

FUNDAÇÃO DOM CABRAL



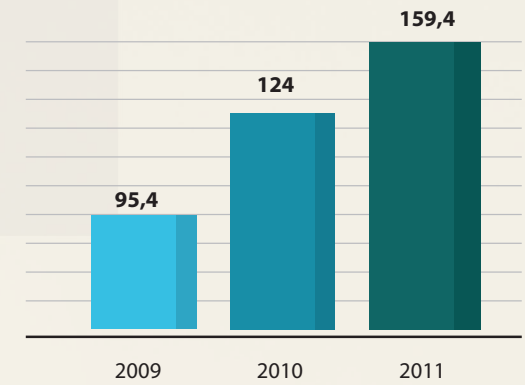
DEVELOPING EXECUTIVES AND COMPANIES

# ANNUAL REPORT

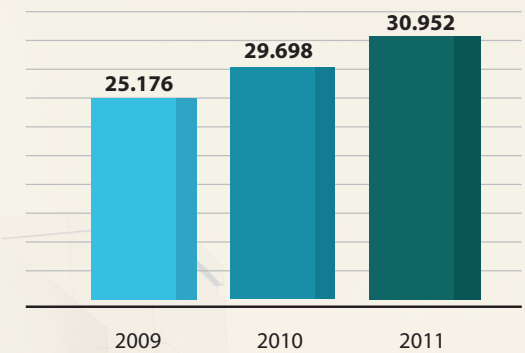
# 2011

## OUR NUMBERS

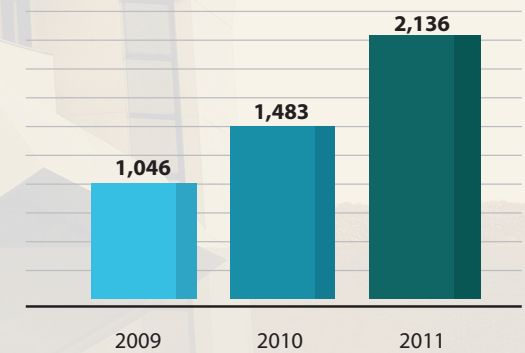
*Operational Revenues*  
(milions)



*Trained Executives*



*Social Initiatives*  
(milions)



# FUNDAÇÃO DOM CABRAL 35 YEARS

1973

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

1976

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

1980

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

1989

Partnership to create CTE – Entrepreneurial Technology Center.

1990

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

1992

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

1993

Alliance with the Kellogg School of Management.

1996

FDC 20 years – 1<sup>st</sup> Corporate MBA and distance-learning methodology.

1999

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

2001

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

2002

The first knowledge management center is launched.

2003

FDC joins the Global Compact – UN.

2005

22<sup>nd</sup> place in the Financial Times ranking.

2006

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

2007

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

2008

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

2009

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

2010

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

2011

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



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Wilson Brumer – Usiminas
Xiang Bing – Cheung Kong Graduate School of Business

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# A LETTER FROM THE DEAN



FDC made significant advances in its institutional as well as in its operational dimensions in 2011. The results it achieved were largely due to a long process of preparing for the future that involved adjustments to its structure, staff renewal, revising its Statutes, defining new means of governance and choosing its leaders, while the active participation of the Board of Trustees throughout must also be highlighted.

The institution experienced the development of its succession process smoothly and surely. In March, the Board of Trustees adopted decisions that made it possible to speed up and carry out this process, thus guaranteeing the principle of gradual transition. A Board Committee was set up and current Administration Process Leader Wagner Veloso was chosen as the future Dean. The next step was for the current Dean and the Executive Directors to work together with the future Dean by sharing responsibilities and defining new roles and functions, and so most of the transition process had already been carried out by December/2011. From a governance point of view, therefore, the transition process can be pointed out as the year's main achievement.

Another highlight: FDC posted its best economic-financial performance in its history. Operational revenues stood at R\$ 159.4 million, which means a 20% increase over the amount budgeted for the period (R\$ 132.8 million) and a 28.3% increase in relation to 2010. The budgeted surplus of R\$ 8.246 million reached R\$ 11.487 million, and all educational solution families surpassed their goals. The effort made to increase revenues by 20% did not lead to a significant increase in administrative expenses, as they grew by only 5% - less than the inflation rate for the period. Furthermore, it should be stressed that the final net result was achieved together with increased investments in market development, in knowledge, and mainly in people (from R\$ 11.239 million in 2010 to R\$ 19.877 million in 2011), and despite having to absorb the financial impact that stemmed from changes made to employee registration procedures, as per Brazilian labor laws.

It is also necessary to highlight some events that happened along the year, such as the FDC 35-year celebrations. A Mass in Thanksgiving was celebrated at the Aloysio Faria Campus by Board of Trustees President Cardinal Dom Serafim Fernandes de Araujo, and about 1.2 thousand friends, clients and partners

celebrated the institution's anniversary at Palácio das Artes. On that occasion, a group of collaborators directed by local theater director Pedro Paulo Cava presented a skit telling the FDC story, which showed the inner soul, the feeling of belonging, and the capacity to excel that can be found within the FDC organizational environment.

The year 2011 was also remarkable for advances made in corporate responsibility actions, thus reinforcing our commitment to contribute towards developing society. Besides in-house actions that deal with the environment, several other social actions were taken to support various institutions. The Dignity Project was set up as an initiative that aims to reduce social inequality by supporting businesses and ideas that will help to break up the cycle of poverty and generate income for underserved communities. This project's conception represented the challenge to find the correct formula to express the FDC will, which is linked to its institutional mission, while achieving a relevant degree of originality.

