

# 2021 Annual Report



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# CONTENTS

Letter from the Dean	7
<b>1. Organisational Context</b>	<b>11</b>
<b>2. FDC 45-year and Campus Aloysio Faria 20-year anniversaries</b>	<b>13</b>
<b>3. Governance</b>	<b>15</b>
3.1 Board of Trustees	15
3.2 Audit Committee	17
3.3 Board Committee	17
<b>4. Institutional</b>	<b>21</b>
4.1 Institutional Actions	21
4.2 Dialogue with civil society and governments	34
4.3 Awards and Recognitions	35
<b>5. Development of Partnerships</b>	<b>37</b>

<b>6. Internationalisation</b>	<b>39</b>
6.1 International activities and projects	39
6.2 Relationship with international schools and institutions	40
6.3 International Advisory Council	41
<b>7. Educational Impact</b>	<b>43</b>
7.1 Executive Education	43
7.2 Academic Education	53
7.3 Social Education	56
<b>8. Impact on Knowledge and Learning</b>	<b>63</b>
8.1 Professors	64
8.2 Education and Innovation	65
8.3 Research and Development	66
8.4 Dissemination of Scientific Knowledge	72
<b>9. People and Value Added to the Business</b>	<b>75</b>
9.1 Management of People	75
9.2 Corporate Communication and Marketing	77
9.3 Infrastructure	78
<b>10. Financial and Economic Performance</b>	<b>79</b>
Appendix - Publications	83



# Letter from the Dean

The year of 2021 witnessed the beginning of a new strategic cycle for FDC. The 2021 – 2025 strategic formulation is anchored in fundamental principles of our institution, especially in the principle of usefulness. We want Fundação Dom Cabral to evolve, grow and - more and more - be useful to the development of an ethical and sustainable society. Going through this process, we reaffirm our belief in education as the most efficacious and ethical way of addressing the enormous challenges facing humankind.

Having understood that, the institution channelled its activities according to three segments of education: executive, academic and social. For each segment – as presented in this Report – we have a well-defined value proposition that takes into consideration target public, challenges, and impact desired.

Regarding Executive Education, we reoriented our actions, and now market solutions for organisational challenges and team development, putting emphasis on on-line solutions and articulations with the ecosystem of education and innovation. Specially relevant are the more than one thousand companies we served, a substantial part of which are leaders in their markets, a fact that usually increases demand complexity and, consequently, our responsibilities. We conducted international projects together with multinational companies operating in several segments. Over the year, we have also helped companies conduct their processes of digital transformation and incorporation of an agile and innovative organisational culture.

It is also worth highlighting our impact on medium-size organisations. Almost nine hundred medium-size companies used FDC solutions in 2021. Of them, 121 participated in a solution named “Redes”, which stimulates relationship and value creation among players of the same production chain, in order to achieve better results.

We have also helped the public sector get ready for contemporary challenges and new regulations. FDC proceeded with the Public Management Dialogues initiative, conceived in 2020 to articulate a network of professors, managers and specialists around a debate on themes and challenges of contemporary public management. In 2021, we debated aspects of Performance Management, developed researches and disseminated knowledge.

As for academic education, we put in efforts to guarantee the value proposition of our Executive MBA, aimed at the development of humanist, ethical and trustful leaders. Despite adversities inherent in a context still marked by the pandemic, our school maintained exchanges with international partner schools and welcomed more than six hundred participants in the classes our programme offered over the year. From the Brazilian government we obtained approval for issuing certificates for Specialisation programmes remotely conducted. These are impressive achievements – and contemplated in our strategic formulation – that will become determining factors in the process of expanding the portfolio of our institution.

And, talking about the expansion of FDC portfolio, it is important to emphasise the structuring process and the advances made by the Social Education segment, whose implementation and management are conducted by FDC Cardeal Dom Serafim Social Centre. This is a strategic, innovative and original movement in the ecosystem of business schools, traditionally dedicated exclusively to the top of the social pyramid. The Social Centre is targeted at people living in vulnerable social conditions, popular entrepreneurs, managers of social organisations and third-sector institutions. In its first year of activity, FDC Cardeal Dom Serafim Social Centre developed 2,178 people and 169 Social Organisations, offering more than 200 thousand hours of training. The very important Scholarship Programme, inspired by the life of FDC founder and patron, Cardinal Dom Serafim, expanded its reach and now grants scholarships for technical-vocational courses.

In 2021, our institution made substantial advances towards even greater contributions to the development of society. Our institutional contact with social, political and economic leaders and representatives has become closer, both in Brazil and abroad. We developed a significant set of projects and initiatives in partnership with entities from representative segments of the Brazilian social fabric, because we made an ethical commitment to act collaboratively to confront the important challenges facing humankind. I call the reader's attention to Imagine Brasil, an initiative that invites leaders to reflect on and implement proposals for Brazil. We engaged in dialogue with different groups of our society – social leaders, educators, economists, sportspersons etc. Those were golden opportunities for knowing and extracting aspirations towards our country's future. Also very important was the consolidation and expansion of CEOs' Legacy, initiative that achieved international recognition in 2021.



From the economic and financial point of view, 2021 was a very positive year. Our operating income exceeded R\$ 233 million, a 35% growth relative to previous year, and our net result, rather positive, amounted to R\$ 10.2 million.

Last but not least, in the year FDC celebrated its 45<sup>th</sup> anniversary, we made progresses in the cultural transformation of our organisation, reassuring aspects of our history that will be crucial for our development, and valuing elements that may ensure organisational relevance and longevity, especially with regard to digital transformation and innovation. We stimulated innovation and renewal of educational solutions. In 2021, 7% of our revenues were generated by products and services created in that same year. This demonstrates the impact of innovation on our business.

Finally, I wrap up this letter remembering that, even when facing a context marked by the century's worst sanitary crisis – which is still taking lives throughout the world -, FDC teams remained confident and committed to the purpose our institution. We will continue to believe that education may lead to better organisations, more prosperous business environments, fairer human relations and more autonomous and dignified persons. By these reasons, I would like to thank each person who contributed to our achievements in 2021, and, especially, recognise the importance of the partnership with the Board of Trustees and Executive Board members, who helped broaden our perspectives and give us strength to accomplish our institutional mission.

**Antonio Batista da Silva Junior**

*Dean*

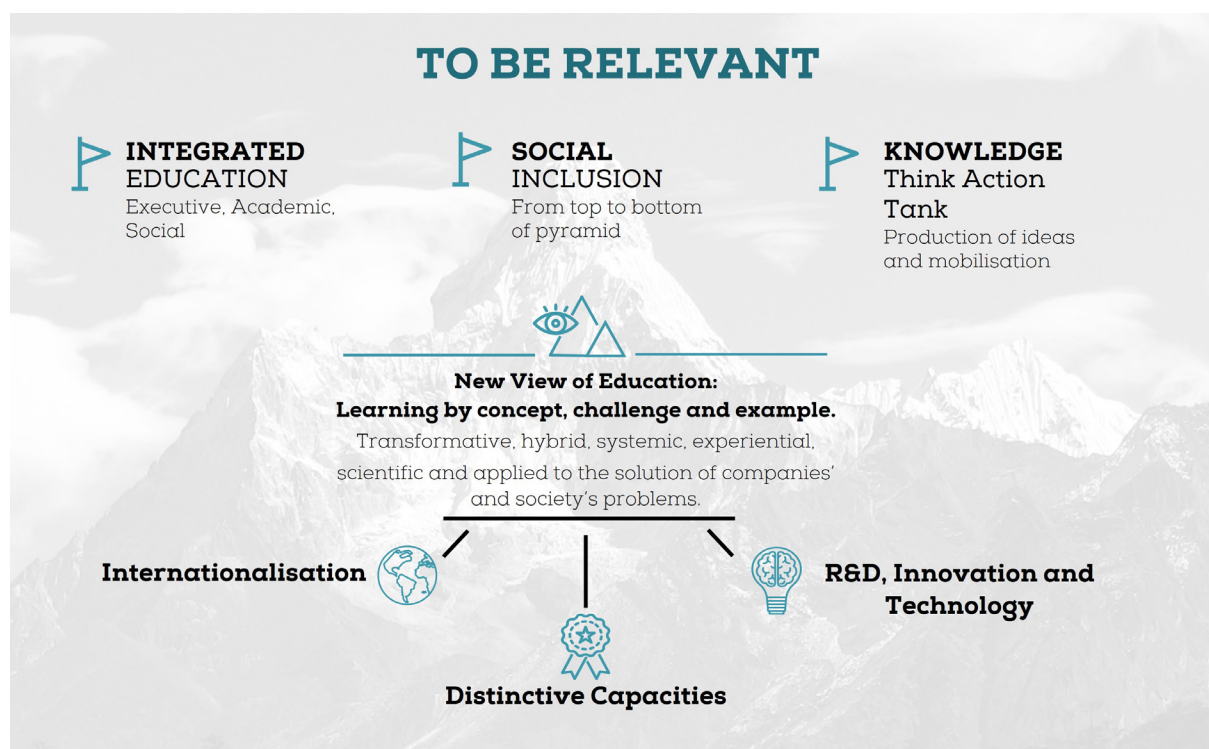


# 1. Organisational Context

The year of 2021 began with the inauguration of Fundação Dom Cabral (FDC) Executive Board members. Antonio Batista da Silva Junior was reappointed as Dean and, reflecting the challenges posed by the market and society situations, the structure of the Executive Board was adjusted as well as that of the team of Executive Vice Presidents in charge of leading the institution in the implementation of its 2021 – 2025 Strategic Formulation. Accordingly, FDC has now three vice-presidencies and one deputy vice-presidency.

In agreement with the Strategic Formulation, FDC operates now in three segments of education: Executive, Academic and Social. Knowledge (Research and Development) and Learning activities are now concentrated in one single vice-presidency, and business support activities, such as Human Resources, Communication and Infrastructure, are also concentrated in another vice-presidency. Functions and subjects related to Corporate Relations, Internationalisation and Institutional Partnerships (resource mobilisation) now report directly to the Dean.

The strategic movements are illustrated by the figure below:



Adopting innovation as a pillar, the Management Strategy and Digital Transformation area was created to horizontally integrate and formulate digital transformation strategies for FDC. This more robust and integrated strategy encompasses internal processes, client's experience and product delivery.

Risk Governance, on the other hand, underwent changes and a Risk and Compliance Office was created to address the institution's process of risk management, as described in item 3 (Governance) of this report.

FDC's Diversity and Inclusion project has been changed in the second half of 2021. The work started in 2017, initially controlled by the Management of People division. It was later transferred to the Corporate Relations area, sponsored by the Dean. In August, workshops technically coordinated by specialist professor Maria Elisa Brandão have been conducted. The meetings gathered leaders of Thematic Work Groups, professors and representatives of key processes. The project gained strength and became the Diversity, Equality and Inclusion Programme, now with clearer strategy, actions, indicators and goals. In December, the Board Committee forwarded to the Executive Board a strategic guideline for the 2022 work plan recommending the elaboration of a proposal concerning policies and procedures that prioritise the inclusion of black and mixed race people in the body of collaborators, service providers and participants in FDC programmes. A specific task force was created to implement this guideline.

## COVID-19

Attentive to the aftermath of the Covid-19 pandemic, FDC continued to call weekly meetings of the Crisis Management Committee. The meetings were intended to monitor and promote, in an agile way, the necessary adjustments to FDC's operations vis-à-vis the volatility of the virus infection behaviour. Some important decisions made by the Committee and aimed at guaranteeing stakeholders' wellbeing and health, at maintaining the level of excellence of learning and at keeping the financial and economic balance of the institution are listed below:

- Permanent updating of presential activities protocols, taking into consideration the peculiarities of the pandemic prevailing in each Brazilian region.
- Stimulus to the vaccination as a way to contribute to the efforts put in by the country to control the pandemic, as well as to minimise the risk of infection during presential activities.

## 2. FDC 45-year and Campus Aloysio Faria 20-year anniversaries

In 2021 FDC celebrated its 45<sup>th</sup> anniversary as well as the 20<sup>th</sup> anniversary of Aloysio Faria Campus, in Nova Lima, Belo Horizonte Metropolitan Area. To commemorate these anniversaries, the Institution launched initiatives to keep the memory of the school alive and to project the future that is being dreamt and built. In an interview on a news portal, FDC's Dean commented about the future challenges and prospects. To read the interview, visit: <https://exame.com/bussola/fdc-completa-45-anos-com-vocacao-de-protagonista-na-mudanca-da-sociedade/>.

Still in the context of FDC's 45<sup>th</sup> anniversary, the Imagine Brasil initiative was launched following provocation and reflections prompted by the Board of Trustees about the greater protagonism the school might assume regarding the current critical social, political and economic context. The project targets at the mobilisation of leaders from different segments of society, therefore helping the country find ways for its development. The first stage started in 2021 and enabled the conduction of debate and reflection sessions with representatives from many different segments of society as detailed in item "Institutional Activities". The initiative's website provides updated information: [imaginebrasil.fdc.org.br](http://imaginebrasil.fdc.org.br).

FDC's way of being and building transparent and long-lasting relationships with its publics has provided the inspiration for the institutional communication campaign named "*Minha História com a FDC*" (My Story at FDC). Statements made by several people who participated in the story of the school have been registered. Later released over social media, they highlighted the sense of belonging and the values that support FDC's history and relationship with the public. Watch the videos here: <https://youtube.com/playlist?list=PLomdjDfbSSRudV24N0ZaGK3I5WHBwqDyz>.

Still to celebrate its 45<sup>th</sup> anniversary, the Institution launched the first scholarship fund, named **FDC Transforma**. An on-line platform invites people to donate any amount of money to a fund targeted at exclusively granting scholarships to less economically favoured people. From August through December, the fund received 85 donations. <https://fundodebolsas.fdc.org.br/>.



*Exhibited in the Aloysio Faria Campus, FDC's time line reminds visitors of the major milestones in the history of the Institution from the perspectives of "Creation", "Consolidation", "Internationalisation", "Recognition", "Expansion", "Innovation" and "Relevance"*

### **"Memory is what confirms our history."**

Among the initiatives taken to celebrate the 45th anniversary of our Institution, we highlight those related to the recovery of our history as a way to inspire the construction of the future. Accordingly, FDC Heritage supported the celebration, helping update a time line that pictures the major milestones of our development since the very beginning, on August 09, 1976, displaying historic information along axes we named "Creation", "Consolidation", "Internationalisation", "Recognition", "Expansion", "Innovation" and "Relevance". From 2016 on, owing to a constantly changing world, advances in technology, increases to life expectancy and demands created by society, axes representing each of FDC's development process stages are shown in 5-year intervals.

In addition, FDC Heritage, based on historical research conducted on documents of its collection and on interviews with key participants in the process, prepared a case study to commemorate the 20th anniversary of Aloysio Faria Campus. The publication describes an important part of our history and presents statements and facts that took place from the very beginning to the conclusion of construction works, praising partnerships and emphasising funding that made the initiative possible. The case study may be accessed at <https://www.fdc.org.br/conhecimento/publicacoes/artigos-revista-dom-35392>.

Additionally, the first podcast of a series that tells the history of the Institution was also published. The touching programme rescued old audio recordings featuring statements by FDC's cofounder and Patron, Cardinal Dom Serafim Fernandes de Araujo, and memories of cofounder and President of the Board Committee, Emerson de Almeida. The podcast may be accessed at: <https://soundcloud.com/user-870791581/fdc-45-anos-os-fundadores>.

## 3. Governance

Over the past several years, FDC has permanently tried to improve its governance, so as to uphold its principles, values and the strategy established to guarantee longevity and accomplishment of our mission. For that purpose, the Institution maintains, since 2020, a Fund to Support the Development of Society (FADS - *Fundo de Apoio ao Desenvolvimento da Sociedade*). The Fund draws resources from money banked in a specific deposit account managed by FDC and invested to guarantee continuity of socially-oriented initiatives and programmes aimed at the simultaneous development of people, organisations and the economy as a whole, in accordance with the mission, objectives and principles held by the institution. The Fund also welcomes voluntary donations made by natural or legal persons and / or resulting from partnerships with institutions and targeted at the conduction of social projects.

