on that occasion.



Students from local schools performed a square dance at the party at the 2nd Instituto Inhoré Cultural Meeting.

The Brasileirinho Project, which is developed by FDC at Instituto Inhoré, hosted a pedagogic meeting with the teachers from local municipal schools Dom Orione, Padre Candinho and Benficia Moreira Marques. Brasileirinho is a project that seeks to improve local schools and the results they achieve in the Grade School Education Index – IDEB. It also offered 32 locals a course to train them as assistant masons, through Escola Móvel do Senai.



FDC participant has been elected an ambassador for the new stage of the Goldman Sachs program



In 2014, Gircilene Castro, who was a participant in the first group of the 10,000 Women program at FDC, was chosen to be the program's official representative in the world. During this new stage, Goldman Sachs has gone into partnership with the International Finance Corporation – IFC, which belongs to the World Bank Group, to set up a US\$600 million fund for investments. Gircilene was elected an ambassador for this new partnership because she represents the typical profile of an entrepreneur who, through support and access to capital, was able to grow expressively and to contribute towards her community's economic growth and development.

Common Purpose - Student Experiences

Fundação Dom Cabral and Common Purpose, an English non-government organization that deals with leadership development throughout the world, have brought the Common Purpose - Student Experiences initiative to Brazil for the first time. This free program was attended by 100 young college students and participants of the FDC Specialization in Management Program and it dealt with the theme "Safety and its consequences in Brazil", which is thought to be one of the most important in the country's current scenario.

1.8 FDC Memory Center

Fundação Dom Cabral began to implement its FDC Memory Center in 2014 to preserve, value and make available knowledge and access to its own history. This virtual platform will hold the institution's memory, which consists of textual, iconographic, phonographic and audiovisual documents recovered through a survey of the institution's extensive physical collection. This collection has been digitalized and catalogued to make it possible to research all its documents within this virtual environment.

Some of the material that the Memory Center has been recovering and cataloguing:

- Historical documents on paper and other material
- Teaching material from programs
- DOM magazine issues
- Various photographs
- FDC program folders and portfolios
- Documents in VHS and cassette tape format
- Documents in diskette format
- Documents in CD/DVD formats
- Old office material (stamps, obsolete machinery)

Items registered in 2014	
Audiovisual Collection	325 videos
Photography Collection	759 documents
Text Collection	2169 documents, registered in 103 items



2.

Economic-Financial Performance

“The main results achieved by FDC’s economic and financial management were: joining REFIS, thus mitigating risks; balancing operational and administrative expenses; optimizing the financial resources made available; and, mainly, meeting the various results goals”

Luiz Eduardo Ferreira Henriques – Assistant Dean for Administration, Finance and Technology

Early 2014 brought about apprehension regarding the results FDC might achieve due to important events in Brazil such as the FIFA World Cup and elections for president and governors. It is true that operational revenues for the first semester stood at 5% below budget. Nevertheless, results were positive for the second semester and this was due mainly to better performing programs in the Partnership, Customized and Specialization program families and to structure and process rationalization measures that were undertaken at the end of 2013 and carried out throughout this year.

An important step to FDC’s economic-financial stability was taken in August when the institution joined the so-called REFIS da Copa – a program to pay debts owed the federal government in installments. This demand made by the Brazilian Internal Revenue System to the amount of R\$ 41 million – that was highlighted in our 2013 Financial Statement because it was a risky fiscal liability– was reduced to R\$ 32 million that will be financed in 15 years.

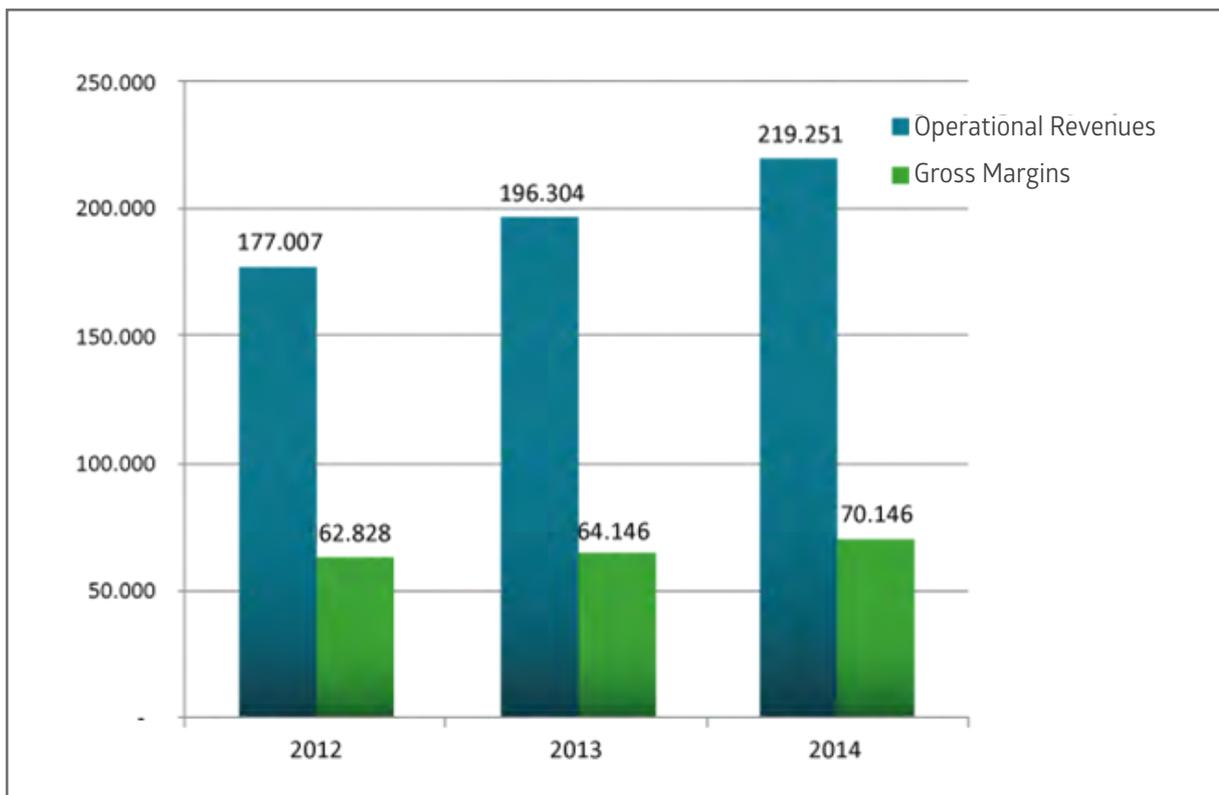
The final installment of the BNDES loan related to building CDCG was paid in full in September.

In the field of investments, six more Hotel Mercure units were acquired at Alphaville Lagoa dos Ingleses in Nova Lima/MG, for a total now of 89 units owned by FDC. The hotel has been a good investment and it records a high rate of occupancy. The profitability of the investments made in the market generated about R\$ 1 more than the budgeted perspectives. The Investment Committee, which is presided over by the Assistant Dean for Administration, Finance and Technology, was created in December to define FDC's investment policy. It represents an advance in the institution's governance structure and it will work as an executive aid collegiate to the FDC Dean's Office.

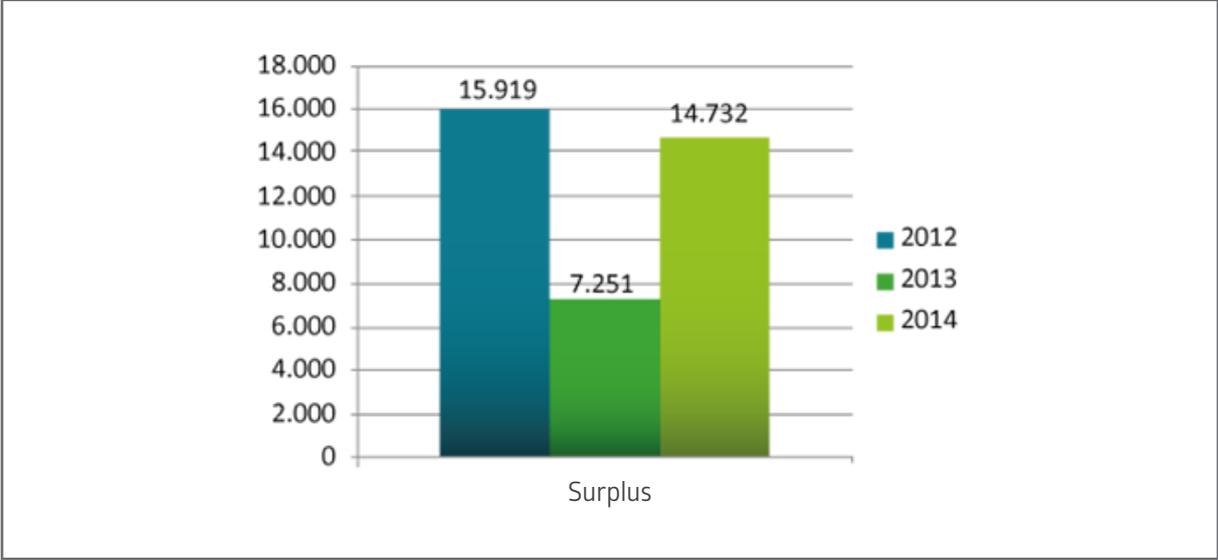
Funding – RNO – was budgeted at R\$ 5 million for 2014 and reached R\$ 3.7 million. The highlights were the renewed contract for institutional support with CCR to generate knowledge, the donation made by Fundação José Pedro de Araújo to the amount of R\$ 760 thousand, and the renewed contract with Banco Alfa, with a name change from Centro Alfa to Centro Banco Alfa.

2.1 Performance Indicators

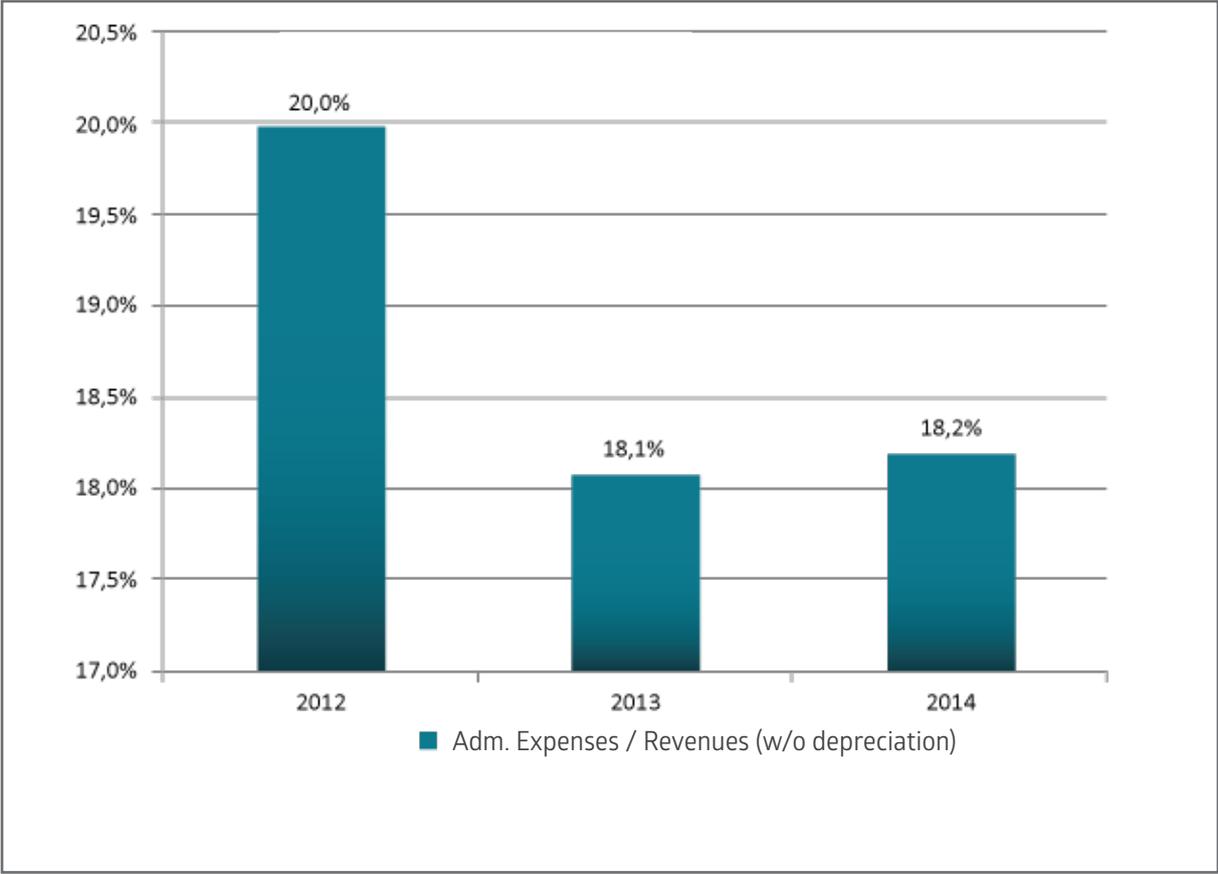
Operational Revenues and Gross Margin (R\$ thousand)