Still within the scope of social actions, it is important to stress the actions carried out at Jardim Canadá - a community near the Aloysio Faria Campus -, the support offered to Escola Municipal Dom Orione, in Jaboticatubas (MG), the growth of the Partnership with Social Organizations (POS) program, and the launch of the 10,000 Women Program in Rio de Janeiro, which attests the trust the Goldman Sachs Bank places in our performance. Furthermore, the Social Innovation Roots Project, which aims to develop and build the skills of 16 to 18-year-old collaborators, brought about relevant results for its young participants and made the internal community proud to see those

boys and girls facing challenges, trying to develop themselves, and building their own paths.

FDC still pays close attention to the internationalization process. We have carried on with the Brics on Brics Program, in partnership with schools from China, India and Russia, and we hosted the 3rd International Advisory Board Meeting together with the 3rd International Conference. Participants from different countries attended the event to discuss the development of emerging countries.

It is not easy to present a brief report on the main facts that were important to an institution over the previous 12 months, mainly because, just as it happens in Nature, what we are harvesting today was planted long ago. When faced with such a challenge, excellence is the best word we find to sum up FDC. The 35-year cycle that ends in 2011 was crowned by the valuation of the FDC brand, a feat achieved thanks to the image of respect that was built in the marketplace and by FDC's being recognized as an institution that is relevant to society.

However, we should note that since the beginning of its activities in 1976, when it was still at the Extension Center of the Catholic University, up to the time it consolidated itself as one of the main business schools in Brazil and in the world, FDC has always taken a path that expresses its conviction that the idea of building a cathedral is a permanent one. It will never be finished, because as Guimarães Rosa taught us: "All that has gone before is but the beginning of what is yet to come".



DEAN





This photograph was taken by collaborator Tatiana Senra, who won the "Sustainability at FDC means..." Photography Competition.





This photograph was taken by collaborator Cristina Bernardino, one of the finalists of the "Sustainability at FDC means..." Photography Competition.





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# INTRODUCTION

The Annual Report publishes the main actions FDC has carried out and the results it has achieved throughout 2011. It presents economic and management data as well as initiatives undertaken as regards corporate responsibility actions. This report was compiled from interviews and workgroup conversations with different leaders within the institution, who highlighted the information that was relevant to their respective areas during the year.

The first chapter of the report points out information related to the educational solutions developed by FDC, the second one deals with knowledge generation, and the third one displays the institution's economic-financial performance. The fourth chapter aims to allow readers to learn about how FDC is managed, about its principles, and about the main activities it develops within its different areas such as training, quality of life, infrastructure and marketing. The fifth chapter is reserved for institutional issues, and it highlights corporate governance, internationalization, events hosted during the year, FDC's presence in the media, and others. The sixth and final chapter reports information about the FDC Sustainability Committee, an institutional group that is directly linked to the FDC President's office, and about social innovation and volunteering projects.

It is important to highlight that the 2011 Annual Report expresses the commitment FDC has undertaken as regards transparency, and it is part of its efforts to carry out a dialogue with its different stakeholders. Furthermore, this material has become an important management tool insofar as while it is being prepared it has allowed the institution to identify the advances it has made and the challenges it has faced through its actions.



## PROFILE

FDC is an autonomous, nonprofit business school created in 1976. It dedicates itself to developing executives, companies and public managers, thus preparing them to face the constant challenges posed by the corporate world. Based on shared experiences and on jointly-built knowledge, FDC offers dynamic and differentiated educational solutions that aim to develop managers who will act critically and strategically within organizations and who will also disseminate sustainable value to their businesses and to society. FDC maintains alliances with international institutions that contribute to developing solutions and to identifying worldwide trends that can be incorporated into its business. Over the last five years, more than 120 thousand executives and hundreds of organizations have attended FDC programs. These programs can be split into customized solutions, open and postgraduate programs, and business partnerships.

## MISSION

To contribute to society's sustainable development through the education, training and development of executives, business people and public managers.

# BUSINESS

Educational solutions for organizational development.

# OBJECTIVE

To continually enhance executive and organizational development.

## FUNDAMENTAL PRINCIPLES

**USEFULNESS:** to be useful towards developing society, as this is FDC's reason for being.

**PARTNERSHIP:** as the result of an interaction among FDC, people, institutions and organizations, through which limitations are overcome and solutions are achieved.

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

**AUTONOMY:** the belief that freedom of choice leads people to develop a feeling of ownership within their field of action, while remaining true to the institution's principles and values.

**BOLDNESS AND TENACITY :** so that the impossible may be tried by persevering at overcoming challenges and barriers on the way to building the dream of being a reference as an institution.

**QUALITY AND INNOVATION :** to be at the forefront in its quest to do what is best for clients, the core focus of FDC's actions.

**ETHICS:** concentrating on practicing loyalty, trust and transparency in our relations with others, while recognizing mistakes and realigning actions.

**SELF-SUSTAINABILITY :** as an institution, FDC will cultivate intellectual independence, austerity and efficiency, and thus maintain sustainable growth.



# RANKINGS

## *Financial Times Executive Education Ranking*



FDC is now ranked in 5<sup>th</sup> place in the Financial Times executive education ranking. FDC is the best-placed Latin America institution among the 50 that have been ranked by the English newspaper and remains within the select group of renowned business schools such as HEC Paris (France), Iese Business School (Spain), IMD (Switzerland) and Harvard Business School (USA).

The Executive Education Ranking published by the Financial Times every year consists of a combination of two listings: open programs and customized programs. FDC customized programs were ranked in 3<sup>rd</sup> place in 2011, as they gained 5 positions in relation to the previous year. FDC open programs were ranked 10<sup>th</sup>, one place below their position in 2010.