Please, find below additional information on governance organs, roles, duties and initiatives undertaken.

### 3.1 Board of Trustees

The Board of Trustees, Fundação Dom Cabral's highest governance level, meets twice a year to deliberate about and approve actions taken and results obtained over the year. In the first meeting, in addition to analysing the 2020 Annual Report and the 2021 Annual Work Plan, the Board, presided over by professor Mozart Pereira dos Santos, elected the members of the Audit Committee, which now has two new members: Rogério Redoan de Deus (Member) and Ricardo Dias Pimenta (Deputy Member), and the Board Committee. After completion of the election process, former Audit Committee member José Epiphânio Camillo dos Santos was given the title of FDC Honorary Board Member. A new Board Committee has also been elected, as follows: President: Emerson Almeida; Directors: Cláudia Andrade Botelho and Nádia de Menezes Pinto Rampi; and Deputy Director: Carlos Roberto Vasconcelos Novais. After completion of the election processes, former Audit Committee member José Epiphânio Camillo dos Santos was given the title of FDC Honorary Board Member.

Also during this meeting, a Board of Trustees Commission was created to provide technical guidelines and to support the Executive Board in the process of raising funds and implementing the *Imagine Brasil* initiative. The commission is composed of Board members Angela Gutierrez, Luiz Henrique Souza Lima de Vasconcellos, Pedro Luiz Barreiros Passos and Subramanian Rangan.

In a second meeting, in August 2021, the 15-member Board of Trustees was elected for a new term and welcomed its three new members:



**Marco Stefanini**  
*Global CEO and founder of Stefanini company*



**Obiageli "Oby" Ezekwesili**  
*Nigerian, economist and senior economic advisor at AEDPI - Africa Economic Development Policy Initiative*



**Rubens Menin**  
*Founder and Chairman of the Board at MRV*

Following these changes, members Damião Coutinho Paes and Sonia Regina Hess de Souza, who completed six and fifteen years of participation respectively, were awarded the title of Honorary Board Members. In addition to them, member Guilherme Emrich, who contributed to the Board of Trustees for thirty years and has been an FDC partner all over the institution's history, was also given the Honorary Board Member title.

With deep sorrow, FDC has informed the community about the death of its friend and board member Guilherme Emrich, occurred on November 09, 2021. Nationally known for his innovative and enterprising spirit, Guilherme Emrich's trajectory within FDC was marked by the collaborative creation of CEDEX – Foreign Trade Development and Studies Centre (*Centro de Estudos e Desenvolvimento do Comércio Exterior*) and by the structuring of a group of businesspeople which ended up becoming PAEX, one of FDC's most successful partnerships.

### Meeting with the *Com:unidade* (Comm:unity)

The annual meeting of the Board of Trustees with social, political and business leaders – which had been taking place for years at the Aloysio Faria Campus – was replaced by an on-line event because of sanitary limitations imposed by the pandemic. The meeting addressed the subject: "The role of business in the pandemic: lessons and challenges", and included the participation of Janete Vaz, from Sabin Group and member of the Board of Trustees; Luiz Pretti, Chairman of the Board at *Votorantim Cimentos* and participant in CEOs' Legacy; professor Mozart Pereira dos Santos, Chairman of the Board of Trustees; professor Emerson de Almeida, cofounder and President of the Board Committee; Antonio Batista da Silva Junior, Dean; and Paula



Simões, Vice-president for Knowledge and Learning, among other leaders. Their statements on their experiences when fighting the pandemic were taken and recorded. The Meeting with *Com:unidade* may be accessed at FDC channel on YouTube: <https://www.youtube.com/watch?v=5bTgXut9Cro>.



*A new communication channel with FDC's Board of Trustees - an informative bulleting - was created*

## 3.2 Audit Committee

Fundação Dom Cabral's Audit Committee is composed of three members and three deputy members. The Committee meets annually to analyse the balance sheet and the income statement of the institution, as well as to evaluate the activities conducted over the year. In a meeting on March 22, the members – and for the first time including the participation of a deputy member as an observer – met virtually and recommended the approval of accounts to the Board of Trustees.

## 3.3 Board Committee

Being the organ in charge of managing FDC governance, the Board Committee monitors and orients all activities developed by the Institution, making recommendations that may help preserve FDC's mission and values, people, knowledge, reputation and sustainability. Among its activities, we highlight monitoring the implementation of FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) by the President of the Board Committee, the Dean and one Member of the Board Committee, as well as the monitoring of *Imagine Brasil* initiative, originated in the Board of Trustees.

In addition, an on-line edition of the event "Meeting with collaborators and partners – conveying values and retelling FDC's development" was conducted. Twenty-nine new CLT collaborators, trainees, regional affiliates, suppliers, key leaders of the institution and senior collaborators, who acted as hosts, attended the event. Participants had the opportunity to learn more about the history of FDC, its values, principles and strategic planning for the 2021 – 2025 period, and to contribute to the future of the institution with their suggestions and recommendations.

## Management of Corporate Risks and Ethics Commission

The Ethics Commission conducted, in 2021, six meetings aimed at providing ethics-related guidelines regarding projects executed together with clients and partners, and FDC's own administrative instances. Enlarged Meetings have also been conducted to foment ethics knowledge and development in the organisation. The meetings took place in July and October, and addressed the subjects "Ethical Education and Learning in Times of Crises" and "Diversity, Inclusion and Ethics", respectively. Guests from several internal areas of the Institution participated in the meetings. The events included theoretical presentations and open discussions, in addition to practical case studies. A total of 76 participants included three external guests.

## Revision of the Positioning Policy

FDC's Positioning Policy addresses the posture of the Institution with regard to responding to demands coming from organisations and / or executives that are somehow related to unethical conduct, taking into consideration the educational role played by FDC. The revision of this document began in 2020 and was triggered by a reflection on FDC's decision-making process regarding the above-mentioned demands.

## Letter of Socialisation: FDC's Code of Ethic

The construction and consolidation of a culture of integrity and ethical values are the major goals of many projects and initiatives implemented by our Institution. Over the year, 150 collaborators took part in meetings to deepen knowledge on and debate key aspects of our Letter of Socialisation – FDC's Code of Ethics. The methodology, developed by professor and philosopher André de Almeida, opened up the possibility of working with small groups, prompting reflections on important aspects of ethics and autonomy. The Letter of Socialisation, which is periodically updated based on debates with different groups of stakeholders, provides mandatory parameters to be followed in the relationship between the Institution and its different publics. The Letter of Socialisation is available at: [https://www.fdc.org.br/sobre-a-fdc-site/Documents/carta\\_convivencia.pdf](https://www.fdc.org.br/sobre-a-fdc-site/Documents/carta_convivencia.pdf).

## Ethics Channel

Managed by an outsourced, independent and specialised organisation, the Ethics Channel protects the confidentiality of those who submit cases to analysis. The Channel is supported by two committees, namely the Management and the Human Resources Committees, and by the Management of Corporate Risk and Ethics Commission. In 2021, 13 cases have been submitted to and addressed by the committees.

## Risk Management Strategic Project

In 2021, the Risk and Compliance Office (*Escritório de Risco e Conformidade*) prepared – based on Fundação Dom Cabral’s Articles of Organisation and in compliance with COSO’s (*Committee of Sponsoring Organisations*) and IIA’s (*Institute of Internal Auditors*) guidelines – and submitted the FDC Risk Management Policy, subsequently approved by the Board Committee and published internally. It has also promoted the application for the Pro-Ethics Seal as a way to learn and improve. Feedback from the process is being used as input to process adjustments and improvements to a new application. The team has also worked in other initiatives described in the 2020 – 2021 Risks Report, submitted to the Executive Board and to the Board Committee.

## Compliance with LGPD

In 2021, FDC started to adjust its operations to comply with the requirements of the Brazilian General Data Protection Law (LGPD). The work was structured with support from a specialised consultancy firm and involvement of the most impacted areas, thus guaranteeing the beginning of change management activities. The work was divided according to five lines:

- Diagnosis of data collection and handling processes.
- Analysis of risks and vulnerabilities.
- Customisation and adjustment of policies, norms and procedures.
- Configuration and integration of support platforms into the process.
- Support: training and management of processes.

The project was scheduled to complete the first four stages in 2021, and then advance to stage 2, ‘training’, which includes customised workshops. In 2021, collaborators, regional affiliates and professors had the opportunity to attend the Introduction to LGPD programme and to obtain a minimum level of understanding that enables the daily management of risks in the many activities developed by FDC.

## FDC Heritage

FDC Heritage’s mission is to recover, preserve and make available the collection of Fundação Dom Cabral’s historical items, therefore contributing to trace and document the history of the Institution. The area also collaborates on surveys, campaigns, exhibits, welcoming of new collaborators, technical visits and activities to process, access and disseminate the Institution’s collection of documents, which currently includes the FDC Fund and the Emerson de Almeida Collection, and will soon include the Cardinal Dom Serafim Fernandes de Araújo Collection.



*With support from FDC Heritage team, a ceremony was held to celebrate the eighty birthday of cofounder and president of the Board Committee Emerson de Almeida. On that occasion, a sculpture created by artist Marcelo Xavier and a book containing pictures and statements was handed to the honoured.*

In an attempt to stimulate networking and exchange of knowledge, FDC maintained participation in the Executive Secretariat of Minas Gerais Institutions Heritage Network (Remig - *Rede Memória das Instituições de Minas Gerais*) and coordinated the conduction of events and meetings of the Network, such as the 5<sup>th</sup> Remig Seminar – Memory and Information, a free and public event that addressed the subject “Dissemination and Popularisation of Digital Collections”.

## 4. Institutional

FDC reaffirms its commitment to fomenting dialogue and permanently engaging in attentive listening initiatives together with its stakeholders. The understanding behind these initiatives is that dialogues are essential for fulfilling the mission of the Institution, namely the sustainable development of society. Improvements to such open dialogues and empathic listening enables the identification of the major demands of society and their inclusion in the context of the Institution's mission and activities. The strategic importance of institutional relationship is in agreement with the 17<sup>th</sup> Sustainable Development Goal (SDG 17): To strengthen implementation means and reinvigorate the global partnership for sustainable development. Accordingly, FDC:

- develops, in partnership with civil society entities and public and private organisations, institutional activities aimed at addressing and contributing to the advance of society's relevant demands;
- participates in entities, associations and forums that encourage institutional dialogue and enable enhancing the positive impact of the Institution.

### 4.1 Institutional Actions

These are actions conducted or supported by FDC, in partnership with society's relevant players and representative entities. They address challenges posed to humankind and related to FDC's activities, thus favouring the accomplishment of its mission. The major institutional initiatives conducted in 2021 by FDC's different areas are listed below.

#### *Imagine Brasil*

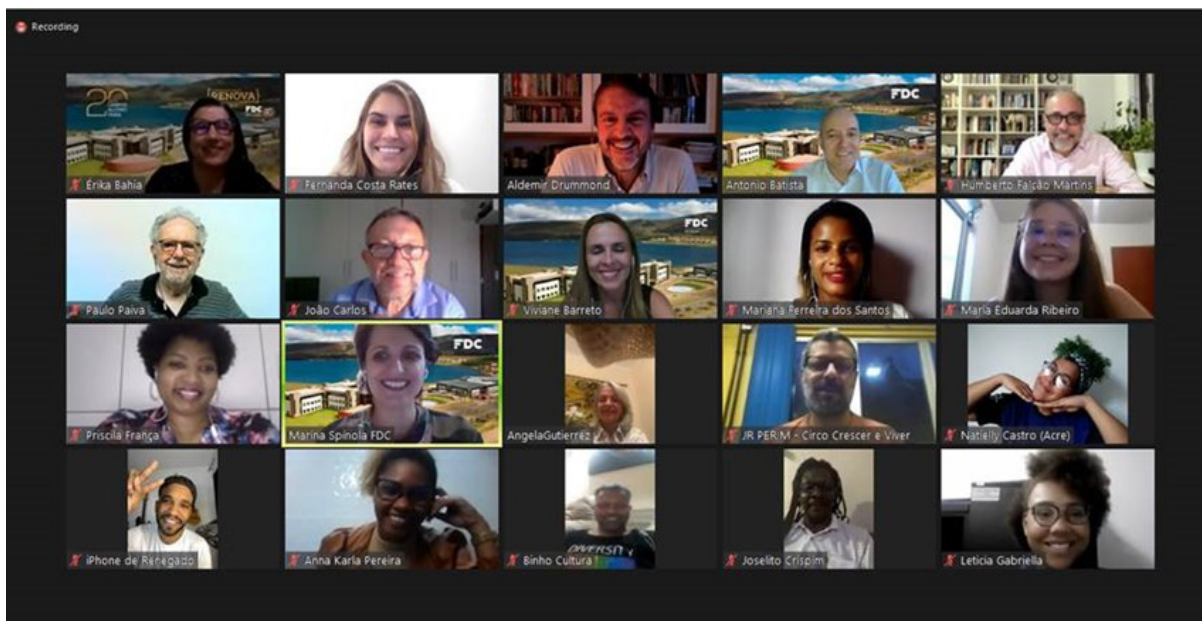
Stimulated by the coming bicentennial celebration of Brazil's independence and by the context of FDC's 45<sup>th</sup> anniversary, this initiative is intended to mobilise leaders from different segments of society and to prompt reflection on the country we want to construct. The idea here is to build an integrated project to achieve high productivity gains by articulating environmental sustainability with digital economy and social and economic inclusion.

Starting from a universe of ideas and aspirations, proposals will be prepared to drive Brazil's performance in different areas. Aspirations are being put into context by means of a series of debates with leaders from different segments of our society. Performance is what enables the

realisation of these dreams. Studies and researches will be conducted to prepare proposals along four lines:

- Economic Growth and Productivity
- Economic and Social Inclusion
- Environment and Prosperity
- Public Policies and Corporate Governance

In 2021, FDC organised virtual dialogue roundtables involving representatives of several segments of society, including Educators, Defence and Security Professionals, Environmentalists, Social Leaders, Business Leaders, Sportspeople and Journalists. Recurring subjects and converging ideas brought about by participants will be identified for further treatment.



*Eleven social leaders invited to reflect on Brazil and to share their views participated in the Dialogues*

FDC is also creating, on Imagine Brasil website (<https://imaginebrasil.fdc.org.br>), a library of documents, videos and other materials related to themes addressed during the dialogues. The objective here is to create the opportunity for participants to publish relevant works related to these themes, thus expanding reach and access to these ideas and proposals. We want to contribute to the construction of a transversal space where ideas and proposals provided by relevant people and institutions may be accessed, for the purpose of constructing a better country.

## CEOs' Legacy

The initiative is gradually becoming a reflection and practice laboratory for the new 21<sup>st</sup> century leaders: ethical and responsible leadership, that delivers value to shareholders and generates value for other stakeholders, thus contributing to the balance and the development of society.

The initiative brings together forty CEOs oriented to the construction of relevant and sustainable legacies. The group held meetings over the year, stimulating reflections and mobilising leaders for the idea of "Organisations that transform". The CEOs are grouped according to the legacy projects they develop and implement, addressing different themes. In 2021, a new group was created to gain deeper knowledge of climatic emergencies and subsequently develop related activities. The thematic groups now operating are:

- Impact Group – CEOs for Diversity and Inclusion: tries to mobilise corporate and business leaders for advancing the diversity and inclusion agenda and for contributing to the fight against inequality in Brazil.
- *Grajaú*: The projects carried out in the Grajaú community, in the city of São Paulo are: School Kitchen (*Cozinha Escola*), Training of Social Entrepreneurs (*Capacitação de Empreendedores Sociais*) and Black Girls Project: creating leaders (*Projeto Meninas Negras: formação de lideranças*).
- Let's Listen? (*Vamos Ouvir*): This is a platform created in partnership with Casa do Saber to stimulate debate, reflection and knowledge that might inspire young people and awake interest in the exercise of citizenship.
- Climatic Emergency: Inspire and mobilise business leaders for influencing small- and medium-size companies towards a sustainable climatic agenda.