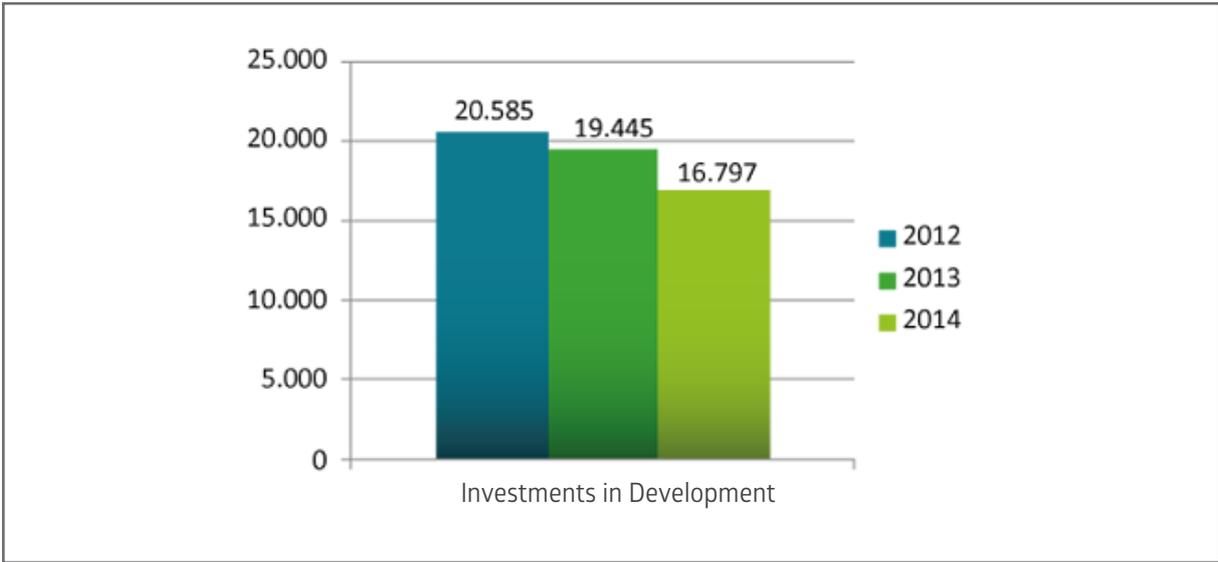
Net Income (Surplus) (R\$ thousand)



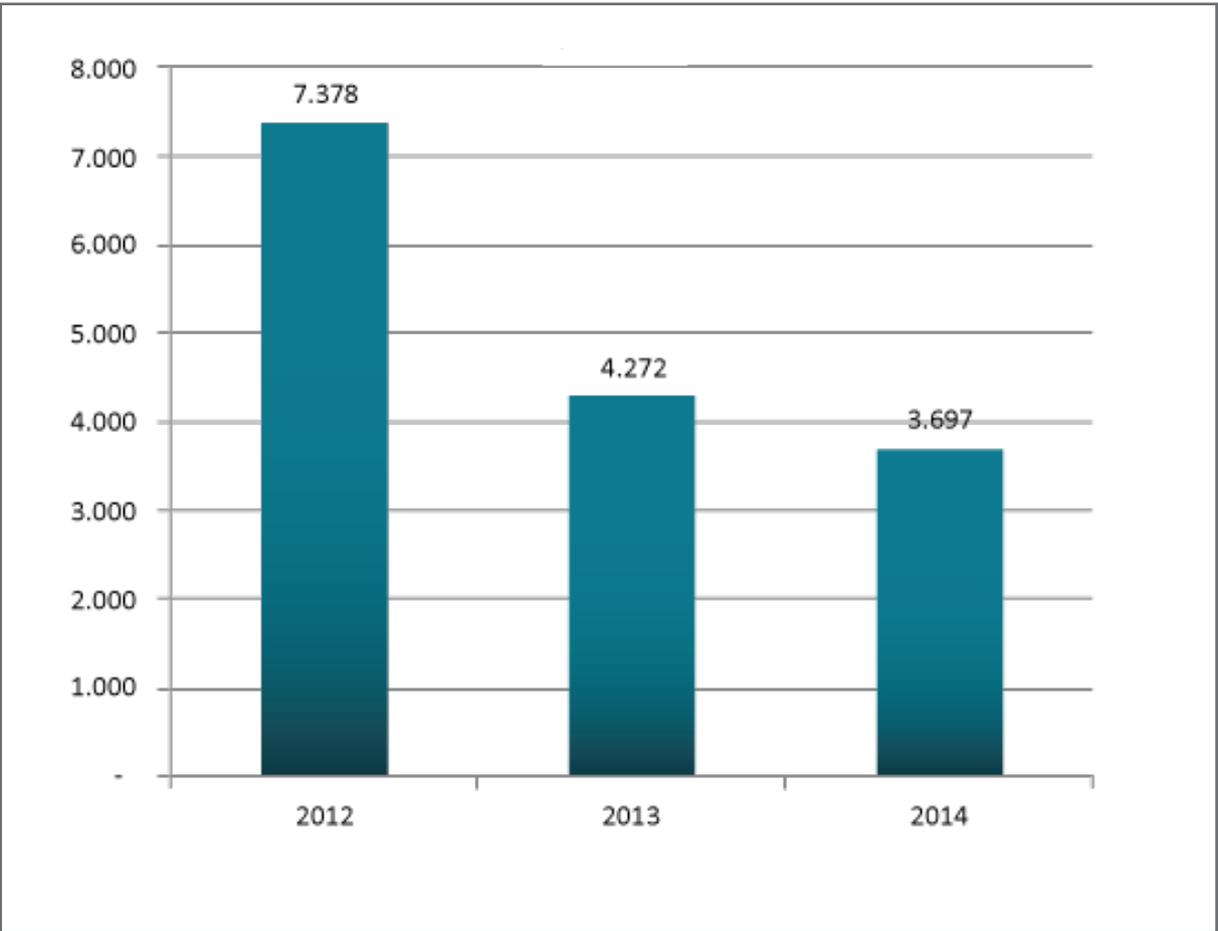
Administrative Expenses



Investments in Development (R\$ thousand)



Funding (RNO) (R\$ thousand)



3.

Educational Solutions

FDC Educational Solutions are developed and carried out for organizations and institutions in Brazil and in the world and they always aim to lead executives and companies, public managers, organizations and society to be prepared to face the constant challenges of the corporate world. FDC Educational Solutions are distributed into three families:

- Customized Programs
- Business Partnerships
- Open-enrollment and Postgraduate Programs

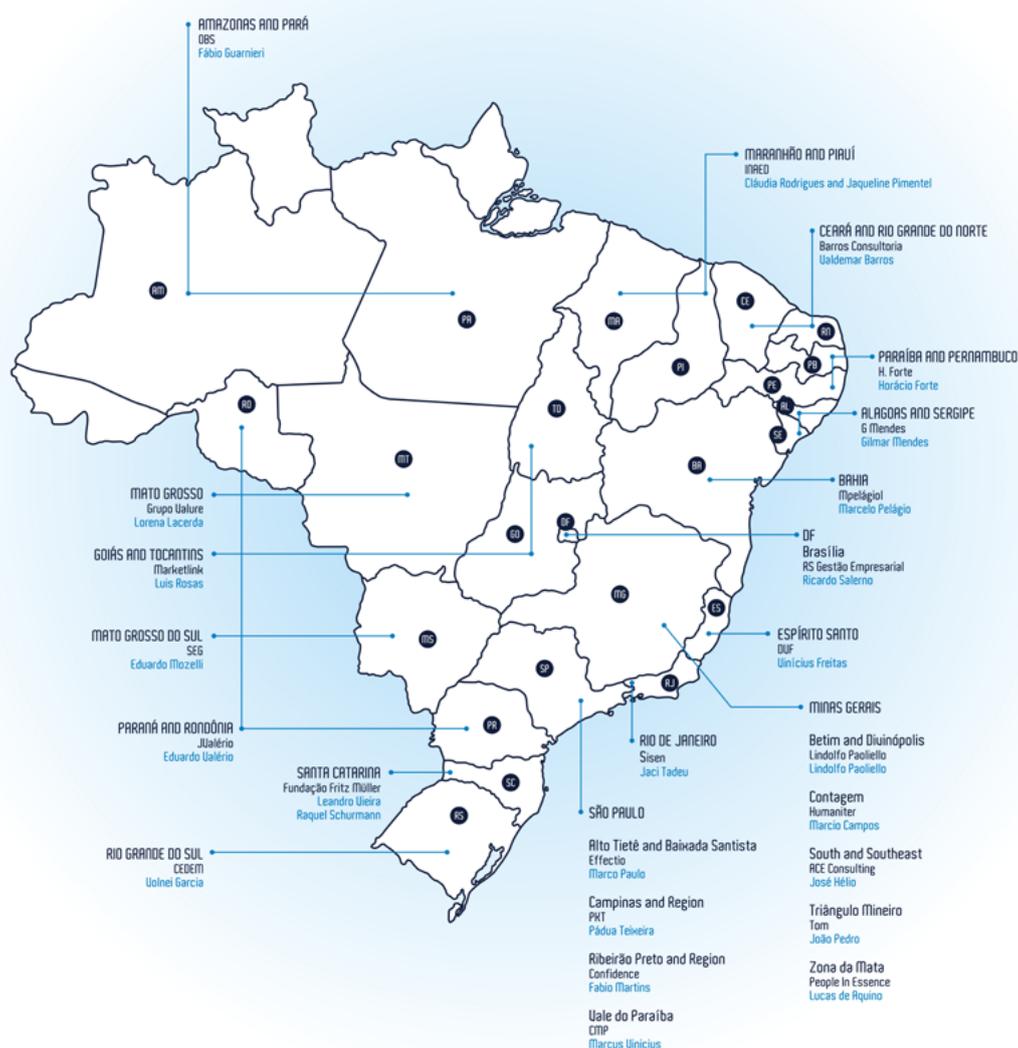
The table below shows the number of participants in each program family in 2014:

Program	Number of Participants
Customized	27,237
Business Partnerships	8,085
Open-enrollment Programs	1,410
Specialization Programs	2,687
MBA	242
Learning Journeys	202
Professional Master's	25
Post-MBA	42
Total	39,930
Total Number of Client Companies: 2,153	

3.1 Regional Affiliates

FDC's strategic premise aims for it to be a Brazilian school at international level and presence. To consolidate its actions in Brazil and to expand throughout the world, the institution runs partnerships with local institutions in practically all Brazilian states. They are Regional Affiliates who take the FDC brand, its identity and its full program portfolio to executives, public managers and organizations in places where the institution does not have its own campus.

There are 23 affiliates working in practically all Brazilian states and in some countries in the world. They account for about 40% of total FDC revenues and represent the path chosen by the institution to meet one of its strategic objectives: to be a Brazilian school at international level and presence.



3.2 Customized Programs

“Despite its having been a year prone to some interruptions such as the World Cup and the national and state elections, Customized Programs grew considerably and made great strides forward. The diversification of our client base was an important factor, as new and former clients joined the institution.”

Antonio Batista da Silva Junior, Dean for Executive Education - Customized Programs

FDC Customized Programs carry the stamp of joint building and follow a differentiated methodology that begins by attentively listening to clients' needs and context. In 2014, this family of programs reached the percentage of revenues accruing from international projects as about 20% of the revenues from customized programs stemmed from 46 international programs that brought together approximately 500 executives. Such numbers show FDC's drive in its internationalization process and its capacity to offer global educational solutions that are aligned with the scenario of challenges facing the organizations of the future.

The themes that held the greatest interest in the development of customized projects were leadership, management development, strategy, innovation and process management. Attention was also paid to corporate universities, and large companies such as Monsanto, for example, chose FDC to develop their Corporate University projects in full.

Furthermore, we must highlight the strong renewal of our client portfolio – 105 out of the 299 organizations that used our services in 2014 were new clients. A relationship program with our 140 largest client companies – both domestic and multinational ones - was implemented to enhance the institution's client management. From 2014 on, each one of these organizations now has a full-time FDC manager to link the client to the institution.

Numbers for Customized Programs	
Clients	299
New clients	105
Participants	27,237
International programs	46
Foreign participants	503



FDC develops leadership with Samsung in Latin America

It is a fully customized international program with participants from several countries in Latin America: Brazil, Mexico, Peru, Argentina and Bolivia. A study was carried out to understand the level of the participants regarding Samsung competencies and fit the program to their needs. Afterwards, all the classes were prepared according to the reality that was observed in interviews with company directors and executives while following the theme of the client's organizational competencies.

Organizational development with ASSODEERE

The Assodeere Organizational Development Program is made up by several projects that together develop the association's strategy, its alignment with the USA plant, and its influence on the network through training and monitoring.