## *America Economia Ranking*



For the second year running FDC was ranked the best businesses school in Latin America according to the AmericaEconomía magazine Executive Education ranking.

The ranking considered 4 main dimensions: the richness of the programs it offers, the quality of its faculty, the scope of its clients and the institution's international network.

# ACCREDITATIONS

## *The Association Of MBAs - AMBA*



The FDC Executive MBA focuses on business management and it has been accredited by The Association of MBAs (Amba) since 2005. FDC's AMBA accreditation was renewed for a further 3 years in 2010 (up to 2013). During this time, FDC must present 2 progress reports to AMBA. The first one was forwarded in December and the next one will be delivered in May, 2013.

AMBA is an organization that is headquartered in London (England) and it accredits the best MBA programs in the world through quality standards while encouraging the exchange of knowledge, ideas and good practices among the important international business schools that make up its membership.

## *European Quality Improvement System - EQUIS*



FDC is accredited by the European Quality Improvement System – Equis –, a renowned international assessment and accreditation system for college-level institutions in the fields of company management and administration. It is managed by the European Foundation for Management Development – EFMD -, which confers recognition on international business schools.

EQUIS re-accredited FDC for another 3 years in 2010, that is, up to 2013. During this time, FDC must present 2 reports to point out the improvements that are being implemented during this period. The first report was forwarded in May, 2011.

## **PARTICIPATION AND COMMITMENT**

By following the guideline of its mission to contribute to the sustainable development of society by building the skills of executives, FDC has signed the Global Compact, a UN initiative to engage the business world in the building of a more stable, egalitarian and inclusive market, thus generating a prosperous society and ensuring stable development.

There are 2 other UN proposals that speak directly to FDC as a business school that develops leaders for the future: the Globally Responsible Leadership (GRLI) and the Principles for Responsible Management Education (PRME). These guiding documents were developed with the collaboration of FDC and of other business schools.

Such participation expresses a commitment to implement the Global Compact, but it would not be enough if it were not translated into actions. FDC has worked to transform its internal processes, to engage its collaborators and to give them a chance to develop themselves, and to complement its offer of programs while constantly updating practices and concepts and aligning them to the needs put forth by society and by the business world to business leaders.



The four key challenges facing globally responsible leaders



**1** Think and act within a global context

**2** Broaden the purpose of corporations beyond economic-financial results

**3** Place ethics as a core issue

**4** Restructure executive education

FUNDAÇÃO DOM CABRAL  
**FDC**  
INTEGRATING EXECUTIVES AND COMPANIES

GRLI

# GLOBAL COMPACT PRINCIPLES

HUMAN RIGHTS			LABOR		
					
Support and respect the protection of internationally proclaimed human rights	Make sure that they are not complicit in human rights abuses	Uphold the freedom of association and the effective recognition of the right to collective bargaining	Eliminate all forms of forced and compulsory labor	Effectively abolish child labor	Eliminate discrimination in respect of employment and occupation
ENVIRONMENT			ANTI-CORRUPTION		
					
Support a precautionary approach to environmental challenges	Undertake initiatives to promote greater environmental responsibility	Encourage the development and diffusion of environmentally friendly technologies	Work against corruption in all its forms, including extortion and bribery		

# PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)

## PRME

### *Principle 1*

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

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### *Principle 2*

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

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### *Principle 3*

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

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### *Principle 4*

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

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### *Principle 5*

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

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### *Principle 6*

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

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# OTHER AWARDS

3<sup>rd</sup> ABAP Sustainability Award - Belo Horizonte – A recognition of sustainable initiatives in MG


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2<sup>nd</sup> Fecomércio Sustainability Award - São Paulo - A recognition of sustainable initiatives.

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XIII Minas Award - Business Performance– Belo Horizonte - Awards to local organizations that stood out in several economic activities through better operational performance and financial results.





FDC educational solutions deal with and help to face the Company and Society Shared Challenge, which is developed by the Sustainability Committee.

# 1 EDUCATIONAL SOLUTIONS

FDC Educational Solutions are distributed into four families:

- 1.1. Open Programs
- 1.2. Customized Programs (in company)
- 1.3. Postgraduate – Specialization, MBA, Post-MBA and Master's
- 1.4. Business Partnerships

YEAR	N° OF PARTICIPANTS	N° OF CLIENT COMPANIES
2001	5.694	487
2002	9.496	582
2003	9.974	642
2004	16.901	675
2005	18.971	774
2006	21.667	832
2007	22.472	920
2008	23.079	1.121
2009	25.176?	1.062
2010	29.698	1.517
2011	30.952	1.506

## *Participation of the families of solutions as a percentage of revenues*

Educational Solution	2009	2010	2011
Customized Programs	39%	41%	37,0%
Open Programs	10%	13%	12,9%
Postgraduate	21%	19%	20,2%
Business Partnerships	30%	27%	29,9%

## *Number of participants per program “family”*

Educational Solution	Nº of participants in 2011
Open Programs	1.821
Customized Programs	19.350
Postgraduate	3.139
Business Partnerships	6.642
Total	30.952

# 1.1 OPEN PROGRAMS

Open Programs are aimed at executive education and focus on developing the competencies and skills needed to build the organizations of the future. They are domestic and international programs that encompass the most diverse management fields and they are always directed to the business.

In 2011, FDC Open Programs were attended by 1,821 participants from 588 client companies, while the year before there had been 1,377 participants. There were 39 groups, and 9 of them were started this year (PDC Curitiba, PDC group 8, Leadership with People, Financial Management and Corporate Governance). Four new programs were created: Business Leaders Development Program (GDEC), Advanced Project Management, The Strategic Management of Innovation and FDC Experience.