## Impact Journey



CEOs' Legacy Impact Group, in cooperation with FDC, launched the first stage of the Impact on Diversity and Inclusion Journey. Following initial work to develop sensitivity to the subject, other members of CEOs' Legacy made the firm commitment to accelerating Diversity and Inclusion activities, as a contribution to reduce social inequalities in Brazil.

A total of 110 people attended a meeting that brought together presidents and C-level representatives of twenty-two organisations. FDC coordinates this initiative and conducts the Impact Movement, in which all stakeholders are protagonists and make relevant contributions. To make the Group's activities and the companies' Diversity and Inclusion projects more visible, LinkedIn adopted as the main means of communication. To participate in and follow the Movement, visit <https://www.linkedin.com/company/impacto-legacy>.

## FDC Alumni Network

The body of former students and former participants in programmes constitutes a very relevant legacy to FDC and may help increase its positive impact on society. More than twenty thousand of them are now members of FDC Alumni Network.

In 2021, an on-line meeting with the community and classes exclusively targeted at members have been conducted. The Career Committee of FDC Alumni Network organised the first edition of **Connection Women (Conexão Mulheres)**, a development journey for feminine leaders willing to assume new positions in their careers. The journey includes conceptual dialogues and mentorship. Five mentors and 25 mentored participants attended the first class and its thirty hours of mentorship.

The Social Impact Committee carried out the Follow the Example (**Mire-seno Exemplo**) programme that offers permanent and gratuitous mentorship to young people living in socially vulnerable areas of Brazil and to former participants in the Roots (**Raízes**) programme implemented by FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*). Forty-one students attended two classes. The Communication and Engagement Committee, on the other hand, organised the **Annual Meeting** which addressed the subject “**Post Pandemic Perspectives – Macroeconomic View and Companies’ View**”, in addition to expanding the LinkedIn entry of FDC Alumni Network.

## FDC Angels

FDC Angels was conceived by former students and supported by FDC. It was created to reinvigorate the entrepreneurial ecosystem supporting startups focused on impact and ESG, opening up good investment opportunities for the Alumni Network and helping the development of Brazil.

Its mission is to leverage good initiatives by providing funding, knowledge and relationship, connecting promising entrepreneurs to investors that hold deep knowledge of the market and are experienced in many different segments.

FDC Angels offers startups the possibility of leveraging the business, by providing access to funding and mentorship programmes conducted by renowned executives. FDC Angels gives investors the chance of contributing to carefully evaluated and selected startups. In addition, they may count on the networking and have the opportunity to participate in events that are relevant to the Brazilian market. If you wish more information on the project, please visit <https://www.fdcangels.vc/>.





*Launching of FDC Angels occurred during a hybrid event broadcast from Aloysio Faria Campus and included a debate between entrepreneurs and leaders of the social impact ecosystem*

## Responsible Mining and Artemis Project – Gender Equality in Mining

For many years FDC has maintained a partnership with the Brazilian Institute for Mining (Ibram - *Instituto Brasileiro de Mineração*) to support the development of the mining sector and responsible mining practices. In 2021, we conducted the “Intrapreneurship in the Mining Sector – A Possible Way” workshop with professor and director of FDC Sustainability Nucleus Heiko Spitzneck. The initiative was attended by leaders and managers of the segment, who reflected on the challenges of implementing changes to the mining industry capable of generating results for the business and higher value for society.

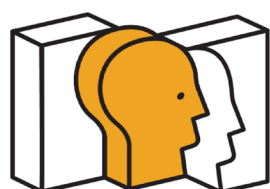
FDC has also participated in Exposibram 2021 – Exposition and Brazilian Mining Congress that took place in October, during the “Education and Mining” panel. Based on the idea that it is important to articulate the ecosystem in order to accelerate transformations, the Institution acted also as partner in the launching of Unibram – *Universidade Corporativa da Mineração do Brasil* (Brazilian Mining Corporate University), which offers education to the entire mining segment over a platform accessed exclusively by companies.

In November, we participated in the “Mining ESG Seminar”, specifically in the “ESG and the role of leadership: generation of value and construction of legacy” panel. Marina Spínola, director for Corporate Relations, represented FDC and took part in the virtual dialogue table together

with Gustavo Cicilini, vice-president for Human Resources at Nexa Resources SA., and Vera Lúcia Silva, general manager for Human Development at Samarco. The debate centred on the fundamental importance of innovation and education for helping companies proceed towards an even more sustainable future and adopt ESG practices.

We have also supported the Artemis Project, an initiative created and implemented by Canadian accelerator Women on the Move to increase gender diversity in the supply chain of the mining industry. On the one hand, the initiative trains groups of women who own businesses and, on the other, it develops the sensitivity of mining companies so that they make commitments to gender equality in the supply chain.

## “Response to Covid-19” Social Entrepreneur of the Year Award



### Social Entrepreneur of the Year

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RESPONSE TO COVID-19

In completing another year of partnership with *Folha de São Paulo* newspaper, FDC selected applications to six scholarships for the Directors Development Programme (PDD). Candidates included leaders of initiatives recognised by the Social Entrepreneur of the Year – Response to Covid 19 – 2020. The denomination acknowledges leaders who stand out in the fight against the pandemic in Brazil.

The special edition of Latin America’s most important social entrepreneurship award welcomed applications in three categories: Humanitarian Help, Mitigation of Impacts and Post Pandemic Legacy. FDC is a strategic partner of the prize - in addition to offering scholarships, it also provides technical assistance during the selective process and participates in the Consulting Committee and in the evaluation board that defines semi-finalists.

The 2021 contest was marked by diversity and innovation. Twelve initiatives reached the finals, representing Northeast and South Brazil, NGOs, startups and impactful and consolidated businesses. Of the sixteen social entrepreneurs who reached the finals, eleven are women and five are black. A total of 317 applications have been received in four categories.

The winners of each category were awarded scholarships for the FDC Directors Development Programme (PDD) plus 2 hours of mentorship specific to each social business. The 2021 winners are:

1. Leonardo Letelier (Philanthropic Funds against Covid-19)
2. Alan Almeida e Carla Cristina (Partners Accelerator)
3. Adriana Mallet (Telemedicine SAS Brazil)

4. Stella Maris Monteiro (Mother and Much)
5. Suzana Pamponet (NoonApp – Income and Digital Inclusion)

## Manifest “The Power of Women in the Third Sector”

FDC, in partnership with Minas Gerais Associations and Foundations Foundation (*Fundação Mineira de Associações e Fundações - Fundamig*), Minas Gerais Centre for Intersectoral Alliances (*Centro Mineiro de Alianças Intersectoriais - CeMAIS*), Ramacrisna Institute, Minas Gerais State Prosecution Office, Office of the Attorney General of the city of Belo Horizonte and the Minas 2032 Movement participated in the mobilisation and development process of a manifest and a guide intended to orient the organised Civil Society regarding the SDG 5 – Gender Equality, by means of valorisation and empowerment of third sector women.

The manifest was launched during the 17<sup>th</sup> National Meeting of the Third Sector (ENATS). FDC was represented by the leader of FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*), Nádia Rampi. The second phase of this project will include a survey to better detect the needs of women who are active in the Third Sector. A guide will be also prepared containing proposals for stimulating third sector management areas to foment qualification, foster SDG 5 and open opportunities for dialogue in order to materialise ways of increasing women representativeness and protagonism. To read the manifest “The Power of Women in the Third Sector”, visit: <https://conteudos.fundamig.org.br/manifesto-mulheres-no-terceiro-setor>

## Business Coalition for the End of Violence against Women and Girls – FDC and the search for a peaceful world

FDC is founder member and strategic partner of the “Business Coalition for the End of Violence against Women and Girls” initiative, coordinated and financed by AVON Institute. This partnership is an important way to sensitise and mobilise the business world for the promotion of a world free from any kind of violence against women and girls.

To celebrate the International Women’s Day, an “Angela – virtual assistant” tool was developed by Avon Institute during the pandemic and subsequently launched. The tool is trained to give support to victimised women. It is part of the “You are not Alone” (*Você não está sozinha*) programme. More than one hundred companies have already acquired the virtual assistant and, consequently, improved care and support to women who suffered with violence.

In 2021, the Maria da Penha Law celebrated its 15<sup>th</sup> anniversary. To commemorate the date, a live presentation was conducted featuring the founder and president of the Maria da Penha Institute. FDC also participated in the “21 days of activism” campaign, which addressed the theme “Let us Talk About Consent?”, which addressed this issue, especially in digital environments. The communication pieces were published both internally and in the school’s social media.



Advertising material created for the 21 Days of Activism Campaign published on digital environments of companies signatory to the Business Coalition for the End of Violence against Women and Girls initiative

### **Balneário Água Limpa Institutional Partnership – a decent life for everyone**

FDC took another important step towards improving life quality and guaranteeing fundamental right of five thousand families who live in severely vulnerable conditions in *Balneário Água Limpa*, a district in the neighbourhood of Aloysio Faria Campus. A technical cooperation agreement signed with different institutions will enable advances in land management, landholding regularisation, environmental sanitation and appropriate solutions to land conflicts involving the resort.

FDC hosted, at the Aloysio Faria Campus, a meeting with representatives of Nova Lima city administration and the community. FDC conducts initiatives in the area since 2016, training social leaders and facilitating conversations with business enterprises. This new stage of local action is conducted in partnership with Minas Gerais State Appellate Court, Minas Gerais State Prosecution Office, Nova Lima City Administration, Balneário Água Limpa District Community Association and Balneário Água Limpa Landowners Association.



*Students of Urcino do Nascimento Municipal School put on a performance during a Meeting at FDC*

## Digital Economy and the protagonism in the construction of the future

As part of initiatives to consolidate FDC as a centre to foment ideas for the evolution of society and development of businesses, a project named “The 100 more relevant issues on the economy that moves organisations and countries” was launched. The project introduces 100 questions and seven e-books on the subject of fomenting reflections on issues such as challenges and urgency of the economic digitisation of the Country, gaps and personal, business and government competencies. Debates have been broadcast live over the YouTube platform. If you are interested in obtaining more details about the project and contents produced, please visit <https://economiadigital.fdc.org.br/>.

## ESG – The innovation engine

FDC researchers, supported by Ambipar, CESCOP BARRIEU, BV and Julius Bär, developed a work that resulted in webinars and an e-book to be launched in 2022 on the subject ESG (Environmental, Social and Governance). The aim of project “Innovation: the Power behind ESG” is to invite reflections and practices related to innovation and ESG from the point of view of great Brazilian business leaders. The webinars addressed the following themes: “Is ESG a fad?”; “ESG: a financial market look at sustainability”; “The role of companies in the ESG environmental agenda”; “Social Innovation Practices”; “ - The “G” of ESG: Governance must be the basis for

ESG”; and “The future of ESG”. Chapters to be included in the e-book address the same subjects. To obtain more information, please visit: <https://esg.fdc.org.br/e-books/>.

## Public Management Dialogues

This is a forum for the exchange of views and ideas between thinkers, public managers and researchers. The Dialogues are produced by FDC Public Management and address the most relevant subjects and challenges to the development of public management in Brazil. This year’s meetings addressed performance management in the public sector and were attended by 250 participants, including legislators, public managers and specialists committed to the generation of public value. They provided the starting point for two surveys (Administrative Reform and Collaborative Governance) and for the production of a *DOM Contexto* magazine edition focused on Public Management.

## Hands On Compliance – a contribution to honest business environments

FDC expands the reach of the Hands on Compliance Programme, a free on-line course targeted at managers of small- and medium-size companies. In the first half-year, partnerships with Rio de Janeiro Trade Association and Minas Gerais State Prosecution Office enabled participation in the programme of companies that are members of the Rio de Janeiro entity and of foundations and civil society organisations operating in Minas Gerais. Fundamig is also a partner in this initiative. The institutional activity, sponsored by CCR, is aimed at contributing to the improvement of business environments in Brazil. FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) lends support in identifying organisations to take part in the programme.

## FDC Longevity

The longevity revolution is presenting challenges and bringing about transformations in society: we must prepare our schools, businesses, organisations and people for a longer life, in itself an extraordinary feat of mankind. To help face this challenge, we created FDC Longevity: a management platform that is pioneer in the generation and dissemination of relevant knowledge and, therefore, contributes to promote strategic views in the realm of executive education.

In 2021, three studies, sponsored by Unimed-BH and in technical partnership with Hype50+, have been launched, namely: Person, Business and Society. In addition, three virtual events attended by more than two thousand people have been conducted.

We have also launched the Management of Longevity on-line course. The programme offers, in five hours, a contemporary approach to the subject, promoting a strategic view of the current executive education context, and discussing the opportunities presented by this new and large market and how people and the entire society are being impacted by this new context. To access the on-line course, please click here: <https://store.fdc.org.br/gestao-da-longevidade>.

## Diverse Brazil Forum – FDC commitment to racial equality

For the second consecutive year, FDC played the role of strategic partner of Diverse Brazil Forum. The debate unveiled the challenges to social inclusion during and after the pandemic. Conducted by *Raça* (Race) magazine, the forum is one of the major and oldest Brazilian events that, having international reach, discuss racial equality in the labour market. The seventh edition of the Diverse Brazil Forum took place on November 17 and 18 and debated as main topic “Racial Inclusion and Exclusion in the Labour Market during and after the pandemic”. FDC is an institutional partner of the Forum and conducts the transmission and the advertising of the event, in an attempt to broaden the debate even more.



## INOVA 2030 and the stimulus to impactful intrapreneurship

FDC’s Sustainability Nucleus, Global Compact’s Brazil Network and Intrapreneurs League are jointly promoting two initiatives for stimulating impactful intrapreneurship in large organisations operating in Brazil. The 2<sup>nd</sup> Edition of Inova 2030 Young People Inspired by SDG took place in 2021 and focused on accelerating projects aimed at the solution of business problems while helping the achievement of one or more Sustainable Development Goals.

And, for the first time, the Inova 2030 *Dispara* (Go Ahead) was offered to help the development of young Intrapreneurs aged 18 to 35 years, for the purpose of designing innovative and socially impactful projects for the companies they work for. Forty-two young people participated in fifteen projects for different companies.

Innovative Young People accelerates more mature ideas, while the *Dispara* programme operates at a previous level; in other words, it aims the creation of a culture of innovation in companies and the identification of potentially transformative ideas.

## Dialogue with Brazilian Bar Association (OAB) on the advance of ESG practices

As part of its efforts to sensitise business leaderships and stimulate them to play a more socially and environmentally aware role, FDC participated in the virtual event “Dialogues on ESG”, conducted by the Federal Council of Brazilian Bar Association (*Conselho Federal da Ordem dos Advogados do Brasil - CFOAB*).

FDC Director for Corporate Relationships, Marina Spínola, contributed to the debate presenting three important reflections on the challenges organisations and leaders are facing, especially during the pandemic, and proposed a reflection on how companies might leverage their economic power to act also as agents for social welfare.

Other participants in the event include the Director for Institutional Relations of Global Compact’s Brazil Network, Helen Pedrosa, the coordinator of projects addressing business practices and public policies of Ethos Institute, Paula Oda, the general superintendent of Brazilian Securities Commission, Alexandre Pinheiro, and a lawyer specialised in Compliance, Maria Cecília Andrade. The moderator was Roberta Volpato Hanoff, alumna of FDC and member of CFOAB’s Compliance Studies Permanent Commission, and Roberta Acras Nali (President of OAB – São Paulo Compliance Commission). To watch the event, please visit: [https://www.youtube.com/watch?v=a2woy47\\_imQ](https://www.youtube.com/watch?v=a2woy47_imQ).

## FDC – ABERJE Partnership

Aberje - Brazilian Business Communication Association (*Associação Brasileira de Comunicação Empresarial*) is the largest network of professionals in communication and institutional relations operating in social organisations and companies in Brazil. The partnership FDC maintains with this entity has the objective of contributing to the debate on the role of businesses in society and on the ethical commitment of business leaderships.