Embraco and FDC develop a program in 4 countries

The company was founded in 1971 and it offers refrigeration solutions. It is the world leader in the market for hermetic compressors as it sells about 30 million units per year. Embraco is present in Brazil, China, Italy, Slovakia, Mexico and the USA and it employs 10 thousand workers. The main demands to hire the Leadership Development Program were the high level of customization and an audience from different countries and various hierarchical levels. The Program was hosted in four countries: Brazil, China, Italy and Mexico, and it involved 141 participants.



Participants of the 2014 Embraco Leadership Development Program held in China



Customized Programs implement Sustainable/Sustainability Competitiveness Indicators

The Sustainable/Sustainability Competitiveness Indicators project was implemented at a pilot stage at 16 Customized Program clients. The early objectives were to present a diagnosis of the current situation to insert sustainability into FDC Customized Programs and raise the awareness of managers in this field regarding how important it is to include this theme in their projects while improving indicators in its four pillars: economic perennity, environmental handling, social equity and safeguard.

3.3 Business Partnerships

“In 2014, Business Partnerships focused on efficiency and productivity, proactivity, internationalization, and knowledge capture and recording.”

Carlos Alberto Arruda de Oliveira, Associate Dean for Business Partnerships

Business Partnerships are an educational solution model wholly conceived by FDC. They seek joint construction to enhance and build executive skills at midsize companies and organizations from the most diverse industries in the economy. By working together, participants and the FDC technical team identify the best and most appropriate tools for results growth, efficiency and improvement.

In 2014, FDC invested in market proactivity by actively seeking among the institution’s clients those whose profile led them to be interested in the CEO’s Legacy and in the Partnership for Sustainable Growth – PCS. Another of the highlights was the internationalization of the Partners for Excellence – PAEX, whose target audience was the countries of North America.

FDC also carried out work to identify and analyze the challenges and opportunities available within the Brazilian business environment while seeking new solutions and products to offer to the market in 2015. Throughout the year, it carried out a discussion about the lifecycle of Brazilian companies to seek the main points that challenge growth, and it focused on startup and small company management. Two different programs were then developed: Capable Start-ups, in partnership with Fundação de Amparo à Pesquisa do Estado de Minas Gerais – Fapemig, and Productivity Partnership, a partnership with small sized companies that act as suppliers in large productive chains. The third project derives from PAEX and it is aimed at public sector departments that need to improve their management skills. PAEX GOV stems from a study with public managers at municipal and state levels about the main needs of the public sector.

Partnership	Groups	Companies	Events	Participants
PDR	1	28	2	28
CEO's	1	12	5	24
PCS	1	14	62	56
PDA	31	284	160	977
POS	1	40	60	400
PAEX	87	600	900	6600
TOTAL	122	978	1189	8085

Total number of companies: 957, because 21 were involved in more than one partnership or group.

3.3.1 Partners for Excellence – PAEX

PAEX has consolidated itself as one of the great brands in FDC's pioneering educational model of partnerships. It is now the institution's main program as regards revenues and results. It was 100% created and developed by FDC and it now involves 600 companies in practically all Brazilian states, Portugal and Paraguay, besides having launched its activities in the USA.

At the beginning of the year, FDC offered the first Program to Update and Build the Skills of Technical Mentor Professors. Its objective was to update the mentors on strategic and relevant themes regarding their participation in PAEX and its methodology while also keeping the program always aligned with the current challenges in the business environment.



PAEX takes part in an international award

PAEX was also the main FDC program to record the knowledge generated by the Business Partnerships. Several affiliates throughout Brazil had their experiences and results reported in Executive Cases. One of them took part in an international award, the Excellence in Practice – EIP, sponsored by the European Foundation for Management Development – EFMD and it took one of the top places.



PAEX moves ahead in internationalization

PAEX took another step in its internationalization by moving into North America. Two partners, one of them in the United States – Georgia State University, in Atlanta – and one in Mexico – EGADE, from Tecnológico de Monterrey – signed partnership agreements with FDC and are readying groups of companies that will attend PAEX in 2015.

3.3.2 Partnership with Social Organizations – POS



This Program, which contributes to develop management at third sector organizations, has grown as regards both the number of participants and its relevance in the FDC partnership chart. In 2014, it registered 40 organizations from six Brazilian states (MG, SP, RJ, ES, BA and SC), such as NGOs, social organizations for the public good, community associations, philanthropic hospitals, and others.

3.3.3 Partnership for Sustainable Growth – PCS

PCS methodologies and activities have been revised and they have matured, thus making the program more robust and giving it great change potential for continuous and sustainable growth for mid and large sized companies. Fourteen companies attended PCS in 2014.

3.3.4 Shareholder Development and Business Family Partnership – PDA

The Shareholder Development and Business Family Partnership – PDA – celebrated its 15 years in 2014. This landmark was celebrated at the 5th Annual Meeting of PDA Families in the presence of the business families that inaugurated the program. Throughout its 15 years, PDA has hosted almost 3,000 participants from about 400 families.

The first Meeting of PDA Professors happened last August with the participation of 40 professors, including associate, full-time and guest professors, as well as the full program team.



3.3.5 CEO's Legacy

The CEO's Legacy business partnership was launched in 2014 with the participation of presidents from 14 large size companies (Aperam, Bayer, Camil Alimentos, Contax, Grupo Libra, Grupo Martins, Localiza, Michelin, Novellis do Brasil, Oracle, Unipac and ZF). The Program is aimed at the leaders of large organizations and it seeks to create a change environment that will offer their CEOs a forum to reflect and exchange experiences about the legacy they would like to leave not only for the company and its stakeholders but also for the business context and for society as they deliver superior results – economic, social and environmental ones. A partnership was signed with Swiss school IMD and activities will be hosted at the European institute's headquarters in 2015.



Emerson de Almeida, Founder and President of the Board Committee, presents a lecture during the CEO's Legacy program.

3.4 Open-enrollment and Postgraduate Programs

“Open-enrollment Programs, MBA and Specialization contribute very much to FDC’s educational development and to its internationalization. But their influence extends beyond the institution, as they are programs that also contribute to society through important visions of social and environmental improvement based on managing differentiated businesses.”

Paulo Tarso Vilela de Resende, Dean, Research & Development and Degree programs

3.4.1 Open-enrollment Programs

FDC Open-enrollment Programs are aimed at executive education and meet the needs of several specific themes in business management as they focus on developing the competencies and skills that will build organizations for the future. FDC offers domestic and international programs that are prepared according to the current challenges posed by the corporate world both regionally and worldwide.

Six international open-enrollment programs and 12 domestic ones were offered in 2014. Four regional open-enrollment programs involving 15 groups were hosted with our regional affiliates.

International Open-enrollment Programs	172 participants
PGA – Advanced Management Program	INSEAD (France)
Executive STC	Kellogg School of Business (USA)
GEP – Strategic People Management	INSEAD (France)
APL – High Performance in Leadership	ESADE (Spain)
Women’s Global Leaders Program	Smith College (USA)
Public-Private Partnership Management Program (PPPs)	Catolica Lisbon (Portugal)

Domestic Open-enrollment Programs	814 participants
Strategy and Execution	
Corporate Finance	
The Leading Edge in Public Management (2 groups)	
Economic-Financial Management (2 groups)	
The Strategic Management of Innovation	
Corporate Governance	
GRS – Responsible Management for Sustainability	
Change Leadership (3 groups)	
Marketing Management for Results	
PCR – Skills-building for Results Program (4 groups)	
PDC – Councilor Development Program (2 groups)	
PDE – Executive Development Program	

Regional Open-enrollment Programs	424 participants
Economic-Financial Management (Porto Alegre, Fortaleza, Goiânia, Blumenau, Manaus and Curitiba)	
Agribusiness Management (Porto Alegre)	
Contemporary Public Management (Fortaleza, with two groups, and São Luiz.)	
Leading with People (Fortaleza, Belém, Campinas, Goiânia and Porto Alegre)	

The Change Leadership and the skills-building for public management – The Leading Edge in Public Management programs were the stand out programs among domestic Open-enrollment Programs. Each one of them was attended by over 100 participants in the two groups that were hosted.

The Advanced Management Program – PGA celebrated the 25 years it has been developing the skills of the country’s most important business leaders. The program is hosted in partnership with INSEAD, from France, one of the earliest FDC international partnerships.



PGA celebrates its 25 years by bringing together participants for an event at Museu Inimá de Paula in Belo Horizonte



An original partnership develops leading women from Latin America
In partnership with Smith College, a North-American school that has developed programs exclusively for women for the past 140 years, the Women’s Global Leaders Program is an original initiative in South America. It focuses on executive education to develop high-level women leaders.



The FDC/Smith Women's Global Leaders Program was attended by over 30 leading women in their fields



FDC and Catolica Lisbon host a program about PPPs

The Public-Private Partnerships Management Program was hosted together with Catolica Lisbon and it was the first executive education program to deal specifically with PPPs in Brazil. It was attended by representatives from organizations at several levels and from all over the country. It brought private initiative and the public sector together in the same classroom and showed how it is possible to set up partnerships guided by dialogue, ethics and transparency.

3.4.2 Post-graduate

FDC Post-graduate offers companies and executives Specialization courses (open-enrollment or in-Company), Executive MBA (open-enrollment or in-Consortium), Post-MBA and Professional Master's in Administration – MPA.

Post-graduate Programs	511 Participants
MBA	5 groups 242 participants
Learning Journeys (India, USA, Switzerland, China, Belgium, and Canada).	6 groups 202 participants
FDC/PUC Master's	1 group (began in 2013) 25 participants
Post-MBA (with the Kellogg School of Business)	1 group 42 participants

Post-MBA



Hosted exclusively for former FDC MBA participants, this Program happens in the USA in partnership with the Kellogg School of Business. In 2014, 42 executives spent the program's six days gaining a deeper knowledge of marketing, leadership and negotiations.

Professional Master's

The Professional Master's in Administration is a Sensu Stricto post-graduate program regulated by CAPES in Brazil and hosted by FDC in partnership with PUC MINAS. The Program lasts for two years and aims to offer a better understanding of organizational environments and practices through in-depth theory and a methodological-scientific basis.

In 2014, the group consisted of 25 executives who began the course in 2013.

MBA

Three years ago the FDC MBA course began to be restructured based on a balance between people valuing and company valuing, as it sought to aim executive development not only at their companies but also at society. An assessment about this restructuring was carried out in 2014 and its conclusion was that, for the companies that join it, the FDC MBA represents one of the best returns on investment in executive education. These assessments about the MBA were made by the participants themselves and reached the highest level in the history of the program, with a better than 90% average.

Learning Journeys



In 2014, the Learning Journeys educational solution consolidated its relevance on the FDC portfolio and on the institution's internationalization process. It was attended by six groups from six different international schools that brought over 200 foreign executives to the different FDC campuses.

School	Country
ISB	India
Hult	United States
CKSB	China
Vlerick	Belgium
Schulich	Canada
Saint Gallen	Switzerland



The Learning Journeys Program hosted 61 executives from India at the Aloysio Faria Campus

Specialization

In-company Specialization – a program hired by a company, institution or public department and hosted within its facilities – has grown substantially and now represents about 50% of the revenues accrued from Specialization at FDC. The highlights among the In-company Specialization courses were the ones held at Secretaria de Finanças da Prefeitura de São Paulo (Finance

Secretariat, São Paulo City Hall), Fundação do ABC, in São Paulo, and at SEST/SENAT, the latter having hosted classes in Brasília, Belo Horizonte, Rio de Janeiro and São Paulo.

In 2014, open-enrollment Specialization grew bigger through the support of affiliates in Porto Alegre, Curitiba and Goiânia.



Specialization in Business Management Program in SP

This Program is hosted at the São Paulo Campus and it offers an original model of mainstreaming sustainability across its disciplines. It is the only one in Brazil with such a deep approach to sustainability.



The International Module of the Specialization Program (Open-enrollment and in-Company).

The International Module of the Specialization Program was held in Cambridge, England, for the second year in a row and it dealt with the theme Innovation and Entrepreneurship. Its partnership with FDC is one of the few that the University of Cambridge maintains in the world and it intends to expand it to other courses and fields in the near future.



4.

Knowledge Development

“One of the great advances made in 2014 was the dimension given to education as a central core at Fundação Dom Cabral. We are a management and executive education school and the creation of the Education Office brought us excellent perspectives.”

Maria Elizabeth Rezende Fernandes – Associate Dean, Faculty & Human Resources

FDC invests in knowledge generation and management as a strategic challenge that influences the results of both organizations and society. In 2014, knowledge development acquired a new dimension at FDC when the Education Office, linked to the Associate Dean, Faculty & Human Resources, was created.

The Education Office seeks to support managers and professors as they build and review programs and educational solutions that are aligned with the moves and innovations in executive education. By focusing on the faculty’s day-to-day work and on the quality of the solutions sought, one of the first initiatives undertaken by the new Education Office was to set up the Methodologies Community of Practice. It is a forum to reflect their own practices, learn from one’s peers and advance the development of FDC educational solutions.