## ***Domestic Open Programs***

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Growth Strategies
Value Chain Strategy: from Demand to Supply
FDC Experience
Corporate Finance
The Strategic Management of Innovation
B2B Market Management
Advanced Project Management
Corporate Risk Management
The Leading Edge in Public Management
Corporate Governance
Financial Management
GRS – Responsible Management for Sustainability
Change Leadership
Leading WITH People
Skills Building for Results Program - PCR
Councilor Development Program - PDC
Executive Development Program - PDE
Managing for Results Program - PGR
Business Leaders Development Program - GDEC

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## ***International Open Programs***

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Advanced Management Program– PGA (in alliance with Insead, France)
Skills, Tools & Competencies – STC (in alliance with Kellogg –United States)
Strategic People Management – GEP (in alliance with Insead, France)
High Performance in Leadership – APL (in alliance with ESADE –Spain)
BRICs on BRICs (in alliance with Fudan, in China, ISB, in India and Skolkovo, in Russia)

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## *FDC Experience: A new and revealing way to look at management*

In 2011 FDC launched the FDC Experience, which aims to discuss the state-of-the-art and what lies ahead in management. The program is based on a differentiated and innovative methodology and format in which an organization's management is observed and reviewed from different and unusual points of view: the arts, biology, history, economics, anthropology, philosophy and cuisine.

The lectures and workshops brought together 380 senior executives from different fields who took upon themselves to enhance their repertoires and innovate in the ways they look at business challenges.

## *Open programs adopt sustainable practices*

Lower paper usage, disposable cups replaced by biodegradable ones, and the adoption of sustainable management concepts in program content. These are some of the actions that have been implemented in the Open Programs to conform to the institution's Sustainability Committee guidelines. The programs now use electronic media by making previous reading and complementary reading material available in flash drives. For example, each STC Program participant received a *tablet* with the teaching material, thus eliminating paper usage throughout the program.



STC participants work with their iPads during the program.

## 1.1.1 INTERNATIONAL OPEN PROGRAMS

Six international executive open programs were hosted: Brics on Brics - Capturing Growth in New Realities, in alliance with the Moscow School of Management – Skolkovo (Russia), the Indian School of Business – ISB (India) and Fudan University (China); High Performance in Leadership: the person dimension, with Esade (Spain); Integrated Business Strategies for Latin America Program, hosted with Itam (Mexico), Universidad de San Andrés (Argentina) and Universidad Del Desarrollo – UDD (Chile); the Advanced Management Program – PGA and the Strategic People Management Program – GEP, with Insead; and the Skills, Tools & Competencies – STC Program, with Kellogg.

All told, 198 participants attended International Open Programs in 2011.



## 1.2 CUSTOMIZED PROGRAMS

These are tailor-made educational solutions that take into account each organization's identity, its the levels of competence, its plans and objectives. In 2011, FDC ran 25 international programs that hosted 16,608 executives from 219 companies, 76 of them new clients.

Throughout the year, FDC developed two projects to enhance these programs' processes and delivery quality. The Associates Project aims to value FDC associates who develop programs in several Brazilian States and to

implement new ways to remunerate these partners while developing a plan to develop their skills. The other project created sustainability indicators that will be followed up on throughout the programs. These indicators will lead to greater control as regards, among others, expenses with material, recycling, responsible leadership development and social responsibility initiatives that will align them to the sustainable principles and the benefits to society that have already been adopted by FDC.

Furthermore, a satisfaction survey was carried out with clients who attended FDC Customized Programs. About 25 companies answered the questionnaires – which corresponds to approximately 10% of the projects developed in 2011. Overall, the grades showed positive results as regards client satisfaction. The less positive assessments are being studied and the results obtained will be used to guide project formulation for the coming years.

### ***FDC Customized Programs are ranked the 3rd best in the world by the Financial Times newspaper***

The 2011 executive education ranking published by the English newspaper Financial Times ranked FDC Customized Programs in 3rd place among the best ones in the world. The newspaper highlighted that FDC displays all the indicators pointed out by clients among the “Top 10”, including 2nd place as regards the quality of its facilities, the level of follow-up offered to former program participants, and the value-for-money indicator.

Its Customized Programs represent the educational solution that offers the largest volume of participants and participation in financial results for the institution. The numbers available have shown consistent and continuous growth as regards quality and the number of client companies for over three years.





## *The 10,000 Women Program begins to train women in Rio de Janeiro*

FDC launched the first group of the 10,000 Women –Entrepreneurial Women program in Rio de Janeiro. This Goldman Sachs Bank initiative will offer free business management training to 103 women in the State of Rio de Janeiro. They are owners or partners in small companies who cannot afford training in business management.

The 10,000 Women – Entrepreneurial Women program will encompass concepts and practices on marketing, finance, business strategy, people management and logistics while also contributing towards developing and consolidating the business plans presented by the participating companies. The program is split into seven three-day modules.

This Goldman Sachs Bank project aims to disseminate business management education to 10,000 women throughout the world. The objective is to increase the number of women who participate decisively in business and to contribute to improve the quality of education all over the world. The initiative is carried out in partnership with renowned international business schools.



The group of the first 100 entrepreneurs in the 10,000 Women Program in Rio de Janeiro.