In July 2021, FDC supported the 6<sup>th</sup> Aberje Minas Meeting, which discussed “Communication and pandemic: current and future challenges”. Paul Ferreira, professor and director at FDC’s People and Leadership Development Nucleus took part, together with RepTrak Company’s vice-president Marcus Dias, in a panel entitled “Covid and post-Covid challenges and transformations, mediated by IBRAM’s communication director Paulo Henrique Soares.

## UNO’s Global Compact and advances in Sustainable Development Goals

Being the first Brazilian business school to make a commitment to UNO’s sustainable development, FDC invests efforts to increase dissemination and introduction of both the 10 Principles of Global Compact and the 17 SDG into business agendas. We participate in the committee that formulated and conceived the SDG HUB, a programme conducted by Global Compact’s Brazil Network and aimed at mobilising regional business leaders.



In Minas Gerais, Global Compact's Brazil Network entered into partnership with 2030 Challenge Network (*Rede Desafio*), a group of business associations headquartered in the state and committed to the advance of sustainability and aware of the responsibilities of the business world for the promotion of economic development and reduction of social inequalities, in which FDC takes part, together with forty other organisations.

On June 25, the Minas Gerais SDG HUB, in partnership with 2030 Challenge Network, conducted an on-line debate to discuss how Minas Gerais companies are acting to reduce social inequalities, made even greater by the pandemic. Nádia Rampi, Director of the Board Committee and leader of FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*), took part in debates with CEOs and executives of approximately sixty companies.

FDC maintains for some years a partnership with UNO Women in an attempt to help strengthen activities in favour of the rights of women in the country. In 2021, we participated in the examining board of the 4<sup>th</sup> edition of WEPs Brazil Award, being represented by Marina Spínola, Marina Spínola, director for Corporate Relations and leader of FDC Diversity and Inclusion. The WEPs Brazil Award, bestowed every other year, stimulates and recognises efforts made by companies to promote a culture of gender equality and women empowerment in Brazil.

## **FDC promotes innovation and development in Minas Gerais**

FDC participated, together with representatives of the North American Bravo Motor Company and in partnership with Nova Lima city administration, of elaboration of memorandum of understanding for the construction of the Colossus Cluster Industrial Park and implementation of an elevated public transportation system in the city, named Bondi System. FDC was represented on the occasion by the Dean, Antonio Batista da Silva Junior, and by director for internationalisation, Viviane Barreto.

FDC is Bravo's partner and together they collaborate to stimulate innovation and development of technologies and processes through the agency of the Innovation and Entrepreneurship Nucleus.

The arrival of Bravo at Nova Lima represents a turning point for the development of both the state and the country, in that it brings more innovation and stimulates a value chain focused on sustainability. FDC supports this chain by providing the knowledge of innovation it possesses.

## **Joining Efforts BH Campaign – All Against Hunger**

FDC, through the agency of FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) acted as ambassador to the Joining Efforts BH Campaign – All Against Hunger conducted in April and May 2021.

In order to fight the effects of the pandemic, a group of companies, institutions and social projects under development in Belo Horizonte joined the cause and created a collective movement to

raise funds to buy and monthly distribute basic food baskets in more than fifty communities in Belo Horizonte and Metropolitan Area. The initial goal, R\$ 1 million, was quickly exceeded, being increased to R\$ 2 million. Donations collected by the platform reached R\$ 1,795,854.24 offered by 5,927 supporters. In addition, another R\$ 406,677.56 have been collected via current account. This means that the goal has been exceeded and R\$ 2,202,531.80 have been donated. <https://evoe.cc/unindo-forcas-bh>.

## 4.2 Dialogue with civil society and governments

FDC institutional relations are guided by the construction of trustful relations with different members of the social fabric and by practicing transparency and dialoguing with different stakeholders. In agreement with the Institution's corporate relations strategy, entities and jointly governed organs are the privileged loci of dialogue with society.

FDC takes part in the following jointly governed organs:

- Nova Lima Economic Development and Innovation Councils – Marina Spínola and Iris Castro
- Board of Trustees of *Instituto Cultural Filarmônica de Minas Gerais* – Antonio Batista da Silva Junior
- Board of Trustees of Citizenship Network (*Rede Cidadã*) – Antonio Batista da Silva Junior
- Board of Directors of Minas Gerais Associations and Foundations Foundation (*Fundação Mineira de Associações e Fundações - Fundamig*) – Nádia Rampi
- Board of Directors of Global Compact's Brazil Network Institute – Marina Spínola
- Management Committee of 2030 Challenge Network (*Rede Desafio*) – Marina Spínola
- Executive Board of Minas 2032 Movement – Marina Spínola
- Governance and Compliance Business Council of Rio de Janeiro Trade Association – Dalton Sardenberg
- Industrial Construction Commission of Minas Gerais Industry Federation – Leonardo Scarpelli
- Strategic Intelligence Committee of the Brazilian Chamber of the Construction Industry – Leonardo Scarpelli
- Curators Council of Nossa Senhora de Lourdes Hospital Foundation – Nádia Rampi
- Minas Gerais Public Ethics Council – Patrica Becker
- Fundamig Committee for the Development of Cities – Patrica Becker

## 4.3 Awards and Recognitions

### *Top of Mind*

The HR Top of Mind Award recognised FDC as one of the five most remembered brands in the segment of executive education. The nationally relevant award, which honours companies that supply products and services to the Human Resources area, was created by the TopRH Group and is now in its 24<sup>th</sup> edition, always valuing professionals, companies and businesspeople that are mostly remembered by Human Resources areas in Brazil.

### **International Recognition of CEOs' Legacy**

The Impact – CEOs for Diversity and Inclusion initiative, which is part of FDC CEOs' Legacy, was selected as one of the world's twenty best programmes and projects conducted by business schools and aimed at the generation of value for society. Recognition was granted by two of the segment's most important international entities, namely the Global Business Schools Network (GBSN) and the European Foundation for Management Education (EFMD). GBSN and EFMD joined to promote the Going Beyond Award that recognises and highlights initiatives strengthen society, impact communities and social groups and contribute to a sustainable and inclusive development.

Dozens of programmes, conducted by business schools from all corners of the world, applied for the award. The jury was composed of professors and specialists from Europe, Africa and United States.

To obtain further details on GBSN EFMD Going Beyond and access information on the other participating schools, please visit: <https://gbsn.org/conference/going-beyond-awards/>.



## 5. Development of Partnerships

Being an institution of the third sector whose mission is to contribute to the sustainable development of society by means of education, FDC prioritised the development of partnerships with organisations that may help expand the reach of our mission. One of the main strategic objectives for 2021 in the area of Development of Partnerships was to increase non-operating revenue coming from sponsorships and donations, in order to expand our knowledge production and socially impactful projects by collecting donations from both natural and legal persons.

FDC secured the sponsorship of 18 companies and more than 80 natural person donors for its projects, thus achieving a 66% growth in revenue relative to previous year. All resources collected have been primarily channelled to the generation of knowledge and to social projects, especially those addressing the ESG agenda, in line with Positive Impacts and Sustainable Legacies field, which featured five new sponsors. Fifteen new sponsorship contracts have been signed to support projects to be conducted from 2021 to 2023.

In addition to launching the FDC *Transforma* Fund, the Institution developed a new way of collecting resources, namely tax incentive donations and sponsorships. A first project approved by FUMID – Belo Horizonte Municipal Elderly Fund (*Fundo Municipal do Idoso*) will enable the conduction of 12 classes of a social organisations development programme named Basis over the coming 24 months. A total amount of approximately R\$ 2 million was collected from companies B3, BrasilPrev and Instituto Unimed to be used in training and strengthening the management of not-for-profit organisations that work for the elderly population of Belo Horizonte.

A project of the Roots – Social Innovation Programme (Raízes – Programa de Inovação Social) has also been approved by the Fund for Childhood and Adolescence (FIA – *Fundo da Criança e do Adolescente*). The project will train 400 young people living in socially vulnerable situations in Belo Horizonte, teaching ten classes over twelve months. The project's budget totals R\$ 620 thousand.

We have also concluded the Basis class sponsored by businessman Elie Horn and Do More Good Movement (*Movimento Bem Maior*). More than forty managers and fourteen social organisations acting for different causes have been trained. The Movimento Bem Maior is an important sponsor of projects conducted by FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*).

CNH Industrial sponsorship enabled the conduction of one class of the Raízes programme, and support from the German multinational Symrise guaranteed the training of entrepreneurs at the bottom of the pyramid by Pra>Frente Movement.

FDC thanks its trustful partners and recognises the importance of joining efforts to expand the reach of initiatives and to increase the positive impact on society.

## 6. Internationalisation

To guarantee its longevity and accomplish its mission with excellence, FDC targets internationalisation as a strategic guideline. The objective, therefore, is to become a school that complies with international standards, a reference in the development of a global mindset and in the approach to challenges relative to which the country awakens international interest.

The Institution's internationalisation strategy is based on four pillars:

- Worldwide collaboration and partnerships with renowned business schools and leading business and government institutions.
- Portfolio of educational solutions aimed at the development of leaders with a global mindset and contribution to the internationalisation of Brazilian companies and economy.
- Generation of Knowledge.
- Increase in FDC's competitive differentiation, based on global reputation and national and international recognition.

Five on-line meetings of the Let's Be Global Project have been held in 2021 with special guests, to debate FDC internationalisation, paths and challenges.

### 6.1 International activities and projects

- Global Agribusiness Academy – FDC & Agrobravo: 140-hour programme aimed at the international training of agribusiness managers. Forty participants are enrolled for the 2022 programme.
- Initiative for international activities and programmes in the retail segment: negotiations to create of a retail-aimed programme in partnership with New York CKGSB School.
- Global Digital Finance Programme: launching scheduled for 2022; a 145-hour course developed in partnership with CKGSB School to address Finance and Technology.
- Green Finance for the Brazilian financial and banking market: conduction of a programme on green finance targeted at Brazilian banks, through the agency of Uniandes University – Los Andes. Each class will gather 35 executives from Brazilian banks.
- Opinno: FDC is partner of Opinno consultancy in offering relationship and training programmes to companies operating in Brazil, such as DELL and Amazon Web Service.

- Internationalisation of Brazilian Medium-size companies into the United Kingdom Survey: the British Consulate in Brazil contracted a survey to identify gaps and opportunities for the internationalisation of Brazilian companies into the United Kingdom.
- Bravo Motor Company: relationship and proximity to facilitate installation and operation processes of the company in Brazil / Nova Lima.

## 6.2 Relationship with international schools and institutions

FDC conducts and promotes permanent relationship and exchange activities with several institutions. Different kinds of exchange are made, such as shared events, participation in webinars, surveys, networking and relationship, executive education programmes, counselling etc. The institutions with which we maintain relationship and develop partnerships are:

- EFMD, Equis, GBSN (Global Business School Network), UNICON, AMBA, AACSB, AMBAC.
- Brazilian American Chamber: participation in the Green Finance Committee.
- Brazil - China Business Council – participation in the sustainability committee.
- British Consulate in Belo Horizonte.
- Organisation of visits from Paraguayan, Canadian and North American consulates / governments to develop common projects and programmes.
- 2021 Unicon Directors Conference. In 2021, FDC entered the Board of Unicon and hosted the directors' conference entitled: New models in the executive education industry – demand and supply.
- Coaching Ourselves – this is a methodology developed by the homonymous institute, founded by Henry Mintzberg. In 2021, FDC conducted, in partnership with the institute, three special Coaching Ourselves sessions.
- Participation in GBSN Beyond Programme; a forum for the exchange of ideas and knowledge among business schools, collaborators, students and professors.
- Faculty Exchange – this initiative involves: a) organisation of the body of international professors to be offered to FDC's different internal publics; b) special negotiations of a portfolio of international professors to be exchanged within a network of partners.
- Curatorship of international modules and professors for customised programmes – two programmes have been conducted: one focused on fashion, for Marisa Magazine, and one focused on top leadership, for Deloitte and others.
- Newsletter targeted at FDC international contacts and Alumni.
- Series of international podcasts – a pilot was provided, featuring international professor Henry Mintzberg.



- Production of 24 op-ed pieces to be published over Latin American channels such as Argentinian, Uruguayan, Paraguayan and other countries' newspapers and magazines.
- Quarterly Newsletter targeted at Advisory Council members reporting on FDC, the world, FDC professors etc.

### 6.3 International Advisory Council

The International Advisory Council met in 2021 for its 13<sup>th</sup> Annual Meeting and addressed the subject "What makes up a prosperous nation? – Assigning new meaning to Brazil's independence". Council member Ruben Vardanyan attended the meeting as co-chair, sharing the opportunity with approximately sixty other people from four continents, 35 of whom members of the Advisory Council, the Board of Trustees, the Board Committee or the Executive Board of FDC, in addition to special guests. Professor Doctor Lynn Paine - from Baker Foundation, Professor John G. McLean and emerita and senior associate dean for International Development at Harvard Business School – delivered a lecture addressing the global context and focusing on Brazil and on the roles of leaders. Next, economist Doctor Edmar Bacha reflected on Brazil and on what needs to be done. In this context, the *Imagine Brasil* initiative was presented to Board Members.

In 2021, we welcomed our new members Dan LeClair, Lynn Paine and Tim Chen. Dan is CEO at Global Business School Network (GBSN) and is also recognised for its pioneering efforts to formulate UNO's Principles for Responsible Management Education – PRME. He is a founding member of the Responsible Research in Business and Management (RRBM) initiative. Professor Lynn Paine cofounded the School's MBA course on Corporate Responsibility and Leadership. She currently co-presides over the school's executive programmes aimed at corporate directors. Tim Chen, a citizen of Brazil, United States and Taiwan, is a multinational executive, investor, mentor and entrepreneur, and has great experience in investments, funding, business development and strategy, and operations in the areas of natural resources, real estate, retail and technology. Tim launched a cycle of investments in Brazil in 2002, when he led a group of investors coming to the Amazon Regions and founded the first iron ore and steel company in North Brazil.



*The new members of the International Advisory Council Dan LeClair, Lynn Paine and Tim Chen*



## 7. Educational Impact

FDC believes in the power of education to invite transformation and promote changes to individuals and organisations. The 2021 – 2025 strategic formulation defines that the Institution will reaffirm the concept of integrated education, devoting efforts to promote social, academic and executive education. Over 2021, FDC directly impacted 37,581 people with its different programmes and projects. Its social projects impacted 2,178 people.

### 7.1 Executive Education

This encompasses short-duration open programmes and activities targeted at individuals and at the development of small-, medium- and large-size public and private organisations. FDC acts either directly or through the agency of its regional affiliates everywhere in the country.

In 2021, FDC Executive Education has contributed to improve quality and presence of the Institution in the universe of on-line solutions. FDC also invested to expand presence in the ecosystem, so as to capture market, innovations and partnerships.

#### Development of Large Private Organisations

Activities directed to large private organisations always look for innovation in educational solutions and try to provide solutions to organisations' problems. Starting in 2021, FDC now offers large private companies solutions focused on two dimensions: development of teams and alternatives to confront organisational challenges and development in key themes. This new face to the market is available at the new Internet webpage, where themes are presented. Please, visit <https://empresas.fdc.org.br/>.

We expanded our offer of on-line programmes – both synchronous and asynchronous – improving methodologies, producing content and addressing new subjects. All this added more value to solutions and improved acceptance levels by the market.

Our activities are aimed at developing teams and confronting organisational challenges in regard to the many different aspects of management, and are conducted by teams possessing robust repertoire and experience in executive education. Over the year, 49 new clients have been attracted and more than 200 projects have been developed for large organisations.