With its complementary objectives, EDUC was also developed as an online platform to share teaching methodologies and strategies to capture and disseminate the knowledge generated at FDC. The EDUC collection has been organized into categories and the following have already been published:

- 15 Educational Fundamentals
- 11 Educational Solutions
- 49 Learning Methodologies and Resources

The process of management synergy, by bringing together the offices of Knowledge Development and People Management and setting up the Education Office, represents an advance for the faculty. Knowledge Center management, together with the professors' career path and that of the other coordinators and managers, represented not only greater encouragement to interaction among all but also led to gains regarding knowledge sharing and a feeling of collectivism while adding value to the work performed.

Investments

The amount invested in Development amounted to R\$ 15 million in 2014, and it was spread over knowledge generation and management and people and market development.

4.1 Faculty

The faculty at an educational institution that prioritizes excellence, such as Fundação Dom Cabral does, is one of its greatest assets. FDC employs a team of local and international professionals who work as full-time, associate, guest and visiting professors.

Both the faculty and the scientific initiation grant program have been restructured to bring a closer focus to bear on themes that FDC believes to be priorities and to appropriate the knowledge generated throughout the institution. The definition of a professor's role at FDC has become clearer and focuses on their fields of interest: teaching, knowledge generation, project management, and institutional representation.

A professor's career path at FDC has also been redesigned and it now adds more value to a professional's path within the institution. All FDC full-time professors (TI) dedicate at least 50% of their time to knowledge generation.

Professors in 2014

Full-Time Professors (includes managers-professors)	48
Associate Professors	149
Guest Professors	280
Visiting Professors (foreign)	8
Total	485



The International Presence of Full-time Professors

In 2014, FDC full-time professors represented the institution at 16 international conferences in countries such as the USA, Colombia, Portugal, Canada, Trinidad and Tobago, Italy, France and Singapore. They also took part in five international events in Portugal, France and the USA, and submitted nine articles for international publications/conferences.

4.2 Knowledge Development Centers

Many new products offered on the FDC portfolio originated from the themes that the Centers work on. All of the knowledge generated is applied as a discipline, a methodology or as a traditional or innovative educational social.

The FDC Knowledge Development Centers encompass studies, research and content building, methodologies, and innovative technologies and solutions that seek answers to the current challenges organizations face both in Brazil and in the world. In 2014, FDC restructured the makeup of the Knowledge Development Centers. The previous eight existing Centers have been folded into five to concentrate and optimize production efforts, as shown below:

- People and Leadership Development Center
- Strategy and International Business Center
- Innovation and Entrepreneurship Center
- Logistics, Supply Chain and Infrastructure Center
- Sustainability Center

In 2014, CCR, a company that sponsored the Infrastructure and Logistics Center, began to offer its institutional support to all the knowledge generated by FDC Centers.

Technical and Scientific Production - 2014	
Total FDC Publications	102 (71 in Portuguese and 31 in English)

4.2.1 People and Leadership Development Center

As it focuses on generating and disseminating influential knowledge about people and leadership development, the Center follows three main study streams: Sustainable Leadership and Development, Developing Leadership Competencies, and Organizational Leadership and Environment.



Research Project on the Sustainable Leadership and Development study stream:

This research project verifies an engaged leadership's state of management for sustainability. It is carried out in partnership with the FDC Sustainability Center and Amrop Panelli Motta Cabrera

Research Project on the Developing Leadership Competencies study stream:

- Leadership Competencies Assessment
- Styles of Thinking and Styles of Leadership
- Female Leadership? Males and Females in the Organizational Field
- The Leadership Phenomenon as a Social Relationship: Alternative Approaches to the North-American Mainstream – together with Pontifícia Universidade Católica de Minas Gerais – PUC Minas and supported by Conselho Nacional de Desenvolvimento Científico e Tecnológico – CNPq.
- Identities, Identifications and Careers

Initiatives and research programs along the study stream Organizational Leadership and Environment:

- People and Leadership Development Observatory – dedicated to systematically monitoring and analyzing themes, issues, challenges, content, best practices and methodologies associated with the people and leadership theme.

- Leadership within Contexts of Diversity and Innovation – supported by FAPEMIG, by Fundação de Amparo à Pesquisa do Rio de Janeiro – FAPERJ – and by CNPq.
- Reflections on the Building of the Brazilian and Portuguese Identities within the Organizational Expression of the Trust Construct – developed by Fundação Pedro Leopoldo, supported by CNPq, with the participation of the People and Leadership Development Center.

The Center’s project portfolio also dealt with the following studies: “The Founder’s Dream: Case Studies on Leadership in Business Families, “Curatorial Leadership within the Contemporary Organizational Scenario: An Investigation Path for Leader Development”; and “Entrepreneurship in Transgenerational Family Businesses”.

4.2.2 Strategy and International Business

The Strategy and International Business Center carried out the Strategy Implementation Methodology that was used for the first time as a pre-program activity in the Strategy & Execution open-enrollment program in August 2014. This tool will be part of a methodology that is being developed to be offered as an FDC customized solution in 2015.

The Center also developed the Strategy Execution Model that was used as the foundation for a customized program hosted for SulAmérica; it was attended by 26 directors, 92 superintendents and 292 managers. It is expected that this model and methodology will be used at other companies in 2015. It also carried out the Global Industry Transformation project, which is a seminar to validate the Russia Report written by the Moscow School of Management – Skolkovo.

The 2014 FDC Ranking of Brazilian Multinationals was presented in August and was widely disseminated through the Brazilian press.

The Analysis of the Internationalization Potential of the IT Industry Methodology was developed for SOFTEX and nominated for the 2014 APEX BRASIL Award. Its original focus and format were based on the FDC International Value Creation Model that was developed by the Center.

The Reference Center in International Value Creation – CRCVI worked on the theme “global manager development” in 2014 and hosted four exchange meetings with the participation of Camargo Correa, IBM, International Paper and Unilever.

The Strategy and International Business Center also works to develop proposals and programs dealing with the internationalization theme and we should highlight INTER COM TI, in partnership with SOFTEX and APEX.



FDC “exports” methodology to Europe

The cooperation between FDC and INDEG-ISCTE, from Lisbon, used the methodology developed by the Strategy and International Business Center to prepare the Ranking of Portuguese Multinationals and publish this FDC methodology in the Portuguese business environment.

4.2.3 Innovation and Entrepreneurship Center

The Innovation and Entrepreneurship Center carried out seven research projects supported and sponsored by domestic and international partners. These research projects led to the publication of 22 articles, cases studies and research reports.

The Reference Center in Innovation hosted 10 meetings at the Aloysio Faria and São Paulo Campuses and they were attended by 38 companies. Company innovation models and practices as well as domestic and international research results were presented at the meetings. The 5th The Path to Innovation in Brazil Seminar was hosted at IBM do Brasil headquarters in São Paulo in August.

The Innovation and Entrepreneurship Center team supported the inclusion of the theme Innovation, Competitiveness and Entrepreneurship Management in several customized, open-enrollment, specialization and partnership programs. It developed the International Certificate on Innovation – ICI – and Partnership for Productivity programs. The Innovation and Entrepreneurship Center was supported and sponsored by IBM, Votorantim, ABIMED and ABDI.

Research projects carried out and partners:

- Innovation in the healthcare industry – ABIMED
- Innovation in energy – IBM / Votorantim
- Intelligent cities – IBM
- Midsize company IPO – ABDI & Bovespa
- Startup longevity and mortality
- New business development – ABDI
- International competitiveness reports – IMD & WEF

4.2.4 Logistics, Supply Chain and Infrastructure Center

The Logistics, Supply Chain and Infrastructure Center carried out important research projects along the year and the highlight was the contribution it made to investment strategies in transportation works in Brazil. The research project named Logistics Costs in Brazil mapped the cost of transportation, urban distribution and warehousing in the most representative productive sectors of the country's economic matrix. Thus, it generated a valuable contribution not only to companies that operate in Brazil but also to the Federal Government, as it is currently responsible for the largest volume of investments, mainly through the Growth Acceleration Program – PAC.

In 2014, all the content in Customized, MBA, Specialization and Open-enrollment Programs linked to operational areas in services, logistics and supply chain received effective cooperation from the Center, which involved a close relationship between its professors and the directors of the various programs as they aligned our clients' expectations, module design and deliveries. The Center consolidated itself as a source of information for the media - which turned FDC into one of the most important sources on the theme in Brazil.



FDC is highlighted in a CNN International report

The FDC Logistics, Supply Chain and Infrastructure Center coordinator, Paulo Resende, was one of the main sources and played a significant role in the report "Is Brazil ready for the 2014 World Cup?" The report dealt with Brazil's planning to hold the World Cup and it was shown on CNN's worldwide schedule.

4.2.5 Sustainability Center



The Sustainability Center published a study named The State of Sustainability Management at Brazilian Companies that assessed the maturity of companies as they deal with social/environmental issues strategically.

Organizations such as BNDES, Cemig, Fundação Arcelor Mittal, CCR, Instituto Camargo Corrêa and Fundação Telefônica took part in activities hosted by the Reference Center in Integrated Social Governance.

The Reference Center in Responsible Management for Sustainability supported companies such as Itaú, Braskem, Odebrecht Agroindustrial, Novelis, Samarco, Arcelor Mittal, Gerdau and Andrade Gutierrez regarding challenges, risks and opportunities related to social / environmental issues. The Sustainability Center also took part in discussions at the FDC International Conference about the support companies can offer to social inclusion, and in collaboration with the United Nations Development Program – PNUD, it launched an initiative named Incluir to identify inclusive businesses in Brazil.




Sustainability studies are highlighted by the media

The study named The State of Sustainability Management at Brazilian Companies led to reports in domestically relevant media such as Diário do Comércio newspaper and Exame magazine. The book “Social Intrapreneurism & All That Jazz” was reported in international publications such as Forbes, Financial Times and The Guardian.

4.3 Walther Moreira Salles Library

The Walther Moreira Salles library at the Aloysio Faria Campus celebrated 11 years in 2014. Actions were implemented throughout the year to integrate the library to the everyday life of FDC programs and educational solutions. The Coffee at the Library event hosted 20 groups from different programs. The Library facilities also hosted the 2nd Module of the Scientific Initiation Grant Program so that participants could learn about researching the extensive collection of books and other documents.

FDC also offers Information Centers at the Belo Horizonte, São Paulo and Rio de Janeiro Campuses. The year saw 115,570 assistances, 22,699 loans and the acquisition of 245 books and 10 DVDs. The FDC Library and its Information Centers use a single database and the Pergamum system to access the collection available.

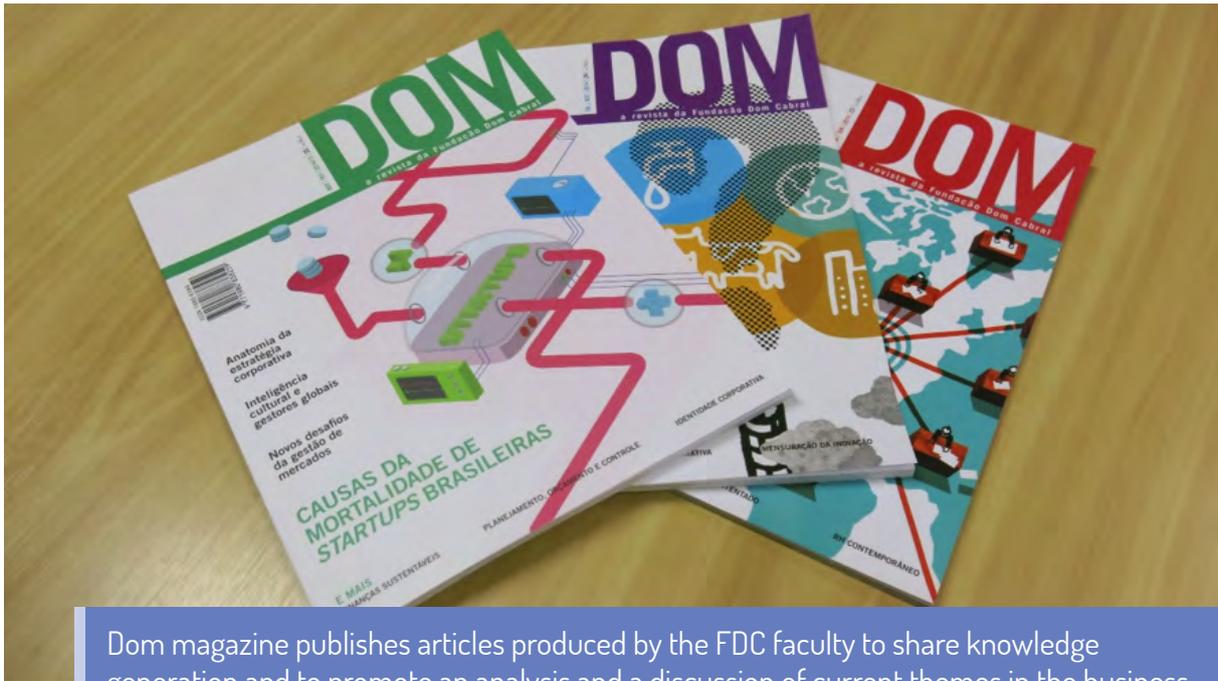


The Coffee at the Library event receives a group of Councilor Development Program participants who get to know the products and services the library offers.