## 1.3 POSTGRADUATE

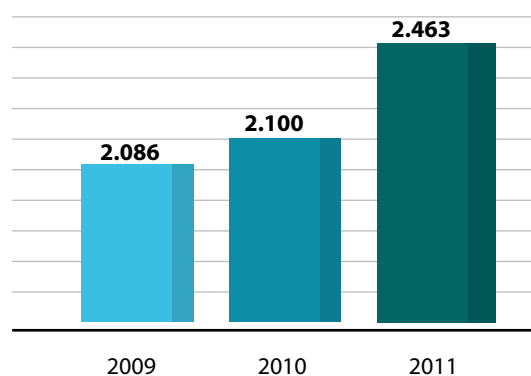
FDC Post-graduate Programs follow trends from the corporate world and aim to develop executives as responsible people and executives. These programs include Specialization in Management (Sensu Latu Post-graduate, with an emphasis on Finance, Projects, People, Marketing and Business), MBA, Post-MBA, and Professional Master's in Administration – MPA developed together with PUC Minas. The year registered 3,139 participants, which was higher than last year's number of 2,736 participants.

Programs	New Groups	Nº of Participants
Specialization	23	2463
MBA	5	602
Post-MBA	1	54
MPA	1	20
Total	30	3139

### 1.3.1 SPECIALIZATION

The Specialization programs hosted 2,463 participants, and 1,066 of them began their participation in 2011 while 1,397 attended at least one day of class in 2011 but began their course in previous years. The Specialization in Business Management program was offered in São Paulo to 52 participants. As regards in-company specialization, it should be highlighted that demand grew and surpassed the goal set for the number of participants. Vale made a great contribution to this result, as it has five ongoing projects.

## Nº PARTICIPANTS



### *3<sup>rd</sup> Special Appointment brought in Marina Silva and discussed ways towards sustainable leadership*



In October, Specialization participants, FDC collaborators and guests had the chance to attend the 3rd Special Appointment promoted by the Career Management project. The theme of the meeting was “Sustainable Leadership”, and it was introduced through lectures by former Senator Marina Silva and executive Sérgio Cavalieri from the Asamar Group. The event was mediated by FDC professor Anderson Sant’Anna and attended by about 100 people who offered their doubts and talked them over with the lecturers.



Marina Silva and Sérgio Cavalieri debate the theme “Sustainable Leadership” at the Special Appointment event in the Belgo Theater.

### *FDC takes participants to New York*

The Investment Simulator is a competition that aims to teach participants how to operate with market shares using actual Ibovespa data. It was created as a free extracurricular activity for the FDC Specialization in Management Program and its first running was attended by 52 participants (25 competing duos) from all the Specialization emphases.

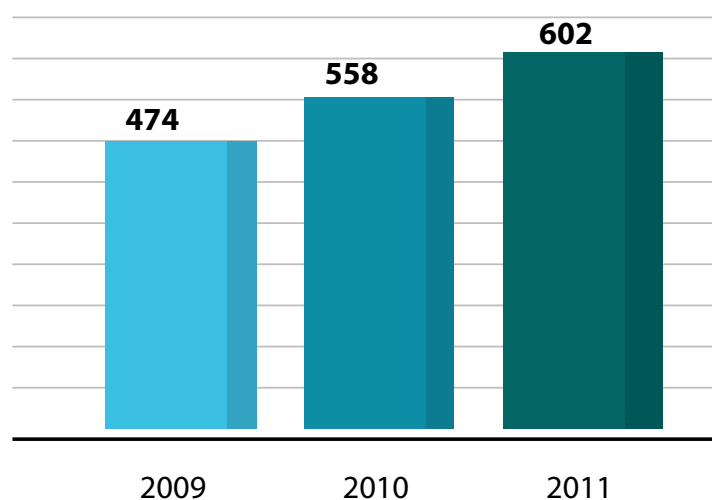
As a prize, the participants were allowed a close look at the New York Exchange and at Grayling, a global investor relationship company. They were mentored by FDC associate professor Rita Mundim. The FDC participants’ visit to the North American metropolis was reported in the local news media. The initiative, the results of the competition and the scenario perceptions absorbed during the trip were commented on Itatiaia radio station.

## 1.3.2 MBA

There were 12 MBA groups throughout the year for a total of 602 participants (315 in groups that were started before 2011 and 287 in groups that were started in 2011) from 116 companies. These numbers prove the growing demand for the MBA program, as the number of groups was double that of last year's. The number of candidates per vacancy available in the 2011 selection process is another indicator, as it is a record in relation to the other periods (about 4 candidates/vacancy).

A project that will deal with sustainability in programs as a Mainstream theme has been structured, and a sustainability seal for the projects has been applied. This is an ongoing plan and it should be totally structured by next year. Besides this initiative, the MBA program already uses oxy-biodegradable cups, and FDC aims to introduce tablets when it delivers its products from 2012 onwards.

## Nº PARTICIPANTS





### *Revitalizing the MBA*

The revitalization of the MBA curriculum has brought in new content and methodologies and a new way to offer distance learning (DL) education. The revitalized structure has organized the program into three large blocks: Organization and Society, Organization and Management, and Organization and the Person, all of them distributed into six classroom modules. Each of the three blocks is wrapped up by a Simulation and a Business Project. The five groups that began their studies in 2011 already follow this curriculum.

## **1.3.3 POST-MBA**

Post-MBA is a program run in alliance with the Kellogg School of Management to complement the FDC Corporate Executive MBA and it is only open to the latter's former participants. The program is taught by Kellogg professors in the United States and it lasts for six days during which advanced topics in Marketing, Leadership and Negotiation are discussed. This alliance between FDC and Kellogg has made it possible for the Post-MBA to be tailored to be the ideal complement to the FDC program. The program was carried out in November at the Kellogg School of Management in Illinois, USA, and it was attended by a group of 54 participants.

Besides that, FDC hosted 3 international Post-MBA groups for a total of 109 participants from Johns Hopkins University, Skolkovo and ISB. This program's content focused on the domestic context and introduced participants to local culture, economy, politics and the Brazilian business environment.