It is also worth mentioning our international activities, which include programmes conducted to serve teams of multinational companies operating outside Brazil. Some important projects,

owing either to the relevance of the subject, extent of transformations achieved by new methodologies or the formidable challenge they had to face, are listed below:

- **Skema Business School** – This partnership with this administration school headquartered in France attracted to Belo Horizonte Campus three hundred young foreign students. As a whole, eleven classes have been held – including on-line courses- and attended by 400 students.
- **PwC** (Digital Transformation) – This is a programme developed for 25 partners of PwC and aimed at developing repertoire and skills related to digital transformation.
- **CBMM** (Brazil and International Leadership Track) – The Brazil Leadership Track encompasses one class of directors, four classes of managers and coordinators, and five classes of supervisors and leaders. Presential classes have been changed into on-line meetings due to the pandemic. In total, more than two hundred CBMM and subsidiaries' collaborators in Brazil have been trained.
- **YAMAHA** (Regional Development Program – RDP) – This is an international programme targeted at 25 talents of the company in Brazil, Colombia, Peru and Argentina. It includes approximately 100 hours of training. Half of the programme has been conducted in English in 2021 and addressed subjects such as strategy, market, sustainability and development of application projects.
- **SUZANO** (Leading with Suzano's Eyes - *Exercer a Liderança com Olhar Suzano* – ELOS). The second version of ELOS international programme offered four classes for functional managers and two classes for executive managers. The programme addressed digital transformation, growth mindset and leadership, in classes either national or for subsidiaries, one of them having been conducted in English for China, another in Spanish for Argentina, and two other classes in English for Europe and US.
- **SYNGENTA** (Leadership Scale Up) – This includes forty classes attended by approximately 400 senior leaders coming from different levels and areas of Sygenta in Latin America. In 2021, two classes have been offered; one in Portuguese aimed at Brazilians, and a second class in Spanish targeted at executives from Argentina, Chile, Uruguay, Mexico, Panama, Colombia, Venezuela, Bolivia and Peru.
- **KLABIN** – Programme that promotes the development of competencies of 120 executives of the packaging sales area and that later ended up involving the whole company. The project was gamified, takes place 100% on line and required more than two thousand hours of synchronous and asynchronous activities, over approximately ten months.
- **MAPFRE** – This leadership development programme, targeted at directors and superintendents, was initially conceived to be presential, but ended up becoming 100% virtual.

- **I FOOD** – Innovative and 100% on-line programme aimed at a leading digital native company. Participants were provided with appropriate contents according to each individual profile previously assessed in two occasions. Three gamified tracks have been also conducted.
- **VOLKSWAGEN CAMINHÕES E ÔNIBUS (VWCO)** (LIDERA Programme – A new leader for a new era) – The programme was attended by 160 participants. It started in July 2020 and ended in September 2021 and addressed different themes. Along the journey, an internal movement emerged and reached the presidency office, resulting in the involvement of vice-presidents. This movement also led to an increase in the scope of the partnership and FDC was invited by the company to conduct a diagnosis of innovation and the creation of an Innovation Board.
- **MOSAIC** (Leadership) – Two programmes, targeted at four different kinds of public, have been conducted. One of them involved middle managers, senior managers and directors, and the other was specifically aimed at vice-presidents and CEOs. The top leaders defined four priority projects that are now being implemented and are producing impressive results.
- **YOUNG PRESIDENT’S ORGANIZATION – YPO** – The third edition of the YPO Leadership Journey – Chapter BH took place in October. Its objective is to provide participants with learning experience in themes that are relevant to CEOs. This third edition addressed “The Importance of ESG for the strategy of companies”, being attended by 31 participants, 95% of whom declared to be satisfied.
- **UNIDAS** – The programme, attended by approximately 500 leaders, acted as a strategy for integrating the company’s team. Sixteen top-management individualised development tracks have been also conducted. FDC has, in consequence, provided development education to all directors and strategic leaders of the group, thus strengthening the organisation’s team.
- **COCA-COLA FEMSA** – The Environmental Training (*Formação em Meio Ambiente*) programme is an initiative targeted at 80 members of Itabirito, Moeda, Brumadinho and Nova Lima communities, including professors, leaders and local residents. Its objective was to train participants and put forward a critical view on environmental impacts, resource limitations and relevance of each one’s role. The programme resulted in contribution to the promotion of new habits and actions related to the preservation of natural resources from the point of view of a sustainable development of society. Actions involving students from local schools have also been conducted.

## FDC Public Management

FDC Public Management’s activities aim at making the public sector become an agent of social transformation, both with regard to management and public policies. The objectives here are generating public value and fostering social development. We linked different stakeholders – public and private organisations, third sector, governments, public agents and businesspeople

– in order to promote impactful educational experiences and conduct innovative and relevant projects in an attempt to lead society to fairer and more promising times.

We conducted customised programmes and open classes on the very different subjects of public management. We developed researches and studies, always paying attention to connections between theory and practice. We organised and participated in debate forums and dialogues aimed at fomenting knowledge production and exchange of experiences to help improve managerial practices.

Another important aspect of FDC Public Management activities related to the management and the production of knowledge. The four activities listed below are conducted by our team in an attempt to deepen knowledge and expand impact:

**Dialogues on Public Management** – Conceived in 2020, this initiative articulates a network of professors, managers and specialists to debate ideas on the themes and challenges of contemporary public management. The first cycle of meetings was dedicated to Administrative Reform. In 2021, we discussed aspects of Performance Management. The meetings led to two pieces of research (Administrative Reform and Collaborative Governance) and to the production of the *Dom Contexto* magazine on the subject Public Management.



**Scientific Production** – AFDC Public Management’s team is dedicated to enriching their scientific production as a way to contribute to the recording of experiences, to deeper learning activities and to the enhancement of positive impacts. To achieve that, the team produces scientific articles and presents works in academic congresses and seminars. In 2021, eight articles have been approved by the *Centro Latino Americano de Administración para el Desarrollo* (Clad), and the team organised six panels involving professors, partners and national and international public managers.

**Web Café** – This is an on-line debate that is gradually becoming a privileged forum for learning and exchanging ideas on relevant themes to public management. This year, specialists and opinion leaders will participate in all five editions and themes to be addressed include bidding legislation, administrative reform, tax reform and collaborative governance.

**Participação em Conselhos e Comitês** – Conversations with public agents and third sector to improve public policies and management take place also through FDC participation in boards

and committees. In 2021, FDC participated in the following public management specialised forums:

- **IG-SEST State-owned Companies Indicator Evaluation Commission – Ministry of Economy.** As an external member of the Commission, FDC participated in the evaluation of the management of sixty Union-controlled state-owned companies. This is an instrument for the continuous evaluation of federal state-owned companies that checks compliance with several legal and infralegal requirements and best corporate governance practices. A total of sixty companies have been evaluated, 45 of the directly controlled by the State and 15 subsidiaries.
- **Minas Gerais State Public Ethics Board –** This is a deliberative and consultative panel in charge of guiding and protecting the enforcement of the Code of Ethical Conduct of Public Agents and Top Administrators that reports directly to the Governor. It also coordinates the work of Ethics Commissions in each state institution or entity.

The major highlights of the development and offer of educational solutions are listed below:

- **Leaders Development Programme (Sabesp)** – This programme includes mapping (4,000 electable) and development of approximately 900 leaders and potential leaders. Educational technology mechanisms are used in a process that is based on the principle of inverted classroom and is conducted partially asynchronously and partially synchronously. It also promoted scale individualisation (different asynchronous pats according to mapping outcome). The programme was conducted in partnership with Trekker, offering individual and three at a time coaching to 350 participants. The client was very satisfied and other demands and projects followed.
- **Strategic Planning (Ceará State Legislative Assembly - ALECE)** – Strategic Plan for ALECE, streamlining of legislative procedures. Course was purchased as presential but actually conducted 100% on line and mobilised from president of the legislative assembly to other legislators and the secretary. Today, the SP is a reality that is delivering results in all areas whose development we supported.
- **Economic Development Plan for the State of Sergipe (Sergipe State Legislative Assembly)** – A long-term development plan for the state was prepared through a dialogue process that involved multiple stakeholders and analyses of documents informing on lessons learned from previous experiences. The study resulted from the need to rethink the economy in the State and included broad assessment, requirements for development, strategic guidelines and operating recommendations, in addition to propositions concerning the challenge of institutionalising the transformation process in an attempt to strengthen the ecosystem that creates value for the public.

- **Leading Tomorrow at Sebrae MG (Sebrae - MG)** – This is a solution integrated with Trekker, adjusted to take advantage of the Human Guide tool already known to client, and that includes an important individual and collective coaching stage. The programme will prepare a team of almost one hundred analysts and leverage the development of these Sebrae MG leaders in favour of sustainability.

Six open programmes have been also conducted over the year: Public Management in Crises, Strategic HR, What changes with the new Bid Legislation?, Managers of State-owned Companies, Leadership for Results in Public Sector, and Health Business Executive Programme.

	Companies	Programmes	Number of participants	Number of foreign participants
Large - Private	148	196	13.671	727
Large – State-owned	62	73	12.416	3
<b>Total</b>	<b>210</b>	<b>269</b>	<b>26.087</b>	<b>730</b>

## Development of Medium-size Organisations

FDC is a reference in the development of medium-size companies for more than thirty years. We help structure management processes and support business competitiveness and longevity of medium-size organisations in Brazil and South America.

The work we develop with companies and their leaders is permanently aimed at a kind of development capable of connecting attitude to social and environmental impact and purpose, at engaging teams, and at delivering sustainable growth while lowering risks.

We are present in the client, acting and offering methodologies appropriate to each different challenge, articulating an ecosystem of innovation and creation of value. We hold meetings with the leaders of organisations and create a permanently expanding network of knowledge, relationship, collaboration and exchange of experiences that generates new perspectives and tangible results. In 2021 we helped 849 companies and their leaderships find solutions for different kinds of problem.

We restructured our portfolio of educational solutions targeted at medium-size companies and offered, in 2021:

- **Entrepreneurial Family Journey** – Takes into consideration the peculiarities of families and enters into dialogues on what is fundamental to improve management, harmony and health of the enterprise and its equity. It prepares governance plans specific to preserve legacy and to guarantee successful development. The approach includes FDC-conceived Shareholders Development Programme. This pioneer programme has already helped the development and the evolution of more than one thousand business families in Brazil. FDC gathered together forty-eight family businesses in 2021.



- **Redes – Development of the Production Chain** – Customised solution that stimulates relationship and value creation among participants in the same production chain in order to achieve better results. Participating organisations create a unique learning environment that favours collaboration, optimises management and potentiates the generation of value for all links. In 2021, 121 companies took part in the Redes solution.
- **PAEX** – FDC innovative and proprietary innovation that brings together a robust network to guarantee and accelerate professionalisation of management, in order to increase competitiveness and preserve the organisation’s legacy and longevity. The methodology teaches valuable lessons, widens the strategic view, increases ability to solve problems, develops updated managerial competencies and builds a management model oriented to strategy and results. In 2021, 478 Brazilian and 10 Paraguayan companies participated in PAEX. It is also worth highlighting that FDC has now started operations in Africa, following the admission to the programme of *Sociedade & Território Consultoria Ltda.*, from Mozambique.
- **Sectorial Solutions** – These solutions address challenges specific to the segment where the company operates, taking into consideration the current and future contexts of the segment, the business and the value chain. In 2021 we served 128 companies.

ME 2021				
Medium-size Companies	Programmes	Companies	Participants	Foreign Participants
PAEX	478	478	5,258	228
PAN	44	44	176	
PCS	5	5	20	
PDA	12	48	175	
PEG	8	25	100	
<i>Redes</i>	4	121	121	
In Company ME	128	128	128	
<b>Total</b>	<b>679</b>	<b>849</b>	<b>5,978</b>	<b>228</b>

## **Generation and dissemination of knowledge that is useful to medium- and small-size companies**

Aware of its responsibilities and capacity for generating and articulating knowledge useful to illuminate the path of small- and medium-size companies, FDC mobilised efforts and launched important initiatives in 2021.

We conducted a survey to measure the impact of Covid-19 pandemic on Brazilian small- and medium-size companies. The survey examined 450 organisations from November 2020 through March 2021, and concluded that 47% of the small- and medium-size companies have been negatively impacted by the pandemic, but 63% of them experienced increase in productivity.

We conducted sectorial events aimed at medium-size organisations. We addressed issues specific to the areas of Health, Retail and Industry, participation being opened to all market players, and not only to FDC clients.

We promoted the on-line cost-free Management and Governance FDC Forum attended by almost two thousand people over three days. We discussed client centrality as a strategy to achieve better results and be competitive in the 21<sup>st</sup> century.

We launched a series of workshops in South American markets still not properly explored by FDC such as Colombia, Argentina and Uruguay. We published articles in the local media.

We establish a partnership with Exame Platform to publish articles signed by Fundação Dom Cabral and addressing relevant themes to Medium-size Companies.

## **Cooperativism and the power of purpose**

FDC maintains, for seven years now, a partnership with the OCEMG System – Minas Gerais Cooperatives Organisation. Over this period, we conducted projects, programmes and actions targeted at the development of managers for Minas Gerais cooperatives. The OCEMG System currently congregates approximately 600 cooperatives, totalling 1.5 million associates, predominantly from the credit, agribusiness and healthcare segments.

Five networked capacitation projects, which benefitted about 600 managers since 2014, are worth being highlighted. In 2020, owing to the pandemic, the projects have been shifted to virtual environments, bringing innovation and potentiating the capabilities offered by the OCEMG System. The on-line programmes trained 250 managers of cooperatives. Highlight here is the Agents of Transformation and Social Prosperity – ATPS programme, now in its second edition and attended by 30 participants. Managers are trained as agents of social transformation and develop socially impactful projects in their regions.

## Regional Affiliates

The alliance with Regional Affiliates plays a fundamental role in the strategy for growing FDC's regional businesses, especially in the small- and medium-size company segment. In 2021, priority was given to strengthen this alliance and to improve the partnership's managerial processes.

Other important aspects were the care exercised when negotiating with clients and the fundamental role played by Affiliates in the retention of current clients, always supported and monitored by the team, especially by the corresponding regional manager.

Geographic expansion and optimisation in the areas covered by affiliates have also been accomplished, in an attempt to reach other regions of the country, increasing the group of collaborators in the sector.

We detected a more active participation of affiliates in the joint construction and revitalisation of solutions and also at institutional and strategic moments of FDC. Another highlight was the participation in the Pra>Frente movement, linked to FDC Cardinal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*), which mobilised businesspeople from corresponding regions, and the team's joint elaboration of issues involving LGPD and Privacy Policy.

Currently, twenty-five associated companies are responsible for conducting FDC solutions in all regions of Brazil and for monitoring the needs of clients, bringing insights back to FDC and helping the Institution to conceive solutions for the development of people and companies. It is worth highlighting the opening of four new Regional Affiliate regions: in São Paulo Metropolitan Area - ABCD, North and West - and in Belo Horizonte Metropolitan Area, which is served by two new affiliates.

## Open Programmes (short duration)

The value proposition of short-duration programmes is to provoke participants to explore, create and develop themselves over their lives with FDC, keeping them relevant to the organisation and to society.

On-going changes to the executive education market have been accelerated by the Covid-19 pandemic, making mandatory innovation and renovation of FDC's educational solutions - which were previously based on a stable environment that typically demanded training of general management programmes - to respond to a new business environment, which presented learning needs much more applicable, flexible and appropriate to the situation of each individual or organisation, and in a much more competitive marketplace.

Sixteen presential programmes have been conducted and were attended by 433 participants, and 1,209 participants attended twenty-two on-line programmes. The Board Members Development Programme - PDC offered four presential and four on-line classes. The Executive Development Programme - PDE offered one on-line and one presential class. Programmes such as the

GEF – Strategic Finance Management, Digital Transformation, Impactful Leadership, GRC – Governance, Risk and Compliance, PCR – Capacitation for Results Programme and Executive LGPD were delivered exclusively in on-line format.

### **Highlights of the Year:**

- Launching of the first edition of PDE in live on-line format. The programme is now offered both in presential and on-line formats, in line with the needs of participants. Therefore, almost all FDC short-duration programmes are now delivered either fully on line or in both on-line and presential formats, according to the wish of participants.
- Increase in the offer of one of the most demanded solutions in our portfolio, namely the Board Members Development Programme. We offered five classes, all of them very well attended.
- Expansion of the offer of FDC on-line programmes in the virtual store, named FDC Store. Currently, thirteen on-line courses are sold in fully digital format and participants may start their programmes immediately, without waiting for the enrolment of a certain number of participants. Asynchronous on-line courses are sparking the interest not only of individual participants but also of companies wishing to develop their collaborators.