4.4 DOM Magazine

For the past eight years, DOM magazine has contributed to extend FDC teaching and its practices in the field of management through articles, essays and reports that lead to reflections about both the academic and the management experience points of view. DOM is assessed by Coordination to Develop College-level Staff – Capes – and classified as B5 by Qualis – a set of procedures used to rank the quality of the intellectual production offered by post-graduate programs. The ranking shows recognition for the quality of the articles that have been published and for the level of the collaborators that write for the magazine, as the authors of the articles receive points on the Lattes Platform, a database of CVs, institutions and research groups in the fields of Science and Technology.

The magazine is published four times a year and there were three issues (23, 24 and 25) in 2014.



Dom magazine publishes articles produced by the FDC faculty to share knowledge generation and to promote an analysis and a discussion of current themes in the business environment.



The Responsible Management Section in DOM magazine

Since its first issue in 2014 DOM magazine has published a section named Responsible Management that is edited by the Sustainability and Social Inclusion Committee and deals with several themes, projects and actions performed by the Workgroups and carried out in the field of sustainability both inside and outside FDC.



5.

Administration and People

5.1 People

“One of the focuses in people management in 2014 fell on changing the emphasis from the general to the particular in each area while observing the specific needs of each sector and team. The listening process was more intense and this made a great difference to several areas.”

Maria Elizabeth Rezende Fernandes – Associate Dean, Faculty & Human Resources

At FDC, collaborator valuing and development are both essential to the institution’s enhancement and growth process. Therefore, people management is seen as a continuous transition process leading to present and future challenges.

5.1.1 Collaborators

FDC collaborators increasingly privilege quality of work and the valuing of the people who are the institution’s greatest asset. As of December 31, 2014, FDC employed 338 collaborators, and 267 of them worked at the Aloysio Faria Campus. At the end of the previous year, there were 363 collaborators working at FDC – 290 of them at the Aloysio Faria Campus.

Number of Collaborators (on December 31, 2014)

Campus		
Aloysio Faria Campus	267	79%
Belo Horizonte Campus	23	7%
São Paulo Campus	30	9%
Rio de Janeiro Campus	16	5%
Brasília	2	1%
Total	338	100%

Average income

Gender Average	Média
Female	R\$ 7,577.91
Male	R\$ 12,415.09

* There is no differentiation by gender between collaborators holding the same position

Number of collaborators by gender

Gender	Total		
Female	56%	224	66%
Male	44%	114	34%
Total	100%	338	100%

Number of collaborators by educational level

Educational level	Total	
5th grade primary schooling	1	0.3%
Full primary schooling	3	0.9%
Full secondary school	48	14.2%
Full college course	128	37.9%
Full post-graduate course	88	26.0%
Full Master's	51	15.1%
Full Doctorate	17	5.0%
Full Post-doctorate	2	0.6%
Total	338	100.0%

Number of collaborators by length of employment

Length of Employment	Total Collab.	%
Up to 2 years	88	26%
From 3 to 5 years	100	30%
From 6 to 10 years	72	21%
From 11 to 15 years	40	12%
From 16 to 20 years	19	6%
From 21 to 25 years	7	2%
From 26 to 30 years	8	2%
Over 31 years	4	1%
Total	338	100%

Average age of collaborators

Center	Average Age
Administration Center	37.4
Technical Center	48.0
Average	41.2

Diversity

FDC currently employs six special needs staff and they are distributed over several areas in the Technical and Administration centers.

Meeting new collaborators

As usual, Founder and President of the Board Committee Emerson de Almeida hosted the traditional meeting with the institution's newly arrived collaborators at the Aloysio Faria Campus. For half a day, 21 newly arrived collaborators working at all DC campuses learned more about the institution's history, its values and principles.

5.1.2 Quality of Life and Benefits

Health and Wellbeing

FDC is renowned for the care it takes regarding its collaborators' health and wellbeing. It maintains a benefits plan that contributes towards the safety, comfort and ease of access to health and education services while also promoting social and financial actions.

In 2014, the initiatives hosted for collaborators were as follows:

- 9th Health Week – 1,384 participations at the Aloysio Faria, Belo Horizonte, São Paulo and Rio de Janeiro campuses.
- Workplace Workouts – Renewing the activity carried out at the Aloysio Faria and Belo Horizonte campuses.
- Preparing for the Baby's Arrival Program – attended by 20 people, including collaborators and their family members.
- Awareness raising campaigns: Summer Care, Voice Health, Spinal Disk Herniation Prevention, Influenza Care, Breast Cancer Prevention, Prostate Cancer Prevention, and others.

There were 408 medical appointments at the Health Forum and 162 people were seen by a nutritionist.



Collaborators receive guidance and undergo routine examinations during Health Week at the Aloysio Faria Campus.

Benefits system

The Fundação Dom Cabral Association of Employees and Service Providers – APASS have implemented a new refund system. The system replaces the manual refund process and makes it more reliable, faster and safe as regards information both for collaborators and for benefits operations.

Total benefits distributed in 2014

Health (including Health Insurance)	R\$ 4,672,484.16
Education	R\$ 1,448,777.05
Group Life Insurance*	R\$ 602,919.81
Nursery allowance	R\$ 136,166.72
Medical Leave Complement	R\$ 11,585.08
Personal Accidents	R\$ 2,306.98
Private Retirement Plan (FDC share)	R\$ 2,184,170.10
Total	R\$ 9,058,409.90

Internal Commission for Accident Prevention - CIPA



FDC complies with current legislation through its Internal Commission for Accident Prevention – CIPA – made up by members of its staff. New members were inaugurated for a one-year mandate during the year.

CIPA has developed prevention campaigns aiming at greater workplace safety and wellbeing.

5.1.3 Internal Development

Support for people development

Over R\$ 6.7 million were invested in collaborator development and efforts were directed at actions that had an immediate impact on FDC operations. The internal audience was offered customized programs that were attended by 389 participants that included collaborators, associate and guest professors, and technical mentors.

FDC also supported the development of collaborators and Regional Affiliates in 28 development programs (Doctorate, Master's, MBA, Specialization); 54 participations in FDC open-enrollment programs, while 12 collaborators attended international open-enrollment programs; and 39 participations in open-enrollment programs offered by other institutions, one of them an international one.

The Individual Development Plan – PDI – was disseminated among FDC collaborators for a total of 53 participants (100% of the managers) training to play the role of PDI facilitators.

Along the year, 83 collaborators attended individual conversations, conflict mediation, coaching, advice/guidance and termination interviews.

Executive Coordination Project

The career path of collaborators who work as executive coordinators for educational solutions was restructured. The project aims to promote competence and performance management in a structured, continuous and systemic way and so create an attitude of permanent challenge for better results. The new process offers opportunities for collaborators to develop themselves continuously. Furthermore, it will contribute towards retaining collaborators who can maintain competitiveness and build the institution's sustainability.

Dialogues on People Management at FDC

FDC has set up Dialogues on People Management to promote greater alignment among managers regarding the people management policies and practices adopted by the institution. It consists of monthly meetings for two groups of managers: managers and supervisors.

Career Transition

In October 2013, FDC launched the Career Transition process for collaborators who are 65 years old or more. The project aims to prepare the institution for the succession process and to support collaborators undergoing career transition regarding several matters that are relevant at this stage.

In 2014, 13 collaborators undergoing career transition went through this process together with their respective managers, for a total of 22 collaborators and an investment of R\$30 thousand.



Professor Lindolfo Paoliello is honored during the Career Transition process

Internal Happiness

The survey on Happiness aimed to investigate the way work will influence the happiness of FDC collaborators, and 142 full-time collaborators took part in the survey. Data showed that FDC collaborators make up a subjectively healthy social population because they can maturely manage their own individual quest for happiness. It can be inferred that the working environment and conditions FDC offers are factors that contribute to happiness. As regards happiness, it can be ascertained that the FDC population is happy today and hopes to be even happier in future.



Volunteers Program

The FDC Volunteers Program is now coordinated by the HR department. By focusing on mobilizing and management actions, the Volunteers GT carried out 8 actions along the year and mobilized 63 volunteers.

Among the main actions carried out, we find the Cycle of Educational Lectures at E.E. Maria Josefina Sales Wardi, in Jardim Canadá, and Children's Day at FDC, which was hosted by 35 volunteers.



Children take part in the FDC “My Child’s World” party at Minas Náutico club in 2014

5.2 Internal Communication

Internal Communication kept to its proposal to generate internal audience engagement through consultation and involvement in all its actions, thus bringing collaborators and their families increasingly closer to the institution.

The weekly newsletter FDC in the News was accessed 16% more times than in 2013 and so reached 16,700 accesses for the year, for an average of 327 per issue.

Among our campaigns, the FDC I Care campaign stood out as it promotes a safe and healthy workplace.

As regards internal events, there are two actions that should be highlighted: the Composition Competition held for the collaborators’ children and stepchildren during the celebration of the Book and Library Week, and the Children’s Day party at the Aloysio Faria Campus and at Minas Náutico club.

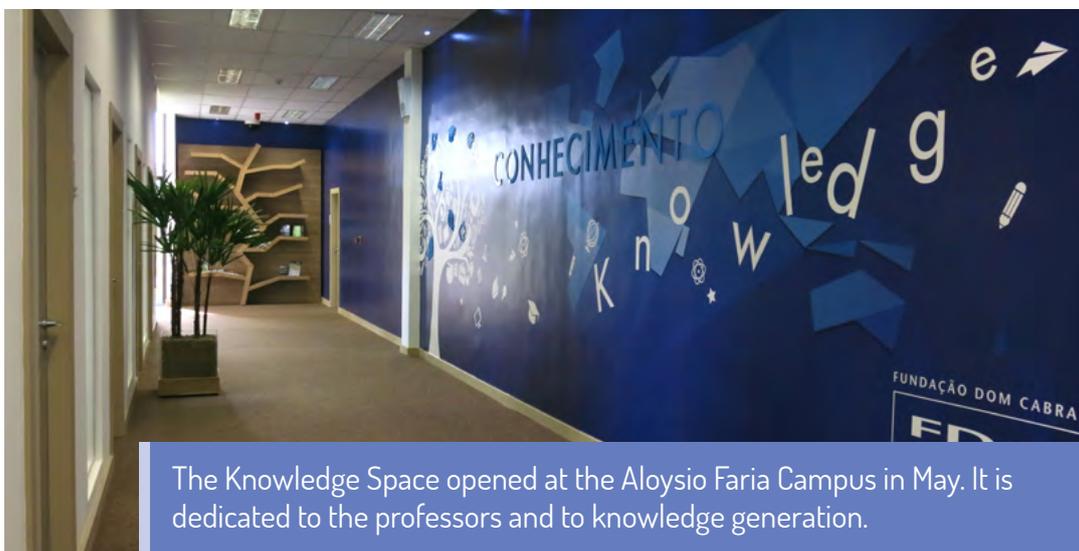
To wrap up the year’s activities, there was another event of the Recognition Project to honor 46 collaborators for their time collaborating with FDC, and also the get together party in Belo Horizonte that was attended by about 600 guests.



Group of Collaborators honored by the Recognition Project.

5.3 Administration and Infrastructure

The year was remarkable for several reviews, changes and improvements to Fundação Dom Cabral Administration and Infrastructure. The Rio de Janeiro Campus gained two new classrooms while the São Paulo Campus gained one. The São Paulo Campus is now the one with the highest occupancy rate (85%) among all the FDC campuses. In 2014, R\$ 750 thousand were invested in the FDC technology park to update its servers and to increase the scope of the Wi-Fi networks at all its campuses.