## **1.3.4 MASTER'S**

The FDC Professional Master's in Administration (MPA) is run in alliance with PUC Minas. Besides gaining deep knowledge in management, participants who complete the MPA will receive the title of Master, will be qualified as researchers and will be able to teach at college level. The Master's lasts for two years and 20 participants received their degree in 2011. It is worth highlighting that the PUC Minas Master's was assessed by Capes and received the highest grade (5) once again.

## 1.4 BUSINESS PARTNERSHIPS

Business partnerships are a differentiated and pioneering educational model in the world that translates into practice what FDC defines as joint building. They are learning networks in which FDC acts as the facilitator of a process to enhance and build the skills of companies from various sectors that seek to develop and achieve better results. Exchanges of experiences among and within companies make it possible to develop collective learning and to implement practical and effective management models.

This year, 771 companies from different countries integrated FDC partnerships, and 22 of them were involved in more than one partnership. In 2010, these companies numbered 758.

Partnership	Groups	Companies	Events	Participants
Top Management Summit	1	66	1	103
COMn	4	40	26	122
RDI	10	119	51	457
PCSS	1	16	100	416
PDA	17	101	101	609
POS	1	18	27	172
PAEX	61	433	650	4763
TOTAL	95	793*	956	6642

### 1.4.1 ORGANIZATIONS- WORLD CONNECTION - COMn

COMn is a business partnership aimed at executives from large companies. It offers them spaces to generate and exchange knowledge, thus enhancing their vision as regards relevant business themes. It encompasses four dimensions: COMn Presidents, COMn Organizational Development, COMn Internationalization and COMn Internationalization Apex, and a company can take part according to the themes it needs for its business development and for its top executives.

\*The total number of companies is 771, as 22 organizations were involved in more than one partnership.

COMn Presidents brings together the presidents of large organizations into thematic groups for debates and studies. In 2011, this partnership counted upon a group of 26 participants from 14 companies and hosted six events.

COMn Organizational Development (COMn DO), which is aimed at senior management responsible for developing large organizations, counted upon 13 participants from nine companies. COMn Internationalization brought together executives from 16 companies to discuss content that is relevant and critical to the success of their internationalization strategies.

COMn Internationalization Apex is a partnership between FDC and Agência Brasileira de Promoção de Exportações e Investimentos - APEX BRASIL, and it hosted six events throughout the year for 35 executives from this organization.



## 1.4.2 PARTNERS FOR EXCELLENCE – THE PAEX NETWORK

PAEX is made up by 433 mid-sized companies organized into 61 regional groups in Brazil, Paraguay, Argentina, Chile and Portugal. Its main objective is to seek good mid and long-term results by building knowledge gradually.

FDC currently has two new regional associates and partners to develop PAEX: Instituto Nacional de Educação e Desenvolvimento (INAED), from São Luís (MA), and Outitude Business School (OBS), from Manaus (AM).

PAEX can be found in all Brazilian regions, as it is present in 16 States.

PAEX Network in Brazil	
Distrito Federal	Espírito Santo
Goiás	Minas Gerais
Alagoas	Rio de Janeiro
Bahia	São Paulo
Ceará	Paraná
Maranhão	Rio Grande do Sul
Sergipe	Santa Catarina
Pernambuco	Amazonas

*XIV Paex Network Meeting*



The 14<sup>th</sup> Paex Network Meeting showed record participation and brought together 488 participants from several parts in Brazil and in South America for a three-day event at the Aloysio Faria Campus. The meeting highlighted the sustainability theme and dealt with the fundamentals that determine success or failure at organizations. Business leaders from both domestic and international companies discussed the relationship between the fundamentals and organizational success, as well as the struggle between capital and sustainability within the business environment.

Participants also attended the PAEX Business Fair. The fair was held by FDC partner organizations that belong to the Partnership with Social Organizations (POS), such as Instituto Ester Assumpção, Fundo Cristão, Hospital da Baleia, Instituto Kairós and Projeto Providência. It was the first time that the meeting was sponsored by Bradesco and by PriceWaterHouse, while also being supported by Estado de Minas newspaper.

The PAEX Technical Team Annual Meeting was also held that at that time. The aim of the meeting was to bring together PAEX technical coordinators and associates to learn about the new strategic planning map and the actions that will be taken up to 2015. This initiative brought 54 participants together.



## **1.4.3 PARTNERSHIP WITH SOCIAL ORGANIZATIONS – POS**

POS is a partnership that aims to support social organizations to become self sustainable and more attractive to investments, thus making it possible for them to undertake broader actions. This makes it necessary for them to incorporate management tools into their day-to-day routine.

A group of 172 participants from 18 organizations was set up. The partnership was consolidated in Belo Horizonte through the participation of 13 organizations. The partnership has been launched in São Paulo and five organizations have joined it.

## **1.4.4 INTEGRATED DEVELOPMENT NETWORK – RDI**

The purpose of the RDI partnership is to develop management and governance skills within networks set up by anchor organizations and the other companies in their productive chains. The RDI partnership was developed throughout 2011 with support from the IDB. There are 10 groups running with 119 companies and 457 participants.

## 1.4.5 PARTNERSHIP FOR SUSTAINED AND SUSTAINABLE GROWTH – PCSS

The Partnership for Sustained and Sustainable Growth – PCSS is aimed at mid and large-sized companies as it seeks to discover and develop new management models that will lead to continuous and sustainable growth. One group of 16 companies took part throughout the year.

The first PCSS meeting was hosted this year and it was attended by 40 participants. The PCSS President’s Meeting was guided by the theme “The Fundamentals of Sustained and Sustainable Growth”, and FDC Associate Professor Pedro Mandelli presented the lecture “People Management Challenges in Sustained and Sustainable Growth Companies”.