### **Trekker – Career Design**

This is a learning solution for professionals willing to achieve new levels in their careers, or for organisations that need their executives to develop new competencies. It is an efficient method that carries the FDC brand and combines tools that help self-knowledge and technical and behavioural development of individuals and organisations, at different moments, and supporting them in facing different challenges.

This is an open-architecture journey that combines the stages of Exploration, Design and Transformation. In each stage, participants may count on dedicated specialists, selected according to needs and profile. It means the individualisation of education, supported by an ecosystem that generates trust and by a portfolio of educational solutions that helps accelerate development.

In 2021, FDC expanded Trekker scale, palette of available learning objectives and teams (the so-called Explorers, Designers and Mentors). In addition to journeys created and developed to serve individuals, Trekker is now incorporated into customised projects offered to large organisations, enabling the development of the competences of groups of collaborators, thus offering more assertiveness and agility. Trekker journeys were conducted with Sabesp and Petrobras.

## 7.2 Academic Education

FDC Academic Education encompasses Post-graduation in Management, Executive MBA and Professional Master’s Degree in Administration (MPA) programmes. As defined in the 2021 – 2025 Strategy, the value proposition here is to provide a differentiated learning experience over the lifetime, transforming people, organisations and society. Our attempt is to combine theory and practice, always from the perspective of valuing critical thinking and integration with Social and Executive Education, in search of permanent co-creation of knowledge and generation of value for people and for society.

The year of 2021, as well as the previous year, was still very strongly impacted by the crisis generate by the pandemic, forcing the postponement of courses that would have to be later offered in presential format, especially Specialisation courses. Over the second half year, however, the advance of vaccination campaigns in the country reverted this scenario.

A positive aspect of this year is the expansion of our portfolio of Executive Education courses. Besides, FDC obtained authorisation from MEC (Ministry of Education and Culture) to issue conclusion certificates for remotely conducted Specialisation programmes.

### Executive MBA

In 2021, FDC opted for the hybrid format for the delivery of Executive MBA, so as to leave to participants the right to choose the format that suits them best. New disciplines have also been added to the programme, namely Data Analytics, Management of Operations, Communication, Negotiation and Influence, Decision-making under Complex Situations and Future Scenarios.

EMBA also maintained exchange with partner schools, sending them thirteen participants. It has also welcomed nine foreign participants in their tracks. A total of 592 participants attended the Executive MBA.

#### International exchange with MBA programmes



**International participants sent by FDC**

ESADE (Spain)	5
HEC (France)	1
ESMT (Germany)	7



**Foreign participants welcomed by FDC**

HEC (Spain)	8
Stellenbosch (South Africa)	1

## Highlights of the Year:

- Annual meeting of the Academic Committee that validated changes to the programme's learning objectives.
- Expansion of professors development programme.
- Conceptual deepening of the trust model adopted as basis for the programme's purpose and value proposition.
- Beginning of the preparation of AACSB accreditation process.
- Reformulation of the Digital Business Implementation track, which now includes a partnership with Deloitte as sponsor of contents and other qualified and experienced professionals that acted as professors. The track now counts on the partnership with XP *Investimentos*, which presented the challenges of faced by the company when implementing digital procedures.
- The Leading Across Borders track has also undergone updating, now offering the expertise of X-Culture – an international initiative that uses experiential learning methods. X-Culture is a not-for-profit organisation that assembles intercultural teams to conduct projects with real companies. They present a challenge to students who get together to develop a solution (for instance, an internationalisation plan, market surveys, segment assessment, marketing policy etc.). Teams are composed so as to exhibit the maximum possible cultural diversity. To achieve that, each student must come from a different university and country and has to deal with communication challenges and time and cultural differences when working together to conduct the project. All students become a certificate of participation and the best projects are selected for submission to the Academy of International Business Annual Conference.

## Specialisation

The year 2021 started positively for post graduation programmes. Active participants totalled 3,610. However, as the pandemic worsened, from April on, course delivered suffered a negative impact, as well as the commercialisation of classes scheduled to take place over the remaining months of the year. The spread of vaccination enabled, to a certain extent, the reversion of this scenario in the second half-year, when activities could be held semi-presentially.

In September 2021, we obtained from MEC (Ministry of Education and Culture) a four-year authorisation to conduct totally remote and asynchronous post graduation activities. This opens up the opportunity to offer current presential programmes to a larger and remote audience. This possibility brings our Institution to the same level as IES (Higher Education Institutions) that offer undergraduate programmes. It also opens new markets and enables us to respond to a society's post Covid demand for hybrid activities and, consequently, at lower logistics and infrastructure costs.

In general, activities conducted in live remote format are well evaluated by participants, who highlight the efforts and skills of professors and support teams (managers and executive coordinators).

In the year, post graduation programmes were attended by a total of 3,610 active participants.

### **Highlights of the Year:**

- **Post Graduation Programme on Healthcare Management**

Conducted 'in company' for Belo Horizonte *Santa Casa de Misericórdia* in partnership with FDC's Social Education area, this initiative will contribute to improve this Minas Gerais institution dedicated to serving less favoured people.

- **Post Graduation Programme on Management of Political Science**

We have built a customised programme aimed at collaborators of National Transportation Confederation (CNT). The programme will develop over one year and seven months and will feature classes to forty businesspeople and directors of the institution, at Aloysio Faria Campus.

- **Professional Master's Degree in Administration – Contemporary Management of Organisations**

The Professional Master's Degree in Administration (MPA) targets the labour market – both business and academic – and develops reflective, analytical and critical abilities. The programme is structured along two lines of research: Strategy and Leadership.

In 2021, MPA was adjusted and started to welcome participants from other states. The three main pillars of the programme's value proposition are:

- **Flexibility:** enables students to combine learning with their professional agendas, in that it conducts concentrated presential experiences every two months.
- **Depth:** the methodology stimulates systemic analysis and critical reasoning, so that students become better skilled to deal with the complex problems of contemporary management.
- **Relevance:** contents include practical and scientific aspects, enabling students to co-create knowledge and to positively impacting society.

In 2021, MPA has 105 active students and 28 dissertations have been presented. In that period, we have also launched a process to develop partnership with schools from other regions to enable cross-enrolment.

## 7.3 Social Education

FDC has, for many years now, been conducting social projects and activities aimed at less favoured segments of society. Our new strategic formulation, however, made of Social Education segment a part of the main focus of FDC actions, together with Executive Education and Academic Education. FDC Cardeal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) is in charge of planning, implementing and managing the educational programmes of this particular segment. In 2021, FDC invested R\$6.3 million in educational activities and projects aimed at this segment, of which R\$4.1 million funded with its own resources.

This is an innovative and original strategic move in the ecosystem of business schools, traditionally targeted exclusively at the top of the social pyramid.

Conceived to broaden and accelerate FDC's efforts to reduce social inequalities and promote Brazil's economic development, the Social Centre is aimed at people living in socially vulnerable conditions, popular entrepreneurs, managers of social organisations and third-sector institutions as well. The Centre provides development and capacitation, in addition to scholarships.

The Social Centre is guided by a Strategic Committee whose role is to approve the area's strategy, annual work plans proposed by the executive team and monitor results of projects and transformation indicators.

Members of the Strategic Committee:

- President of the Board Committee: Emerson de Almeida
- Dean: Antonio Batista da Silva Junior
- Board Committee Director: Cláudia Botelho

Year 2021 may be seen as the year of consolidation of the Centre, as much as 2022 will be a year of expansion. Approximately 500 thousand people are annually directly or indirectly impacted by Centre's activities.

The table ahead shows FDC Cardeal Dom Serafim Social Centre's indicators for 2021: 2,178 people served, 169 Social Organisations helped and more than 200 thousand hours of training conducted:



PANEL OF FDC - CARDEAL DOM SERAFIM SOCIAL CENTRE'S INDICATORS (06/12/2021)

Segment	Programme	Participants		
Young People	FDC Programmes	1 <sup>st</sup> semester	5	
		2 <sup>nd</sup> semester	30	
	Scholarships	Under graduation	1 <sup>st</sup> semester	82
			2 <sup>nd</sup> semester	112
	Technical	2 <sup>nd</sup> semester	41	
	<i>Raízes</i>		15	
	Student Experiences		35	
<b>Subtotal</b>		<b>253</b>		
Popular Entrepreneurs	Pra>Frente Play	Entrepreneurs	1,425	
		Launchers	83	
	<b>Subtotal</b>		<b>1,508</b>	
	POS	137 (PDD)		
	Customised	-		
Social Organisations	BASIS	ISAB	32	
		MBM	28	
		FEAP AES	72	
	PDD Scholarships and hours donated		7 (PDD)	
	Hands on Compliance - FUNDAMIG/MPMG		141	
<b>Subtotal</b>		<b>417</b>		
<b>Total</b>		<b>2,178</b>		

### 7.3.1 Popular Entrepreneurs

We believe that popular entrepreneurship has the power to transform the reality experienced by a person, a family, a community and a country. This is why we need to regard future from the viewpoint of new social impact and investment models.

#### Pra>Frente

Pra>Frente is an initiative in the segment of Popular Entrepreneurs that trains nano-, micro- and small-size companies using a proprietary methodology and involving volunteers attracted, developed and engaged by FDC. The movement is intended to be a conveyor of sustainable social and economic development.

In 2021, we developed Pra>Frente Play, an exclusive digital platform that includes asynchronous learning journeys that will scale up entrepreneurial education. Journeys are based on videos, podcasts and quick guides. Contents combine entertainment with applicable knowledge

presented in language appropriate to its public and focused on the solution of problems entrepreneurs are facing.

### **7.3.2 Social Organisations**

Becoming a leader in education and management designed for third sector organisations is what drives the activities of FDC Cardeal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) and leads us to contribute to the development of a democratic environment in Brazil and to assert the rights of more vulnerable communities. We provide social organisations with contemporary governance models and offer training for their managers as a way to impact communities through the agency of entities that understand the challenges and opportunities offered by each ecosystem. In 2021, more than 400 people from 169 organisations attended almost 115 thousand hours of class. We have offered the following programmes:

#### **POS – Partnership with Social Organisations**

This is a programme that helps develop the management practices of Social Organisations. It facilitates the use of management tools in the daily activities of these institutions, so as to make them self-sustainable and more attractive to investments, therefore favouring the community where they operate. POS unfolds along three lines: exchange, knowledge and management process.

POS' on-line format was adopted to fight the pandemic, but it proved to be as efficient as the presential format and ended up staying for 2021. Thirty-two partner organisations, operating in many areas in the states of Minas Gerais, Rio de Janeiro, São Paulo, Paraná and Santa Catarina, are currently participating in the programme.

#### **BASIS – Socially Impactful Initiatives Capacitation Track**

The programme trains managers of small-size social initiatives so that they assimilate the fundamentals of governance and management necessary to achieve better results. It also connects these managers to large companies capable of sponsoring positive and impactful initiatives in a given area.

In 2021, BASIS trained two classes from small-size Social Organisations and two classes now in progress will proceed over next year, offering the chance of a more professional management in the Third Sector.

The partnership with SAB Institute (Sociedade Assistencial Bandeirantes), an organisation that promotes healthcare activities, has supported 12 NGOs, training 32 managers of social initiatives. To watch the transmission, please visit: <https://youtu.be/FaAqrK1R8wl>.



*João Aidar, director at SAB Institute, Luiz Felipe Pondé, philosopher and professor, Nádía Rampi, leader of FDC - Cardeal Dom Serafim Social Centre, and Márcio Rabelo, Assistant Professor at FDC participated in the live debate*

## **PDEOS – Companies and Social Organisations Development Programme**

The programme promotes responsible management among business and community leaders of a given community in an attempt to foster local sustainable development. Participating Social Organisations see their knowledge of management grow and business leaders, on their turn, become aware of the importance of their involvement with local social initiatives. Networking stimulates articulation between business leaders and Social Organisations by facilitating relevant interaction and conversations.

In 2021, PDEOS was restructured based on a survey on the situation of *Balneário Água Limpa*, a community at the border of Nova Lima and Itabirito municipalities, in Minas Gerais. FDC signed a Technical Cooperation Agreement to support the *Novo Água Limpa* project, which will include jointly actions by Minas Gerais State Prosecution Office, Nova Lima City Administration and Água Limpa Communal Association to promote responsible management among community leaders, monitoring and training its members to implement control and governance mechanisms.

### ***Hands on Compliance***

This is an on-line, asynchronous and cost free programme that adopts a methodology created by FDC Governance, Risk and Compliance Centre (GRC), and is sponsored by CCR company The

class includes two representatives of each indicated organisation and, at the end, participants leave the learning journey mastering integrity tools appropriate to their respective organisations.

### 7.3.3 Young People in Vulnerable Conditions

We believe that, to transform future, we have to act on the present. Accordingly, we participate in projects aimed at education and professionalisation of young people. In 2021, more than 250 young men and women have been served with approximately 87 thousand hours of training.

#### **Raízes (Roots)**

The *Raízes* programme uses FDC methodology to bring humanist and diversified contents – usually not provided by traditional schools – to young people living in vulnerable conditions. The programme, which produces strong transformative impacts on the life of participants, contributes to widen the worldview and to strengthen their sense of citizenship. In addition to classes and other kinds of interaction, at the end of the programme participants are monitored by mentors, in partnership with the Alumni Impact Committee.

Having been adapted to the pandemic context, *Raízes* was, for the first time, conducted in on-line format, and is now reaping fruits of this technological advance. For next year, the development of a hybrid format is scheduled.

#### **Student Experience**

This programme is conducted by FDC in partnership with Common Purpose. It is a free programme offered young people attending universities and willing to become leaders for sustainable development. It is a unique opportunity to broaden knowledge, connections and communication skills of young people that will become future social leaders.

For the first time Student Experience classes were conducted on line, developing leadership competences of university students of different areas such as Administration, International Relations, healthcare and technology.

#### **Scholarship Programme**

Fundação Dom Cabral grants scholarships for the purpose of developing potential leaders that might make a difference for society and promote sustainable development. Scholarships are aimed at training people who are not able to pay for their studies, fomenting the social inclusion process by equally offering opportunities according to individual singularities, and thus promoting race, skin colour and gender equality and supporting people with disabilities.

Scholarships are granted for:

#### **FDC Programmes**

FDC - Cardeal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) supports people in search of opportunities to develop their personal and professional lives, by providing them

with continuing education. In pursuing this objective, the Centre conducts at the beginning of each semester a process to select people for scholarships that may pay 100% of the fees for attendance to FDC Post Graduation Programmes (Specialisation, Master's Degree and MBA) and Short-duration courses. The Scholarship Programme helps people who prove they do not possess financial resources to pay for the course they wish to attend. Aspects and purposes that may contribute to the reduction of social inequalities and are guided by affirmative policies are taken into account.

In 2021, a new Policy on Scholarships for FDC Programmes was issued and applications for the second semester were invited, resulting in dozens of candidates from diverse races, income levels and ages. In partnership with the Partnership Development Division, the FDC *Transforma* Scholarship Fund was launched to acquire resources to finance additional participations of scholarship holders in FDC programmes.

### **Under graduation**

FDC – Cardeal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) has the purpose of supporting young university students who are looking for an opportunity to develop their higher education and become multiplier agents in the construction of a fairer and more solidary society. For that purpose, at the beginning of each semester a selective process is launched to find candidates apt to obtain scholarships of up to 50% of under graduation course fees. In 2021, 127 scholarships have been awarded for eight different colleges and several programmes such as Physiotherapy, Law, Nursing, Psychology, Administration, Systems Analysis and Development, International Relations etc. Awarding of scholarships took into consideration race and gender diversity and lack of financial resources to pay fees.