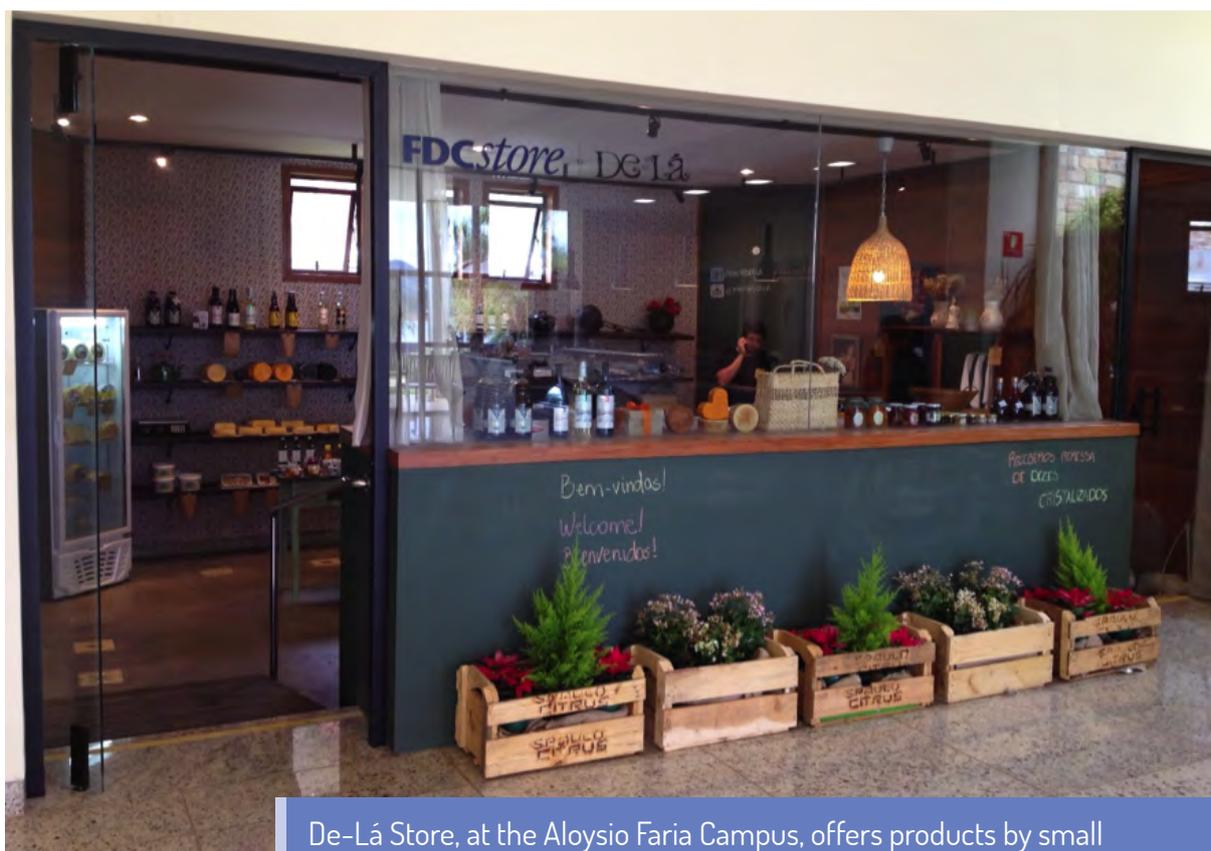


The Knowledge Space opened at the Aloysio Faria Campus in May. It is dedicated to the professors and to knowledge generation.

Other investments in infrastructure were also made at the Aloysio Faria Campus in June and July and among them we would highlight: the Knowledge Space that now houses the full-time professors, offers temporary rooms for visiting professors, and also meeting rooms and other important facilities for knowledge generation activities. This Space is also home to the Education Office and to the Development Office. All these actions are part of a project concept that began to be developed in 2014: Beyond the Education and Experience.

It is also worth highlighting the renting out of space for third-party events, mainly at CDCG, that generated revenues amounting to R\$ 1.2 million.

De-Lá Store, a social venture that is part of the Dignity program, was opened at the Aloysio Faria Campus. It is a grocery store that sells homegrown produce from several areas in the country, such as cheese, jam, honey, pepper and spices as it encourages Brazilian family agriculture.



De-Lá Store, at the Aloysio Faria Campus, offers products by small regional producers.



Good Practices by Third Parties Project

The Administration GT worked together with resident suppliers at the Aloysio Faria Campus on the Good Practices by Third Parties Project. This study sought to learn about each one's work routine and actions at promoting health and more sustainable daily practices. The 1st Annual Good Practices Meeting was held in December and attended by about 40 collaborators from eight suppliers. The meeting dealt with the themes of health, work safety and sustainability. All the participants received a financial planning booklet and were invited to fill it in 2015 by registering their objectives and goals.



Contract Management

All third party contracts now have clauses related to meeting the principles of the Global Compact and Human Rights. This process includes local checks of third party suppliers at all campuses.

List of Publications – External

Technical-scientific production – external Articles in international journals

Title	Reference	Type of publication	Center	Authors	Year
Brazilian's manufacturing sectors: empirical results from panel data and fixed effects' models	WSEAS Transactions on Business and Economics, Athens, v. 11, p. 117-129, 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.	2014
Overtime elimination in road transportation of cargo and impact identification in fleet and people dimensioning	Business Management Dynamics, v. 01, p. 14-25, 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga	2014
Infrastructure, Competitiveness and Determinants of Private Investment in the Brazilian Context	International Business Management, v. 7, p.508-515, 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.; OLIVEIRA, Carlos Alberto Arruda de	2014
The game of energy: a classroom game of cooperation and competition simulating the global energy market	Developments in Business Simulation and Experiential Learning, v. 41, p. 284-291, 2014.	Articles in International Journals	Strategy and International Business Center	ALVES, Paulo Vicente dos Santos	2014
Voluntary corporate governance with an empirical application	Applied Financial Economics, London, v. 24, n. 12, p. 837-851, 2014.	Articles in International Journals	Strategy and International Business Center	ZEIDAN, Rodrigo Mariath	2014
Management indicators and measurement of innovation: review of the literature	Business Management Dynamics, v. 3, n. 10, p. 52-58, Apr. 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.	2014
Towards a social construction of competitive advantages in the Brazilian cattle: an approach of local agro-alimentary systems	Australian Journal of Basic and Applied Sciences, v. 8, n. 7, p. 423-433, May 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	SILVA, Jersone Tasso Moreira.	2014

Title	Reference	Type of publication	Center	Authors	Year
Can Agile Project Management Be Adopted by Industries Other than Software Development?	Project Management Journal, V. 45, n. 3, p. 21-34, Jun/Jul 2014	Articles in International Journals	Innovation and Entrepreneurship Center	SALUM, Fabian Ariel; CONFORTO, Edivandro C.; AMARAL, Daniel C.; SILVA, Sérgio Luis da; ALMEIDA, Luís Fernando Magnanini de	2014
Cross Section Analyses, Monte Carlo Simulation and Scenario Planning.	Australian Journal of Basic and Applied Sciences, v. 1, p. 474-479, 2014	Articles in International Journals	Strategy and International Business Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.	2014
The Panorama of Innovation in Brazil: Local Dynamic and Business Behaviour	Business Management Dynamics, 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.; ALANATI, Uri Abelson	2014
Real options theory: an alternative methodology applicable to investment analyses in R&D projects.	Australian Journal of Basic and Applied Sciences, Amman, v.8, n. 6, p. 444-454, Apr. 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.	2014
Brazilian's energy sector: empirical results from panel data and fixed effects models	WSEAS Transactions on Business and Economics, v. 11, p.117-129, 2014.	Articles in International Journals	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga; SILVA, Jersone Tasso Moreira.	2014
Logistics service quality measurement of a beverage distributor company in the state of Minas Gerais-Brazil	International Journal of Logistics Systems and Management, Olney, v. 19, n. 3, p. 372-390, 2014.	Articles in International Journals		TADEU, Hugo Ferreira Braga; Et al	2014
Complementarity of innovation policies in Brazilian industry: an econometric study	International Journal of Production Economics, Amsterdam, v. 158, Dec. 2014	Articles in International Journals	Strategy and International Business Center	ZEIDAN, Rodrigo Mariath; RESENDE, Marcelo; STRUBE, Eduardo	2014
Commitment to the study of international business and cultural intelligence: a multilevel model.	Journal of Teaching in International Business, London, v.25, n. 4, p. 267-282, Oct./Dec. 2014.	Articles in International Journals	Strategy and International Business Center	RAMSEY, Jase Ryan; BARAKAT, Livia Lopes; AAD, Amine Abi.	2014
Developing a sustainability credit score system.	Journal of Business Ethics, Dordrecht, Jan. 2014.	Articles in International Journals	Sustainability Center	ZEIDAN, Rodrigo Mariath; FLEURY, Angela; BOECHAT, Claudio	2014

Technical-scientific production – external

Articles in domestic conference annals

Title	Reference	Type of publication	Center	Authors	Year
Tecendo conversações entre Lefebvre e Foucault: à guisa de insights para futuros estudos sobre o espaço organizacional articulando estudos urbanos e organizacionais.	In: ENCONTRO DE ESTUDOS ORGANIZACIONAIS DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 8., Gramado, 2014. VIII Encontro de Estudos Organizacionais da ANPAD 2014. Rio de Janeiro: ANPAD, 2014. 16 p.	Articles in Domestic Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza	2014
As Cidades sustentáveis como drivers de inovação corporativa para processos e serviços sustentáveis	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Articles in Domestic Conference Annals	Sustainability Center	SEIXAS, Brener; SPITZEZECK, Heiko	2014
Traços constituintes das culturas brasileira e portuguesa, cultura organizacional e confiança: uma análise comparativa entre matriz e subsidiária brasileira de multinacional portuguesa	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Articles in Domestic Conference Annals	People and Leadership Development Center	MORAES, Lúcio Flávio Renault de; SANT'ANNA, Anderson de Souza	2014
A influência da história de vida na tomada de decisões sustentáveis por lideranças corporativas: um estudo de caso	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Articles in Domestic Conference Annals	Sustainability Center	ÁRABE, Mônica Poggiali; SPITZEZECK, Heiko	2014
Investigação de processo de reconversão de funções econômicas de cidades: contribuições aos estudos sobre empreendedorismo	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Articles in Domestic Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza	2014

Technical-scientific production – external

Articles in international conference annals

Title	Reference	Type of publication	Center	Authors	Year
Structuration and community context among entrepreneurial types in two Brazilian communities	In: 17th International Academy of Management and Business Conference, 2014, São Paulo. 17th International Academy of Management and Business Conference. São Paulo: IAMB, 2014.	Articles in International Conference Annals	People and Leadership Development Center	NELSON, Reed Elliot; SANT'ANNA, Anderson de Souza	2014
Women's values: a study in the Brazilian marketplace	In: BALAS ANNUAL CONFERENCE, Port of Spain, 2014. 2014 BALAS Annual Conference. Seattle: BALAS, 2014.	Articles in International Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins	2014
Professional competencies and organizational modernity in Brazil and Taiwan: a comparative study	In: BALAS ANNUAL CONFERENCE, Port of Spain, 2014. 2014 BALAS Annual Conference. Seattle: BALAS, 2014.	Articles in International Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins	2014
The role of digital networks in contemporary public demonstrations	In: ANNUAL INTERNATIONAL CONFERENCE OF GLOBAL BUSINESS AND TECHNOLOGY ASSOCIATION, 16., Baku, Azerbaijan, 2014. Global Business and Technology Association's Sixteenth Annual International Conference. New York: GBATA, 2014.	Articles in International Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza; Et al	2014
The interplay between traits of Brazilian national culture and transformational leadership	In: EUROPEAN GROUP OF ORGANIZATIONAL STUDIES COLLOQUIUM, 30., Rotterdam, 2014. 30th EGOS Colloquium 2014. Berlin: EGOS, 2014.	Articles in International Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza; REIS, Rosana Silveira; QUENTAL, C	2014

Title	Reference	Type of publication	Center	Authors	Year
The State as a network in co-evolution: an analysis of the State through network theory, complexity theory, co-evolution, and cycles of hegemony and technology	In.: INTERNATIONAL RESEARCH SOCIETY FOR PUBLIC MANAGEMENT CONFERENCE, 18., 2014, Ottawa. 18th IRSPM Conference. Berne: IRSPM, 2014. 19 p.	Articles in International Conference Annals	Strategy and International Business Center	ALVES, Paulo Vicente dos Santos	2014
The game of energy: a classroom game of cooperation and competition simulating the global energy Market	In: ASSOCIATION FOR BUSINESS SIMULATION AND EXPERIMENTAL LEARNING ANNUAL CONFERENCE, 41., 2014, Lake Buena Vista, Florida. 2014 ABSEL 41th Annual Conference. Charleston: ABSEL, 2014.	Articles in International Conference Annals	Strategy and International Business Center	ALVES, Paulo Vicente dos Santos	2014
Culturas brasileira e portuguesa, cultura organizacional e confiança: uma análise de impactos	In: TMS ALGARVE 2014: MANAGEMENT STUDIES INTERNATIONAL CONFERENCE, 2014, Olhão. Anais... Olhão: Escola Superior de Gestão, Hotelaria e Turismo da Universidade do Algarve, 2014.	Articles in International Conference Annals	People and Leadership Development Center	MORAES, Lúcio Flávio Renault de; SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins	2014
Innovative efforts in Brazilian firms and implications for competitiveness	IAMOT 2014 Washington	Articles in International Conference Annals	Innovation and Entrepreneurship Centro	CARVALHO, Flavia Pereira de; RIGHI, Herica Morais ; ALANATI, Uri Abelson	2014
A liderança no contexto da nova administração pública: uma análise sob a perspectiva de John Friedman	In: JORNADAS LUSÓFONAS DE COMPORTAMENTO ORGANIZACIONAL E GESTÃO, 1., 2014, Funchal, Madeira. I Jornadas Lusófonas de Comportamento Organizacional e Gestão. Funchal: Universidade da Madeira, 2014.	Articles in International Conference Annals	People and Leadership Development Center	SANT'ANNA, Anderson de Souza	2014
Competências individuais e ambiência organizacional: um estudo junto a projecto de inovação	In: JORNADAS LUSÓFONAS DE COMPORTAMENTO ORGANIZACIONAL E GESTÃO, 1., 2014, Funchal, Madeira. I Jornadas Lusófonas de Comportamento Organizacional e Gestão. Funchal: Universidade da Madeira, 2014.	Articles in International Conference Annals	People and Leadership Development Center	PRADO, G. ; SANT'ANNA, Anderson de Souza	2014