The 3<sup>rd</sup> PCSS Presidents’ Meeting at the Aloysio Faria Campus.

This year also saw the consolidation of the first PCSS Brazil group with the participation of the States of Minas Gerais, Espírito Santo and Santa Catarina, and the city of Brasília. The first international company to join in was Intervin S.A.E.C.A, from Paraguay, a company that commercializes household appliances and furniture.

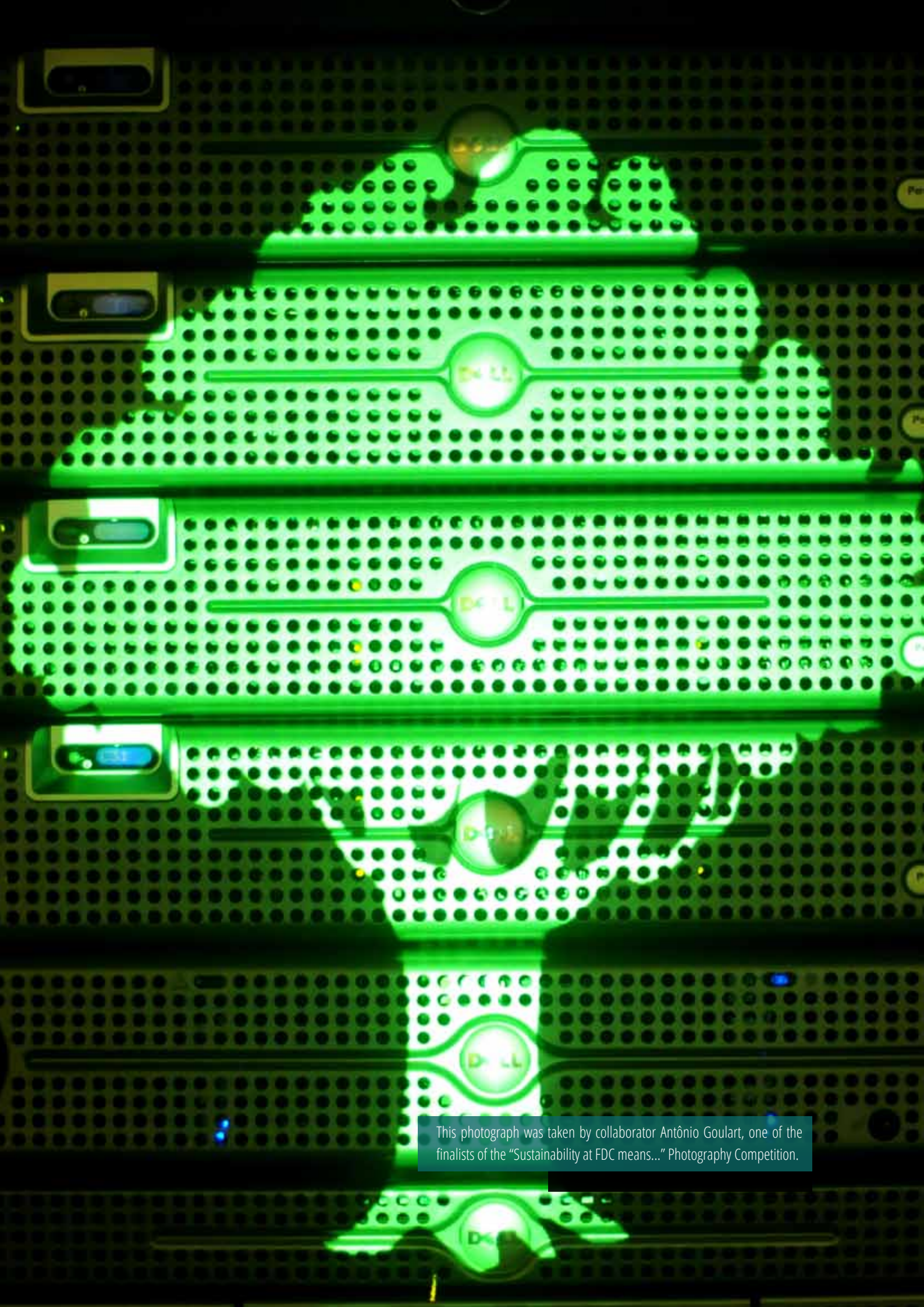
## 1.4.6 SHAREHOLDER DEVELOPMENT PARTNERSHIP – PDA

The FDC Shareholder Development Partnership works with different generations from each family, which makes it easier to align and build a vision for the future and practice dialogue among generations. Each family attends for one year and a half and there are over 80 FDC professors involved. In 2011, there were 17 groups for a total of 101 companies. Still in 2011, PDA launched its activities in two new cities: Goiânia and Rio de Janeiro.

FDC promoted the Annual PDA Family Meeting for the second year running. Its aim is to promote wider debate as regards family business issues, enhance networking among owner families, and offer new opportunities to exchange experiences. Overall, 97 participants among current and former PDA clients reflected on the theme “Company governance and family governance - subjectivity in the relationships”.

Furthermore, for the 6<sup>th</sup> year running, FDC took part in the research “Entrepreneurship in Enterprising Families”, at Babson College (USA), which analyzes case studies about how entrepreneurship is passed down from one generation to another in family businesses. Two PDA participating families are studied each year.





This photograph was taken by collaborator Antônio Goulart, one of the finalists of the "Sustainability at FDC means..." Photography Competition.



# 2

The actions that refer to Knowledge Development interface with the “Knowledge” Challenge and contribute towards achieving one of the six FDC shared challenges for sustainability.

## KNOWLEDGE DEVELOPMENT

Based on the strategic challenge laid out in the 2026 Plan to invest in knowledge generation leading to solutions that will impact the results of both companies and society, FDC has developed a series of activities associated to Knowledge Generation and Development.