### **Technological and Professional Education and partner institutions**

FDC – Cardeal Dom Serafim Social Centre (*Centro Social Cardeal Dom Serafim*) began, in the second half-year of 2021, to award scholarships for Technological and Professional Education (EPT), in partnership with Belo Horizonte schools. EPT is an educational model introduced by Brazilian National Education Directives and Bases Act (LDB - Lei de Diretrizes e Bases da Educação Nacional) targeted at preparing students “for the exercise of professions”, thus contributing to enable citizens to participate and be active in the labour environment and in society. To accomplish this mission, it includes courses on qualification and development of technical skills, arranged in such way as to provide continuing and articulated development of studies.

In the second half of the year, this process was conducted for the first time to select candidates apt to gain scholarships of up to 100% of the educational fees for the areas of Healthcare and Technology. Forty-one scholarships have been awarded for courses on Informatics Technician, Pharmacy and Nursing. Awarding of scholarships took into consideration aspects such as proved lack of financial resources and race and gender diversity.



## 8. Impact on Knowledge and Learning

FDC 2021 – 2025 Strategic Formulation established, among others, a guideline for transforming the Institution into a locus of generation and management of knowledge, either individually or in partnership. To achieve this objective, FDC needs diversity of professors and experience in selected themes and diverse economic and social sectors. The Strategic Formulation also points to innovation in methodologies, contents and models, in order to provide relevant, agile, useful and measurable solutions that might potentiate clients' businesses.

As fundamental activities, we highlight: priority to selected thematic fields to enhance emphasis on research; increased investments in and incentive to academic publications; generation of products shared over national and international networks (partnerships with companies, startups, consultancy agencies, universities and entities focused on research, innovation and knowledge generation); and expansion of content curatorship over the Institution's internal and external networks.

In 2021, FDC implemented the Integrated Portfolio and Knowledge Management project (GICP - *Gestão Integrada de Conhecimento e Portfólio*), where internal multidisciplinary groups work to increase integration between knowledge and market. Our goal is that the seven thematic fields provide information and support our knowledge development processes with regard to teaching, contents, faculty composition, research and development.

- 1. Positive Impact and Sustainable Legacies:** Businesses and leaderships oriented to integrate economic, social and environmental development.
- 2. Digital Transformation and Innovation:** Strategy and management of innovation and digital transformation.
- 3. Leadership:** Development of conscious and global leaders capable of transforming people, organisations and society.
- 4. Public Management:** Development of public managers and organisations to enhance quality of management, accountability, productivity and effectiveness of services.
- 5. Strategy and Governance:** Formulation, execution and development of corporate and business strategies and processes of organisational governance.
- 6. Development of Medium-size Companies:** Development, management and strategies in a globalised context.
- 7. Education and Learning:** Processes, technologies and methodologies of education and learning in work contexts.

## 8.1 Professors

FDC tried to increase the number of full-time professors by selecting those exhibiting strong research profiles, not only to support executive education but also to foment a broader portfolio of academic and social education programmes. In 2021, a movement was launched to debate on the appropriate profile of full-time professors, and a recruiting and selection strategy to hire such professionals was developed in line with FDC strategic purposes, knowledge fields, educational mission and aspiration for pedagogical innovation.

Concomitantly, the Institution is determined to guarantee greater diversity in its faculty as a way to maintain coherence in its institutional mission and also to enhance the quality of our educational solutions. In 2021, hiring of professors from minority groups was intensified. Nineteen black female professors and fifteen black masculine professors have been enrolled. We are now also strengthening our policy of hiring more full-time female professors.

In response to these requirements, three new professors experienced in research and publications - and in line with knowledge subjects and FDC academic education programmes - have been hired. Approximately 80% of their time is dedicated to research and publications.

Another achieved goal is extra financing for research and development, mainly from external sources, in an attempt to qualitatively and quantitatively increase autonomy and agility in the implementation of projects of the area. A total of R\$ 3,864,000.00 have been obtained to help knowledge generation.

Limitations imposed by the pandemic prevented professors to travel abroad but, on the other hand, facilitated on-line participations. In this respect, full-time professors were able to participate in twenty-two congresses.

### Faculty Meetings

Over the year, four virtual integration meetings of FDC faculty and four meetings to address relevant and current themes of management have been conducted, being attended by different internal and external stakeholders.

#### **Themes addressed by the Meetings**

##### ENGAGEMENT AND INTEGRATION MEETINGS

- 2021 / 2025 Strategic Movements
- Ethics in Education
- Thematic Lines
- Development of Professors



## THEMATIC MEETINGS

- Strategy and Governance
- Leadership
- Digital Transformation and Innovation
- ESG

## 8.2 Education and Innovation

A highlight here was the consolidation of synchronous and asynchronous on-line delivery channels. The adoption of this model made clear that learning methodologies are becoming more and more efficacious owing to increases in the use of digital techniques in education. Over 2021, the Institution invested efforts to innovate in education; educational solutions have been renovated and new programmes created. This year, 7% of FDC gross revenues came directly from these innovative efforts. We attracted new clients, and the Institution enhanced the quality of the experience it provides to participants and the quality of its pedagogical objectives.

One of many strategies to stimulate the institution to offer knowledge increasingly significant and transformative was the creation of a project named Design of FDC Learning Experiences. The most important activities conducted in 2021 were aimed at:

- Development of digital and hybrid educational solutions;
- Continuing improvement of the quality of deliveries;
- Investment in the innovation of educational resources and methodologies;
- Joint performance with professors and marketing teams;
- Search for answers and proactiveness, to face the challenges of our current context, which demand agility and effectiveness.

### Highlights of the Year:

- Combined and transversal action to improve digital solutions.
- Conduction of studies and surveys to improve the quality of hybrid classes, refurbishing or acquiring appropriate equipment to provide better experiences to professors acting both presentially and remotely.
- Training of teams to use educational technology resources.
- Organisation of more than 220 programmes and courses, hybrid and fully on line, targeted at professors and marketing teams.

- Migration of programme platform to on-line environment integrated with the market place
- Strengthening of “A GEN.TE AVANÇA JUNTOS” (We advance together) programme, whose objective is to expand the set of and the access to strategies, methodologies and resources applicable to FDC educational solutions.
- Leadership of the FDC DAM (Digital Asset Management) project, a system that offers integrated management of digital assets, whose objective is to provide access to FDC’s collection of digitised contents.
- Conduction of a survey entitled “Aprendizagem Corporativa e a Construção de Futuros” (Corporate Learning and Construction of Futures) in partnership with ODDDA - *O Dia Depois De Amanhã* (The Day After Tomorrow).

### 8.3 Research and Development

FDC has five Research and Development Nuclei: Innovation and Entrepreneurship; Leadership and People Development; Sustainability; Strategy and International Businesses; Logistics, Supply Chain and Infrastructure. Starting in 2021, their purpose now is to provide whatever is necessary to foster the development of FDC’s seven thematic fields.

Among the contents generated this year, we highlight studies focused on the impacts of the pandemic on the management of organisations, and on Minas Gerais State Strategic Railway Plan (*Plano Estratégico Ferroviário de Minas Gerais*), now used as a model by the Ministry of Infrastructure.

Check the highlights of each nucleus:

#### Innovation and Entrepreneurship Nucleus

Researches carried out by this Nucleus yielded many positive fruits like publications in national and international magazines, especially the articles authored by professors Hugo Tadeu and Ana Burcharth on subjects related to innovation, entrepreneurship and digital transformation.

Besides articles, many other technical reports have been produced that included contents directed to National CRI - *Centro de Referência em Inovação* (Innovation Reference Centre), especially themes related to scenarios, technological paths, innovative mindset, activities of large companies, startups and Corporate Venture Capital – CVC.

The Nucleus has also disseminated, in Brazil, information on IMD 2021 Digital Competitiveness Ranking. The document showed that the country improved its ranking in areas such as knowledge, but repeated last year’s (2020) overall result, maintaining the 51<sup>st</sup> position. The survey, conducted by IMD in partnership with FDC and supported by the IT Mídia Institute, compared nations with

respect to factors associated with the environment the country creates for the adoption and promotion of digital technologies in both public and private realms. After one year facing great challenges brought about by the Covid-19 pandemic, the report reaffirms the importance of the adaptability to new virtual tools.

The launching of the WEF Competitiveness Ranking, previously scheduled to take place in December 2021 with support from the Nucleus, was postponed to the beginning of 2022. FDC presented the project during an event attended by Federal Government officials at Fiesp – São Paulo State Industry Federation, which included a retrospective view of results appearing in the competitiveness report, infrastructure and macro economic data used in the analyses and prospects for the coming years.

## Leadership and People Development Nucleus

Based on three main pillars – Future of Labour, Diversity and Inclusion, Organisational Culture, and Leadership in Organisations – the Nucleus developed several activities in 2021. The Nucleus' major initiatives have been:

### **Pillar: Future of Labour**

- Research: Profile and Agenda of a Leader in 2021 – the article *“Retomando o Protagonismo do seu Desenvolvimento Pessoal e Humano”* being published by DOM Magazine.
- Research: A Brazilian perspective – Sequel of a more general study conducted in 2020 to explore the main themes and define positive agendas, an article having been submitted to publication by Novos Estudos CEBRAP.
- Joint research with Robert Half, by means of survey denominated *“Reskilling e Upskilling”*, an article having been submitted to publication by HBR International.
- Research: Productivity in full home office mode during the Covid-19 pandemic, an article having been published by HSM Management Magazine.

### **Pillar: Diversity and Inclusion, Organisational Culture**

- Research: Mental Health and its causes; four articles published by MIT Sloan Management Review Brazil Magazine.
- Theme: What do young expect – career perspectives, development, leadership, employment and market perceptions.
- Partnership with Robert Half – the perfect match: to understand whether an employed professional has better chances in recruiting processes than unemployed professionals, and why; articles have been published in e-book format.

## **Pillar: Leadership in Organisations**

- Theme: Route to the Top – the objective here is to investigate which paths lead to C-level positions in Brazil, in partnership with Michael Page and production of an e-book.
- Theme: Trust in the Leadership, in partnership with Robert Half.
- Theme: Reality and Perceptions of the Top Leadership vis-à-vis the crisis; an article was published by the MIT Sloan Management Review Brazil Magazine.
- Theme: Board Members Market in Brazil, in partnership with NEO and IBGC; an e-book will be produced.

In addition to researches and debate propositions, several events have been conducted, as listed below:

### **Events organised:**

- Future of Labour – The Future of Labour's Tomorrow: event organised in partnership with Talenses, MIT Sloan Management Review Brazil and Stefanini. Summit: The Future of Labour's Tomorrow.
- *Futuro do Trabalho* – The Future of Labour's Tomorrow: event organised in partnership with Talenses, MIT Sloan Management Review Brazil and Stefanini. Theme: Welcome to 2050!
- *Futuro do Trabalho* – The Future of Labour's Tomorrow: event organised in partnership with Talenses, MIT Sloan Management Review Brazil and Stefanini. Data Storytelling in an international event with Martin Eppler.
- Being protagonist in Diversity within Organisations; objective here is to revisit many dimensions of diversity and understand the challenges and the opportunities of leading more diversified organisations.

## **Sustainability Nucleus**

Among the many activities developed over the year, the Nucleus constructed an ESG roadmap for AEGEA Company, based on consistent facts and data on the organisation. Firstly, internal stakeholders (such as shareholders, board members, executive directors and managers) were interviewed. Based on the information collected, an ESG map was drawn to help AEGEA leaders understand at what level the company was and what actions it should take to make the institution an ESG reference in the sanitation segment.

In 2021, a similar work for Hydria Company was launched and results are expected anytime in 2022.

## Highlights:

- Conduction of an international benchmarking process to identify best practices and analyse studies on the future of sanitation.
- Conduction of many impactful intrapreneurship projects in cooperation with Global Compact in Brazil, BASF and Sicredi. We trained a total of 628 intrapreneurs, who developed 119 shared-value projects. These intrapreneurs proceeded with innovation and impact projects in 26 companies, including organisations such as Enel, Gerdau, Natura, Unidas, Solvi etc.
- Invitation to professor Heiko Spitzeck to become co-creator and mentor of the Unusual Pioneers Programme of Yunus Social Business, Porticus, Schwab Foundation and the World Economic Forum, in consequence of work developed by the Nucleus. To obtain further information, please visit: <https://unusualpioneers.com/>.

## Material published by the Nucleus:

- Article “Purpose of Businesses”, published by Época Negócios, written by Professor Heiko Spitzeck: <https://epocanegocios.globo.com/colunas/Proposito-nos-Negocios/plantao.html>.
- Contribution to the book ESG – The driver of innovation <https://esg.fdc.org.br/>, to be launched in 2022.
- ESG in Brazilian listed companies – study conducted together with Grant Thornton and XP: <https://www.grantthornton.com.br/insights/artigos-e-publicacoes/pesquisa-esg-e-as-empresas-de-capital-aberto/>.
- Study “The Era of Resilience”, in collaboration with WayCarbon: <https://conteudo.waycarbon.com/era-da-resiliencia>.
- A highlight in the 10 year edition of the 360º Ranking of Época Negócios magazine, which assesses the performance of more than 400 large companies in Brazil according to financial, governance, people, sustainability, innovation and vision of the future aspects.

## Highlights in the Media:

- Article published in the Valor newspaper on the research conducted with Grant Thornton and XP. <https://valor.globo.com/financas/noticia/2021/10/06/pressao-de-acionistas-leva-empresas-para-agenda-esg.ghtml>.
- Article published in Valor Econômico magazine containing statements on electric cars: <https://valor.globo.com/publicacoes/suplementos/noticia/2021/02/18/eletrificacao-e-combustivel-alternativo-ajudam-a-reduzir-emissoes-de-veiculos.ghtml>.
- Highlight on TV – Planeta Campo on issues related to ESG in agribusiness <https://www.youtube.com/watch?v=VdPHpGulqkA>.

- News published by Folha de São Paulo about international training of intrapreneurs - <https://www1.folha.uol.com.br/empreendedorsocial/2021/07/fundacao-dom-cabral-e-yunus-negocios-sociais-capacitam-intraempreendedoras-sociais.shtml>.

### **Participation in lectures:**

In 2021, we attended events such aso:

- Scredi's *Youth* Summit
- "ESG is a fad?", Webinar with Fábio Barbosa and Sonia Favaretto
- Sebrae's Imagine 5.0
- ONE 7 – Acceleration Programme
- IBRAM – Impact of Intrapreneurship on Mining
- Agribusiness Sectorial Meeting – Opportunities offered to agribusiness by ESG and the risks of not implementing its principles; organised by FDC
- Automotive Business Experience – ABX21
- Meetings to address "ESG in Practice" of Baumgart Group
- Klüber Lubrication Webinar on the energy crisis
- League of Intrapreneurs – Global Intrapreneur Week
- Alfa Bank – ESG & Competitiveness

## **Strategies and International Businesses Nucleus**

### **Main highlights of the year:**

- Research report (e-book): Impact – Socially impactful startups and business models
- Academic article: Value distribution through business models: the case of MRV Engineering – award-winning article in Singep Conference
- Methodology: The value of choices (business models) – self-assessment tool
- Publication targeted at the business community: business resilience
- Dissemination of survey results: paths to internationalisation taken by Brazilian companies in 2020 and 2021 (webinar)
- Academic article: Too much of two good things: Explicating the limited complementarity between drivers of MNC headquarters' absorptive capacity (article submitted to publication by Journal MIR – Management International Review)

- Academic article: Local innovation or global innovation? The effect of two different knowledge strategies – Article presented at the AIB-LAC Conference: Academy of International Business – Latin America and Caribbean Chapter
- Academic article: Studio School – Robotic Professors, Games, Simulations, Virtual Labs, and the Future of Education. Article presented at the ABSEL (Association for Business Simulation and Experiential Learning) Conference
- Publication targeted at the business community: The Future of Business Schools (DOM Magazine)
- Publication targeted at the business community: The dragon’s enigma: changes in the Chinese strategy (DOM Magazine)
- Academic article: Microfoundations of the (inter)action between middle and top administrations during strategy implementation – Article published by *Revista Iberoamericana de Estratégia*
- Academic article: Standardizing Safety Practices on Oil Platforms: the Interplay of Sensemaking, Discourse and Action – Article published in the Academy of Management Proceedings
- Academic article: Strategic Management in União Química – Article published by the *Casos e Consultoria* magazine
- Book Chapter: Changing through communication – Published as a chapter of Handbook of Management Communication

## Logistics, Supply Chain and Infrastructure Nucleus

Over 2021, the Nucleus conducted several activities and implemented many projects, providing services to innumerable clients. The major initiatives conducted in the year are:

- **Strategic Railway Plan (PEF MG)** – Evaluation of the development and the impacts of current and future railway operations, from a national reach and multimodal point of view, and identifying bottlenecks and connection gaps. The Plan proposed a portfolio of railway projects for Minas Gerais (project has been completed). Client: ANTF (National Railway Transportation Association).
- **Panel on Harbour Operation Indicators (2020 / 2021)** – Creation of a proactive and dynamic system to monitor harbour load and unload operations in different Brazilian harbours. Client: CNT (National Transportation Confederation).
- **Project “Influence of Railways on Espírito Santo State Harbour Complex** – Conduction of logistics- and railway-related studies to finish the analysis of alternatives to eliminate

capacity and competitiveness bottlenecks now existing along the East Midlands Corridor. Client: Espírito Santo State Industry Federation - FINDES.