List of Publications – Internal

Technical-scientific production – internal Idea Workbook

Title	Reference	Type of publication	Center	Authors	Year
As gerações de profissionais e sua percepção sobre sustentabilidade corporativa.	Nova Lima, MG: Fundação Dom Cabral, 2014. (Caderno de Ideias ; CI1405)	Idea Workbook	Sustainability Center	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITZEZECK, Heiko	2014
Centro de serviços compartilhados: principais conceitos e práticas.	Nova Lima Fundação Dom Cabral, 24p. 2014.	Idea Workbook	Strategy and International Business Center	VAZ, Samir Lótfi; CASTRO, Maria Clara Almeida Cunha de ; GOMES, Victor Vianna	2014
ANEXO A – TEORIA UTILIZADA NA PESQUISA “ESTADO DA GESTÃO PARA A SUSTENTABILIDADE NO BRASIL – 2014”	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014. (Caderno de Ideias ; CI1406 - Anexo A)	Idea Workbook	Sustainability Center	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITZEZECK, Heiko	2014
Avaliando as diferenças regionais da gestão para a sustentabilidade no Brasil.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014. (Caderno de ideias ; CI1406)	Idea Workbook	Sustainability Center	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITZEZECK, Heiko	2014
Estado da gestão para sustentabilidade no Brasil/ setores mais e menos desenvolvidos.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014. (Caderno de ideias ; CI1407)	Idea Workbook	Sustainability Center	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITZEZECK, Heiko	2014

Technical-scientific production – internal FDC Cases

Title	Reference	Type of publication	Center	Authors	Year
Caso Atlas Eletrodomésticos.	Nova Lima, MG: Fundação Dom Cabral, 2014. (Casos FDC ; CF1401). 6 p.	FDC Cases	Strategy and International Business Center	CÂNDIDO, Jorge; CASTRO, Maria Clara Almeida Cunha de ; VAZ, Samir Lótfi; GOMES, Luisa Rennó	2014
Caso Hydronorth	Nova Lima, MG: Fundação Dom Cabral, 2014.	FDC Cases	Strategy and International Business Center	GOMES, Luisa Rennó; CASTRO, Maria Clara Almeida Cunha de ; VAZ, Samir Lótfi	2014
Caso BMB Mode Center.	Nova Lima, MG: Fundação Dom Cabral, 2014. (Casos FDC ; CF1403)	FDC Cases	Núcleo de Estratégia e Negócios Internacionais	GOMES, Luisa Rennó; VAZ, Samir Lótfi	2014
Caso UPMAN	Nova Lima, MG: Fundação Dom Cabral, 2014. 6p. (Casos FDC ; CF1404)	FDC Cases	Núcleo de Estratégia e Negócios Internacionais	CASTRO, Maria Clara Almeida Cunha de ; COELHO, Rosani; VAZ, Samir Lótfi	2014
Caso UNIMED Volta Redonda/ exemplificação do Sistema UNIMED - Figura 1.	Nova Lima, MG: Fundação Dom Cabral, 2014. (Casos FDC ; CF1405 - Anexo 1)	FDC Cases	Núcleo de Estratégia e Negócios Internacionais	VAZ, Samir Lótfi; GOMES, Luisa Rennó	2014
Caso UNIMED Volta Redonda.	Nova Lima, MG: Fundação Dom Cabral, 2014. (Casos FDC ; CF1405)	FDC Cases	Núcleo de Estratégia e Negócios Internacionais	GOMES, Luisa Rennó; VAZ, Samir Lótfi	2014

Technical-scientific production – internal FDC executive

Title	Reference	Type of publication	Center	Authors	Year
Carência de profissionais: um desafio para as grandes empresas brasileiras.	Nova Lima, Fundação Dom Cabral, FDC Executive, FE1401, 4p.	FDC Executive	Infrastructure, Logistics and Supply Chain Center	SOUSA, Paulo Renato de; RESENDE, Paulo Tarso Vilela	2014

Title	Reference	Type of publication	Center	Authors	Year
Intraempreendedorismo e sua conexão com o Jazz	Nova Lima, Fundação Dom Cabral, FDC Executive, FE1402, 4p.	FDC Executive	Sustainability Center	SPITEZECK, Heiko	2014
Gestão pública contemporânea e os desafios para além de 2015.	Nova Lima, MG: Fundação Dom Cabral, 2014. (FDC Executive ; FE1403)	FDC Executive	Strategy and International Business Center	PAIVA, Paulo	2014
Serviços Compartilhados: principais conceitos e práticas	Nova Lima, MG: Fundação Dom Cabral, 2014. (FDC Executive ; FE1403)	FDC Executive	Strategy and International Business Center	LÓTFI, Samir; CASTRO, Maria Clara Castro; GOMES, Victor Vianna	2014
Panorama da Inovação no Brasil	Nova Lima, MG: Fundação Dom Cabral, 2014. 4p. (FDC Executive ; FE1405)	FDC Executive	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga	2014

Technical-scientific production – internal Research report

Title	Reference	Type of publication	Center	Authors	Year
Estado da gestão para a sustentabilidade - 2014.	São Paulo: FDC Núcleo de Sustentabilidade, 2014. 19 p.	Research Report	Sustainability Center	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITEZECK, Heiko	2014
Gestão da inovação no contexto brasileiro.	Nova Lima, MG: FDC Núcleo de Inovação, 2014. 20p.	Research Report	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga	2014
Estado da gestão para sustentabilidade nas empresas brasileira - 2014.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 36p. 2014.	Research Report	Sustainability Center	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITEZECK, Heiko	2014
Reflexos da Construção das Identidades Brasileira e Portuguesa na Expressão Organizacional do Construto Confiança	Pedro Leopoldo: FPL/CNPQ	Research Report	People and Leadership Development Center	SANT'ANNA, Anderson de Souza; MORAES, Lúcio Flávio Renault de; Et al	2014

Title	Reference	Type of publication	Center	Authors	Year
Relatório de pesquisa: aprendizagem organizacional no PAEX	Nova Lima, MG: Fundação Dom Cabral, 2014. 163 p.	Research Report	Strategy and International Business Center	VAZ, Samir Lótfi; MONTEIRO, Nelson Reis; DINIZ, Daniela Martins; VERSANI, Angela França; OLIVEIRA, André	2014
Panorama da inovação no Brasil.	Nova Lima, MG: Fundação Dom Cabral, 2014. 21 p.	Research Report	Innovation and Entrepreneurship Center	TADEU, Hugo Ferreira Braga	2014
Estado da gestão para a sustentabilidade de uma liderança engajada 2014.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014.	Research Report	Sustainability Center	Et al	2014
Mudanças climáticas: o que conselheiros precisam saber.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014. 41 p.	Research Report	Sustainability Center	SCACCHETTI, Ricardo Muscari; HOSOMI, Maris; SPIZEZECK, Heiko; FIGUEIREDO, Fernando Eliezer	2014
FDC Ranking of Brazilian Multinationals: the strength of the Brazil brand at creating international value.	Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2014.	Research Report	Strategy and International Business Center	CRETOIU, Sherban Leonardo; BARAKAT, Livia Lopes; CÔRTEZ, Ana Paula Roscoe; NOTINI, João Paulo Notini; CARDERNUTO, Helen	2014
RANKING FDC das Multinacionais Brasileiras 2014: a força da marca Brasil na criação de valor internacional.	Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2014.	Research Report	Strategy and International Business Center	CRETOIU, Sherban Leonardo; BARAKAT, Livia Lopes; CÔRTEZ, Ana Paula Roscoe; NOTINI, João Paulo Notini; CARDERNUTO, Helen	2014
Custos logísticos no Brasil 2014.	Nova Lima, MG: Núcleo de Logística, Supply Chain e Infraestrutura, 2014	Research Report	Infrastructure, Logistics and Supply Chain Center	RESENDE, Paulo Tarso Vilela; SOUSA, Paulo Renato de	2014

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 Responsibility	Human Rights	Human Rights	Labor	Labor	Labor	Labor	Labor	Environment	Environment	Environment	Anti-Corruption	Global context	Broader purpose	Ethics as a core issue	Restructure executive education	Purpose	Values	Method	Research				Partnerships	Dialogue	
SUSTAINABILITY AND SOCIAL INCLUSION COMMITTEE																															
Strategic Planning for Sustainability																													2014	2018	32
Volunteers GT – Individual Responsibility Challenge																															
FDC Corporate Volunteers Program																													2012	Continuous	76
Activity: support for the selection and follow-up program for the grantees of the Specialization in Management Program																													2013	2014	36
Activity: Dignity Program - mobilizing the full-time professors																													2014	2014	34
Activity: Roots - Social Innovation Program - mobilizing fulltime Collaborators and Professors																													2014	2014	33
Activity: Thematic Lecture Cycle																													2014	2014	76
Activity: Charity Bazaar - two events held - 10% of the revenues spent on FDC social projects																													2014	2014	

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 Responsibility	Human Rights	Human Rights	Labor	Labor	Labor	Labor	Environment	Environment	Environment	Anti-Corruption	Global context	Broader purpose	Ethics as a core issue	Restructure executive education	Purpose	Values	Method	Research	Partnerships	Dialogue				
Dignity Program - Businesses to Reduce Inequality																												2011	continuous	34
Scholarship Grants																												2009	continuous	36
Jardim Canadá Diagnostics																												2011	continuous	34
Company and Social Organizational Development Program – PDEOS																												2011	continuous	34-35
Professional Skills Building Center – CEP																												2011	continuous	34
Job Opportunities Counter – BOE																												2011	2014	35
Jardim Canadá and region Observatory																												2013	continuous	34
Support for the Social Value Program																												2011	continuous	35
Inhoré Cultural Institute																												2012	continuous	37
Brasileirinho Project																												2012	continuous	37
Max Magalhães Telecenter - maintenance																												2011	continuous	
Common Purpose - Student Experiences																												2014	2014	38
Implementing the methodology "Planning and Assessing Social Projects at Social Organizations"																												2014	2015	

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 Responsibility	Human Rights	Human Rights	Labor	Labor	Labor	Labor	Labor	Environment	Environment	Environment	Environment	Anti-Corruption	Global context	Broader purpose	Ethics as a core issue	Restructure executive education	Purpose	Values	Method	Research	Partnerships	Dialogue				
PDE – Executive Development Program																														1992	continuous	54
PGA – Advanced Management Program																														1990	continuous	54-55
The Leading Edge in Public Management																														2009	continuous	54-55
PDC – Councilor Development Program																														2008	continuous	54
Leading Tomorrow																														2013	continuous	
Women's Global Leaders Program																														2014	continuous	54-55
Post-graduate, Specialization, MBA and Master's																																
Specialization in Business Management Program in SP: mainstreaming the sustainability theme in the Program																														2010	continuous	59
MBA – Application Projects that involve the sustainability dimension																														2011	continuous	
Associate Dean's Office – Business Partnerships																																
PCS – Partnership for Sustainable Growth																														2010	continuous	51
POS – Partnership with Social Organizations																														2010	continuous	51

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 Responsibility	Human Rights	Human Rights	Labor	Labor	Labor	Labor	Environment	Environment	Environment	Anti-Corruption	Global context	Broader purpose	Ethics as a core issue	Restructure executive education	Purpose	Values	Method	Research	Partnerships				Dialogue
PAEX – Partners for Excellence																											1997	continuous	50-51
Dean's Office, Marketing & International Affairs																													
6th International Conference – "Developing society through relevant management and relevant business"																											2014	2014	25
Associate Dean's Office, Institutional Relations																													
Annual Board of Trustees Meeting: lunch with the community																											1990	continuous	21
Good Example Award: partnership between FDC and TV Globo Minas																											2010	2014	36
Hugo Werneck Sustainability and Love for Nature Award: partnership between FDC and Ecológico magazine																											2013	2013	
Participation in open profile social networks																											2010	continuous	30
Responsible Management space on the intranet and portal																											2011	continuous	
Domestic and International alliances																													
Instituto Ethos de Empresas e Responsabilidade Social																											2002	continuous	

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 Responsibility	Human Rights	Human Rights	Labor	Labor	Labor	Labor	Environment	Environment	Environment	Environment	Anti-Corruption	Global context	Broader purpose	Ethics as a core issue	Restructure executive education	Purpose	Values	Method	Research	Partnerships				Dialogue	
Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (CEBDS)																													2003	continuous	
The United Nations Organization (UN)																													2003	continuous	18-20
European Foundation for Management Development (EFMD)																													2010	continuous	17
United Nations Development Program (UNDP)																													2010	continuous	67
Enlaces Network																													2011	continuous	26-27
Fundação AVINA																													2009	2014	
Representation in Committees and Councils																															
Fundo Itaú de Excelência Social (FIES)																													2006	continuous	
Comitê Brasileiro do Pacto Global																													2006	continuous	18-20
Globally Responsible Leadership Initiative (GRLI)																													2006	continuous	18-20
Principles for Responsible Management Education (PRME) - Central Office																													2008	continuous	18-20
Principles for Responsible Management Education (PRME) - Latin American Initiative																													2008	continuous	18-20