- **Scenarios of Brazilian Transportation Infrastructure Project** – A set of technical studies to explore the dynamic of infrastructures that make up Brazil's Northern Arch that adopt an exploratory and long-term view approach to the evaluation of combined impacts structure projects for the 2035 scenario may cause throughout Brazil. Client: VLI Railways.
- **Project "Influence of Railways on Açú Harbour Complex"** – Production of estimates of the opportunity CCJ has to capture the demand related to agriculture bulk solids (GSA) in periods ending in 2025, 2030 and 2035, based on the demand assessment made for the Railway EF-118 (project completed). Client: Açú Harbour.
- **Project "Outcomes of the PEF MG (2021 / 2022)"** – Studies of the railway project for North-western Minas Gerais (a spinoff of studies for a Railway Ring around Belo Horizonte Metropolitan Area) have been deepened. Multimodal scenarios taking logistics platforms into consideration were constructed, as well as a dashboard system in power BI. Client: SEINFRA (Minas Gerais State Infrastructure Secretariat).
- **Transportation Logistics Infrastructure Platform (PILT FDC)** – The objective here is to contribute to the country's economic, regional and social growth. Acting as an advanced studies centre, the Platform foment increases in productivity by qualifying data, information, simulations and analysis of the load transportation infrastructure in Brazil (a permanent project). Clients: VLI, Ecorodovias, Porto do Açú, CCR and Galvão Engenharia.
- **Partnership Agreement with MINFRA** – Exchange of information and joint conduction of activities, studies and surveys of mutual interest and related to logistic planning and analysis conducted in the country (a permanent project).
- **Partnership Agreement with Brasil Export** – Development of technical studies to promote better understanding and dissemination of the country's logistic plan, emphasising technical studies and rewards for long-term businesses' and governments' performances (a permanent project).

## 8.4 Dissemination of Scientific Knowledge

### FDC System of Libraries

In 2021, FDC System of Libraries detected a substantial increase in the number of requests (20,575).

Publications written by professors added up to 104 intellectual products including articles in international periodicals, article in national periodicals, chapter of books, papers, e-books and research reports.



## Highlights

- Subscription of Project Design Management, a magazine specialised in project management: <https://projectdesignmanagement.com.br/>
- Subscription of the e-book platform Biblioteca Virtual – BV – Editor Pearson Education: <https://plataforma.bvirtual.com.br/>
- Renewal of the subscription of EMIS Professional platform: [https://www.emis.com/php/search/search?query\\_entry=start\\_page&range=365&prod\[\]=BR&lang\[\]=en&lang\[\]=pt&lang\[\]=es](https://www.emis.com/php/search/search?query_entry=start_page&range=365&prod[]=BR&lang[]=en&lang[]=pt&lang[]=es)

## DOM CONTEXTO – Digital Magazine

Last year FDC decided to edit material for a new publication to replace DOM Magazine in traditional printed format. The new publication, DOM Contexto, is more compact and issued in PDF format, and presents contents more appropriate to the current context. This new editorial line prompts reflections and inspirations regarding the present and the near future.

In this respect, the magazine privileges contents that encompass many different aspects of management and that enables sharing of knowledge and experiences gained from challenges faced by organisations and society as a whole.

In 2021, five issues of DOM Contexto have been published in PDF format, two of them addressing General Management, two addressing Public Management and one celebrating FDC's 45<sup>th</sup> anniversary and the magazine's 15<sup>th</sup> anniversary. This commemorative issue focused on the history of the Institution and on the importance of publications to the context of executive education and to the many social segments it impacts.

In 2021, 5 issues have been published in PDF format:

- Two DOM Contexto issues – General Management
- One DOM Contexto issue – Commemorative (45<sup>th</sup> anniversary of FDC and 15<sup>th</sup> of the magazine)
- Two DOM Contexto issues – Public Management

### Social Media and Reach:

- E-mail marketing – **50,000** executives
- Social Media – LinkedIn **183,000** followers
- Instagram **56,000** followers

## Content Workshop

Created in 2019, the Content Workshop plays the important role of disseminating the Institution's scientific production and enhancing the impact of knowledge on our society by adopting accessible and attractive language and formats. Content production links FDC professors'

researches and developments with the market and vice versa. In 2021, more than 70 thousand downloads have been made from our podcast channel.

Since the construction of FDC4you began, the Workshop is in charge of content curatorship and production. In 2021, 88 different contents have been published and appeared as texts, videos and podcasts in the platform.

The highlight of 2021 was a series of podcasts named *Trajetórias Negras* (Black Trajectories) with participations of many Brazilian black leaders. With this series, the Workshop, by presenting the points of view of these professionals, emphasised their difficulties, obstacles and victories, and how racial and structural prejudice is still one the greatest problems of Brazilian society.

## Consolidation of format and of plurality

In 2021, we developed new content formats such as FDC Debates, Workshop Readings and editorial prototypes. The Workshop was able to organically create an egalitarian environment for speaking.

Women, for instance, were represented in 51% of the podcasts produced by FDC over the year. Relevant themes have been addressed such as women in leadership positions, LGBTQIA+ and black inclusion. We are also pioneers in debating the presence of transgenders in corporate environments.

It is also worth highlighting that the work done by the Workshop contributed to consolidate practices, articulated speeches and, once more, offered many opportunities to disseminate the Institution's brand and present its professors.

Thematic fields addressed by podcasts:

- Positive Impact and Sustainable Legacies (39%)
- Strategy and Governance (33%)
- Digital Transformation and Innovation (28%)
- Leadership of and in Organisations (28%)
- Education and Learning (14%)
- Public Governance (4%)

## FDC 4YOU

- 26 texts
- 33 videos
- 29 exclusive podcasts
- A total of 88 contents

# 9. People and Value Added to the Business

The next pages provide information on activities conducted internally by FDC to equip the Institution with favourable conditions and the necessary resources to implement its strategy and accomplish its mission.

## 9.1 Management of People

In 2021, the area conducted activities to develop teams, taking into account current demands, and permanently in line with the strategic guidelines for an optimised management of the body of collaborators and talent retention.

Action strategies include: to attract and engage people with a strong sense of mission and alignment with values; to expand the diversity of the team of collaborators at various structural levels and functions; to guarantee quantity and quality of the technical body; to invest in the development of leaders so as to make them capable of exerting mobilising influence, leading and managing changes, creating and maintaining an environment favourable to innovation and entrepreneurship, and facilitating other people's personal and professional development.

### Management of the body of collaborators

Requests for filling vacancies have been complied with and internal exchanges have been made. From May on, FDC adhered to the 50% reduction in labour hours as provided by Provisional Presidential Decree 1045 / 2021. It also maintained the Monthly Compensatory Aid (ACM - *Ajuda Compensatória Mensal*), which is a payment on which now charges are levied. In combination with the Benefit to Preserve Employment and Income paid by the government, the Institution could continue to pay the same net remuneration as it would have paid as regular wage after legal deductions. This measure remained valid up to August 26.

### Development of People and of the Organisation

For the purpose of promoting the dissemination and the execution of FDC Strategy for the 2021 – 2025 period, the area of People structured and executed in 2021 its own communication plan, which included internal campaigns, podcasts and dialogues.

To support execution and outcomes of the strategy, the area coordinated the design of workshops on project structuring, as a way of aligning methods and conception, detailing, budget elaboration and management of changes in corporate projects.

The area also organised the third edition of FDC 2021 Connection aimed at regional affiliates and collaborators. The synchronous and remote event was broadcast from a studio and focused on the main market-oriented initiatives and educational solutions.

## Wellbeing and Life Quality

The “Invitation to Self-care” project was revisited to respond to new demands and an exclusive webpage was created to bring together all self-care attitudes and benefits offered to collaborators and their families.

In an attempt to respond to the healthcare and wellbeing needs of collaborators, and acting in conjunction with the Employees Association (APASS), many benefits related to dental treatments, physical activities, psychotherapy, consultation with nutritionists, education for dependents and reimbursement of expenses with corrective lenses have been re-established.

In order to provide support to the team and to their families in times of pandemic, two comforting and acceptance projects have been launched: the “*Papo de Mãe*” (Mother’s Talk) project, to support FDC mothers during the pandemic and facilitated by a collaborator specialised in child education, and the “Let us talk about mourning” (*Vamos falar sobre o luto*) project, that offers attentive empathic listening as way to work out the sorrow experienced by several collaborators since the beginning of the sanitary crisis.

## New Labour Models

In the face of the unusual challenges brought about over the last two years by the pandemic and the resulting need for quicker decisions regarding new directions and methods of operation, FDC prepared a proposal to implement new labour models in the Institution.

Based on studies and interviews, FDC approved a proposal that admits the use of three methods of operation by the Institution: hybrid (predominantly remote, collaborators being physically admitted in the work environment up to eight times per month), 100% remote and 100% presential. Migration to new models started in 2021 and is scheduled to finish in February 2022.

## 9.2 Corporate Communication and Marketing

Several activities have been performed to amplify the voices of our technical body and increase the positive impact of our educational solutions, in agreement with the idea that the more consistent the communication, the stronger the response of society.

In 2021, 9,549 articles published in the media mentioned FDC, 1,323 of them in media considered as priorities by the Institution. A total of 107 on-line of hybrid events have been organised in 2021.

### Brand Publishing Project

In 2021, we developed the information and news portal that reports on the business and management ecosystem. Be Relevant is Brand Publishing project aimed at professionals and executives interested in executive education, in management and in the business world in general. The portal offers information on career, management, businesses and social impact.

### Social Media

FDC social media keep on being one of the most important tools when it comes to expand Institution's exposure to society.

	Posts	Impressions	Engagement
Facebook	212	174,973	1,936
Instagram	206	1,005,352	24,978
Stories	186	212,948	1,800
LinkedIn	348	1,210,339	22,552
Twitter	242	177,218	585
<b>Total</b>	<b>1,194</b>	<b>2,780,830</b>	<b>51,851</b>

### Net Promote Score

In 2021, the FDC Satisfaction survey (NPS – Net Promote Score), interrupted in 2019 due to the Covid-19 pandemic, was conducted again. Its objective is to measure value received, satisfaction and recommendation index of Fundação Dom Cabral’s clients. The overall NPS result demonstrated that FDC is at the excellence level, corresponding to 83%.



### 9.3 Infrastructure

The area of infrastructure stood out because of the partnership maintained with the other areas of FDC, for which it lent part of its team during the pandemic due to the low demand for presential activities in campuses. In partnership with the other areas of FDC, it elaborated a New Labour Model, as mentioned before. It actively supported the applications for certification submitted to MEC, during visits of federal government officials to the Aloysio Faria Campus.

The Information Technology and Educational Technology team supported FDC new businesses and participated actively in the launching of FDC On-line store.

From an operational and economic point of view, the area recombined several activities in order to guarantee FDC’s economic and financial balance and to support activities along the adversities imposed by sanitary protocols, such as renegotiations with suppliers, and assuming responsibility for the formalisation of contracts.

# 10. Financial and Economic Performance

As for economic and financial aspects, FDC generated operating income in excess of R\$ 233 million, with a gross margin of R\$ 81.9 million. Investments in development reached R\$ 15.8 million. Savings efforts resulted in administrative expenses of R\$ 58.8 million. Non-operating income amounted to R\$ 2.9 million. FDC net profit amounted to R\$ 10.2 million and cash availability was R\$ 107 million.

## FDC in Numbers

**Number of Participants** - 37,581 participants

**Cardeal Dom Serafim Social Centre** - 2,178 impacted persons

## Economic and Financial Results

Fiscal Year 2021		
	Budgeted	Actual
Operating Income	239,718	233,273
Gross Margin	72,656	81,914
Net Income	39	10,243
Investment in Development	17,827	15,813
Administrative Expenditures and Depreciation	58,512	58,800
Non-operating Income	3,722	2,941

## Total number of associate and guest professors in 2021:

Associate Professors	<b>184</b>
Guest Professors	<b>444</b>

## People in Numbers

### Collaborators according to employment relationship

Data relative to December 2021

CLT	<b>306</b>	<b>83.6%</b>
CLT (Fixed Term)	<b>7</b>	<b>1.9%</b>
Outsourced (AT / Apprentices)	<b>16</b>	<b>4.4%</b>
Temporary	<b>3</b>	<b>0.8%</b>
FAPEMIG Scholarships	<b>0</b>	<b>0.0%</b>
Trainees	<b>34</b>	<b>9.3%</b>
<b>Total</b>	<b>366</b>	<b>100.0%</b>

### Collaborators per age group:

Data relative to December 2021

<b>Age Group</b>	<b>Number</b>	<b>%</b>
Up to 25 years	<b>8</b>	<b>3%</b>
From 26 to 35 years	<b>56</b>	<b>18%</b>
From 36 to 45 years	<b>137</b>	<b>44%</b>
From 46 to 55 years	<b>66</b>	<b>21%</b>
Older than 55 years	<b>46</b>	<b>15%</b>
<b>Total</b>	<b>313</b>	<b>100%</b>

Average Age - FDC

**44.15**



## FDC HERITAGE – Collection - In Numbers

<b>3,112</b> <b>items</b>	<b>1</b> <b>item</b>	<b>76,422</b> <b>items</b>	<b>4,166</b> <b>items</b>	<b>7,440</b> <b>items</b>	<b>1,818</b> <b>items</b>
Audio-visual	Cartographic	Photographic	Publications	Textual	Three-dimensional

## FDC Podcast in Numbers

- Production of **49 original content items**
- **1,236 minutes** of recorded material
- **35%** increase in **the number of followers**
- **22,880** registered **downloads** in 2021 (\*)
- A total of **71,420 downloads** (\*)

(\*) Up to December 07

## System of Libraries

- **10** Articles published in international periodicals
- **9** Articles published in national periodicals
- **15** Papers submitted to international congresses
- **6** E-Books
- **11** Chapters of books
- **22** Research reports
- Number of accesses to databases - **1,745,444**
- New Registered Users - **850**

### Social Media



Youtube

↑ 21%

27,247 subscribers



Facebook

↓ 1%

74,465 followers



Instagram

↑ 41%

56,895 followers



Twitter

↓ 0.5%

22,018 followers



LinkedIn

↑ 13%

185,069 followers

### Portal

↓ 25.93%

449,312  
Users

↓ 14.82%

2,066,132  
Page visualisations

↑ 10.35%

Connection time per  
session: 02:04

↓ 10.71%

Rejection Rate  
48.60%

### Printed Media

- FDC was mentioned in the media **9,549 times**
- **1,325 articles and reports** have been published in periodicals deemed strategic



# **APPENDIX - Publications**



## Articles published in international periodicals (10)

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