Projects / Programs / Policies	FDC Shared Challenges for Sustainability	Global Compact Principles	GRI	PRME	Start	End	Page
Principles for Responsible Management Education (PRME) - Brazil	Responsible Management	Human Rights	Human Rights	Purpose	2008	continuous	18-20
	Social Innovation	Human Rights	Human Rights	Values			
	Transparency	Labor	Human Rights	Method			
	Knowledge	Labor	Human Rights	Research			
	Companies and Society	Labor	Human Rights	Partnerships			
	Individual Responsibility	Labor	Human Rights	Dialogue			
		Environment	Environment				
		Environment	Environment				
		Environment	Environment				
		Environment	Environment				
		Anti-Corruption	Anti-Corruption				
		Restructure executive education	Restructure executive education				
Rede Cidadã Directors' Office				2010	2014		
Fundação Banco do Brasil Board of Trustees				2014	continuous		

Content Index - FDC 2014 Annual Report

GRI Indicator	Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
1. Strategy and Analysis				
1.1	Statement from the most senior decision-maker about the relevance of sustainability to the organization and its strategy	Integral	9-12	
1.2	Description of key impacts, risks and opportunities	Integral	9-12	
2. Organizational Profile				
2.1	Name of the organization	Integral	14	
2.2	Primary brands, products, and/or services.	Integral	14-15	
2.3	Operational structure of the organization, including main Divisions, operating companies, subsidiaries, and joint ventures.	Integral	14-15	FDC headquarters are located in Nova Lima - Aloysio Faria Campus and it also has another three campuses - Belo Horizonte, São Paulo and Rio de Janeiro.
2.4	Location of organization's headquarters.	Integral	14-15	FDC headquarters: 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	13-15	
2.6	Nature of ownership and legal form.	Integral	14-15	
2.7	Markets served	Integral	14-15,45	
2.8	Scale of the reporting organization.	Integral	14-15	

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Integral	9-12		
2.10	Awards received in the reporting period.	Integral	28-29		
3. Report Parameters					
3.1	Reporting period for information provided.	Integral	13		
3.2	Date of publication of most recent report.	Integral	13		
3.3	Reporting cycle.	Integral	13	FDC issues a report every year.	
3.4	Contact point for questions regarding the report or its contents.	Integral	120		
3.5	Process for defining report content.	Integral	13		
3.6	Boundary of the report	Integral	13		
3.7	State any specific limitations on the scope or boundary of the report.	Integral	13		
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	13		
3.12	Table identifying the location of the Standard Disclosures in the report	Integral	101-118		

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GRI Indicator	Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
4. Governance, Commitments and Engagement				
4.1	Governance structure of the organization.	Integral	1-4	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	1-4	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	1-4	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	22	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	21	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any considerations on gender and on other diversity indicators	Integral	13, 21, 25-26	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.8	Statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	Integral	14-20	1, 2, 3, 4, 5, 6, 7, 8, 9 and 10

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
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	21		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Integral	40-43		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	18-20		1, 2, 3, 4, 5, 6, 7, 8, 9 and 10
4.13	Memberships in associations (such as industry federations) and/or national/ international associations of defense	Integral	18-20, 26-27		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 organs; Suppliers; Community; Organized Civil Society; national and international Business Schools; Partners; Academia.	

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
4.15	Basis for identification and selection of stakeholders with whom to engage	Partial		We have finalized mapping our external stakeholders.	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Partial		FDC promotes several engagement actions with its various audiences, such as listening meetings with collaborators, mobilizations for forums with the local community, interviews with clients, practice meeting with associates, and others.	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those concerns	Partial		The main topics raised by the stakeholders in this period are dealt with in this report.	
Economic Performance					
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	40-43		
EC3	Coverage of the organization's defined benefit plan obligations	Integral	72-74		
EC4	Significant financial assistance received from government	Integral		FDC does not receive any kind of assistance from government	
EC5	Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation	Integral		The ratio of entry-level wage compared to the local minimum wage is 2.11.	1 and 6

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Integral	80		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Integral	9-12		
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Integral		By developing executives, entrepreneurs, companies and public managers, FDC contributes to the economic development of society.	
Environmental Performance					
EN1	Materials used by weight or volume	Integral		<p>FDC has been developing selective waste collection since 2010. In 2014, the following values were observed. In between brackets we inform the percentage compared to 2013:</p> <ul style="list-style-type: none"> . Organic Waste = 7.7 T (10% lower)/ . Glass = 1.8 T (5% lower) . Metal = 0.8 T (12% lower) . Common Waste = 9.9 T (11% lower) . Paper = 14.2 T (30% higher) . Plastics = 1.05 T (14% lower) 	7 and 8

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
EN3	Direct energy consumption by primary energy source	Integral		<p>In 2014, the following values were observed. In between brackets we inform the percentage compared to 2013:</p> <ul style="list-style-type: none"> . Aloysio Faria Campus = 1.259.300 KWH (15% lower); . BH Campus = 239.194 KWH (6% lower); . SP Campus = 190.642 KWH; (17% higher, due to its high rate of occupancy); . RJ Campus = Amount included in the building maintenance tax 	8
EN5	Energy saved due to conservation and efficiency improvements	Integral		<p>Energy efficiency processes are reviewed every year. In 2014 the automation of the air-conditioning system was finalized at Centro Banco Alfa, at the Aloysio Faria Campus (MG). Since then automation is carried out from a single central unit, which makes it possible to control the temperature of the rooms more efficiently.</p> <p>Maintaining a pleasant environment temperature is one of the factors contributing to people's well-being. Energy consumption was followed up on throughout the year by the Sustainability Dashboard and it was 15% lower when compared to the previous year, thus surpassing the 10% goal that had been defined.</p> <p>Energy consumption policy at the server farm was part of this process.</p>	8 and 9

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Integral		Energy generators were installed at the Aloysio Faria and BH campuses to be used at peak consumption times from the second semester 2014 onwards.	8 and 9
EN8	Total water withdrawal by source	Integral		In 2014 we observed the following values. In between brackets we inform the percentage compared to 2013.: Aloysio Faria Campus = 29,001 m3 (21% higher)*; . BH Campus = 2,005 m3 (17% lower)**; . SP and RJ Campi = Amount included in the building maintenance tax. * As regards increased water consumption at the Aloysio Faria Campus we should note the exceptional fall in rainfall in the region and the increase of about 5% in the rate of space occupancy when compared to 2013. ** Occupancy rate for the year was lower than for the previous period.	8
EN9	Water sources significantly affected by withdrawal of water	Integral		Water consumption at FDC does not significantly affect the water source.	8
EN10	Percentage and total volume of water recycled and reused	Partial		FDC awaits an authorization from Instituto Mineiro de Gestão das Águas - IGAM to use the Water Well that was dug at the Aloysio Faria Campus (MG) in the first quarter/ 2014. through this system it will be possible to use water to clean the facilities and to irrigate the green areas .	8 and 9

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
EN16	Total direct and indirect greenhouse-gas emissions by weight	Partial		FDC received the Carbon Free seal at the Board of Trustees lunch as it has made up for greenhouse gas emissions through the trees it has planted.	8
EN18	Initiatives to reduce greenhouse-gas emissions and reductions achieved	Partial		FDC does not have a specific plan to reduce greenhouse gas emissions but there are activities in place towards conscious consumption. Constant investments are made in technology to make connectivity easier and reduce mobility needs, for example.	8
EN21	Total water discharge by quality and destination	Integral		As there are no pollutants that demands specific treatment, FDC carries out its discharge through the rain and sewage systems provided by the utilities companies that are present in the counties where its campuses are.	8
EN22	Total weight of waste by type and disposal method	Integral		Analyze the data in indicator EN1.	8

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Partial		FDC has carried out the FDC Aware since 2010. It acts along two streams - selective residue waste disposal and conscious consumption through initiatives to reduce the waste of food and water, power, gas, paper and plastic cup consumption. In 2014 we signed a new contract for waste collection with Associação dos Catadores de Materiais Recicláveis de Itabirito - ASCITO, a neighboring county to our main Campus. Collection happens three times a week and the resulting income reverts fully to ASCITO.	7, 8 and 9
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Integral		There were no fines in 2014.	8
Social Performance					
LA1	Total workforce by employment type, employment contract, and region, divided by gender	Integral	70-71		
LA2	Total number and rate of new recruitment and employee turnover by age group, gender, and region	Partial		Collaborator turnover at FDC amounted to 7.99% in 2014.	6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Integral	72-74		6

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
LA4	Percentage of employees covered by collective bargaining agreements.	Integral		100% of the registered collaborators covered by collective bargaining agreements	1 and 3
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	Integral		There is no minimum notice period. Every time FDC carries out significant operational changes it will inform its collaborators as early as possible	1 and 3
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	74		1
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	Integral		None for the period.	1
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Integral	73	FDC carries out prevention campaigns for illnesses and assistance and a continuous follow-up on situations related to the health of its collaborators and their families.	

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
LA10	Average hours of training per year per employee by gender and by employee category	Partial	74-76	In 2014 FDC carried out an average of 19 hours* of training / collaborator. * In this average we are not counting the hours for the MBA and Specialization in Management programs, as collaborators do not finish the program in the same year they start it. And, in the specific case of the Specialization in Management program, participants have the autonomy needed to define the schedule of skills building according to their agendas. In 2014, three collaborators began the MBA and eight began the Specialization in Management Program..	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Integral	75-76	FDC implemented the PDI - Individual Development Plan that make it possible for collaborators to analyze their competencies and career aspirations while having their manager as a facilitator of this process. There is also a competence assessment tool for Project Directors and for Executive Coordinators.	1 and 6

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Integral		100% of our collaborators have goals contracted with their managers. This process guarantees collaborators will have a real opportunity to meet the organization's expectations through systematic follow-up and feedback between collaborators and their managers, as it encourages dialogued reflections on strong points on improvements to develop their careers.	1 and 6
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	70-72		1 and 6
LA14	Ratio of basic salary and remuneration of women to men by employee category and by significant locations of operation	Integral	71	There is no differentiation between men and women occupying the same position.	
Human Rights					
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	80	All FDC service provider contracts carry clauses regarding human rights , as per the Global Compact.	1, 2, 4, 5 and 6

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	Integral		HR Management visited 100% all the resident suppliers in all campuses to verify they meet the human rights of their respective collaborators. This practice has been incorporated into the department's routine.	1, 2, 4, 5 and 6
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		Human rights aspects are dealt with in the FDC Covenant that is handed out to all of the institutional collaborators, suppliers and resident service providers on their first day at work at FDC.	1, 2, 3, 4, 5 and 6
HR4	Total number of incidents of discrimination and corrective actions taken	Integral		None for the period.	1 and 6
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		None for the period.	1 and 3
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 episode was identified in FDC operations.	1, 2 and 5
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		There was no episode of forced or compulsory labor, at FDC facilities.	1, 2 and 4

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
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 Covenant that is broadly disseminated to all FDC collaborators.	1 and 2
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Integral		There are no indigenous people in the regions FDC is present.	1 and 2
Sociedade					
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Integral	30-38		1, 2, 5, 7 and 8
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	Integral		This matter is dealt with in the FDC Covenant. 100% of our collaborators are trained	10
S04	Actions taken in response to incidents of corruption	Integral		There was no episode of corruption at FDC.	10
S05	Public policy positions and participation in public policy development and lobbying	Integral		FDC did not take part in public policy formulation and in lobbies.	10
S06	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

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GRI Indicator	Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
Product Responsibility				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Integral	<p>FDC applies assessment questionnaires to all its educational solutions, and the averages registered were as follows:</p> <ul style="list-style-type: none"> - Open-enrollment Programs: 87% satisfaction. - Partnerships:* <ul style="list-style-type: none"> . PAEX: Annual Meeting (4.44), Presidents Committees (4.48) and PDD (4.52); . POS: PDD (4.21); . PDA: Annual Meeting of PDA Families (4.49), Heirs Committee (4.36) and Founders Committee (4,71). <p>* Scale from 1 to 5, with 5 being the best assessment.</p>	
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Integral	<p>FDC follows the Associação Brasileira de Marketing Direto (ABEMD) Good Behavior Code in its email marketing</p> <p>. This code encompasses ABEMD Code of Ethics and the Email Marketing Self-Regulatory.</p>	
PR7	Total number of incidents (by type) of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	Integral	<p>There were no cases of non-conformance in the period.</p>	

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GRI Indicator		Level of reporting	Page(s)	Comment/ Action FDC	Global Compact Correlation
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Integral		There were not fines for the period.	

CAPTION

-  Essential Indicator
-  Additional Indicator

*Other indicators that have not been transcribed in the content index are not reported by FDC.

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