Investment in Knowledge Research and Development amounted to R\$ 11.8 million. In 2010, it amounted to R\$ 7.5 million and to R\$ 6.3 million in 2009. The institution operates 12 Knowledge Development Centers.

The year registered a record number in the production of books, articles, case studies, new solutions and events that dealt with knowledge, as eight new books, ten book chapters and articles in both international and domestic magazines were published.

Efforts were made throughout the year to disseminate and share the knowledge generated by FDC more widely among its internal audience. The institution hosted Complexity and Management Cycle Meetings that led to discussions between the field of management and other fields of knowledge; a Meeting to Capitalize on Knowledge, which highlighted the internationalization and leadership themes, and initiatives within the scope of the “Learning about FDC Knowledge”

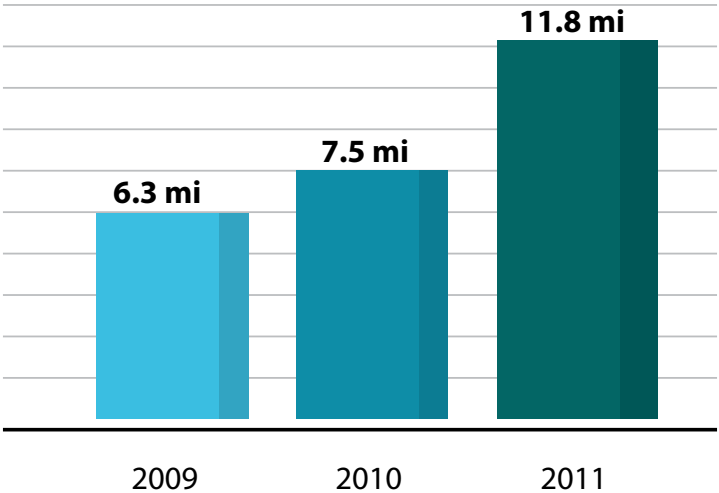
project, which was attended by the institution’s project managers, professors and leaders. These projects seek to understand what differentiates and supports FDC while also sharing the knowledge FDC generates.

The 16<sup>th</sup> issue of DOM magazine, a quarterly magazine, was published this year. The magazine’s 14<sup>th</sup> issue presented a special insert on the impact of sustainability on business management.

We should also register the broader support offered by the Pedagogic Center to managers and professors. The Pedagogic Center is dedicated to creating, enhancing and adapting methodologies by taking into account the specificities of each company and of each solution. Such resources make it possible to internalize both knowledge and context, thus reinforcing the emotional and relational dimensions. In 2011, the Pedagogic Center carried out four Pedagogic Moments and hosted 75 companies, 94 programs, 47 managers and 12 professors.

# INVESTMENT IN KNOWLEDGE RESEARCH AND DEVELOPMENT

*(in million R\$)*



## *A history of FDC's 10 years of investment in development*

Year	Investment in R&D (R\$ million)
2001	2,5
2002	3,4
2003	2,2
2004	2,6
2005	3,9
2006	5,0
2007	6,7
2008	7,6
2009	6,3
2010	7,5
2011	11,8

## 2.1 KNOWLEDGE DEVELOPMENT CENTERS

As FDC remains aligned to its mission and strategy to be a reference in the development of knowledge and solutions that will impact the results of both companies and society, it invests significantly in the generation and dissemination of knowledge related to themes that are strategically important to the business world.

FDC operates Knowledge Development Centers that are multidisciplinary spaces dedicated to studies, research and the development of content, methodologies, technologies and innovative solutions that involve clients, companies, partners and other learning and research institutions both domestically and internationally.

The FDC Knowledge Development Centers also promote the dissemination of the knowledge they generate by publishing books, articles and cases studies as well as by attending and hosting conferences, forums and seminars.

Currently, the Institution runs Centers in the following fields:

Entrepreneurship
Business Strategy
Agribusiness management
B2B Strategic Marketing Management
Healthcare Management
Public Management
Corporate Governance
Infrastructure and Logistics
Innovation
Leadership
International Businesss
Sustainability

### *CCR Infrastructure and Logistics Center*



This Center aims to develop projects, research, indicators and case studies focused on logistics and infrastructure. Its mission is to develop and enhance knowledge in business logistics, supply chain management, infrastructure and operations, and so position organizations and the country at better levels of competitiveness as regards transportation and warehousing structures.

The studies that were developed have been featured several times in both the domestic and the international media, and these include research on: human behavior and accidents on Brazilian roads (a partnership with the IDB); infrastructure works in Brazil; procurement practices at Brazilian companies; process management, analytic indicators and the impacts on competitive performance at small and midsize companies (a partnership with UFMG); highway forestation and the levels of safety on the Presidente Dutra highway.

### *Bradesco Innovation Center*



The FDC Innovation Center is now sponsored by Bradesco and has been renamed Bradesco Innovation Center. Its aim is to develop and share knowledge, technology and tools about innovation management.



The Open Innovation Forum was held in São Paulo in November and it was attended by about 1,000 guests. Two research projects were presented: Open Innovation, and Corporate Venturing, the latter having been carried out with support from Agencia Brasileira de Desenvolvimento Industrial (ABDI) and from the FDC Entrepreneurship Center.

A research project on environmental innovation, which was supported by Fapemig and by the Minas Gerais Science, Technology and Higher Education State Secretariat (SECTES), was also carried out this year. Discussions and analyses about the challenges facing environmental innovation in Minas Gerais were held on the following themes: water, residue and waste, biodiversity, renewable energy sources, and air and emissions. Some of the other research projects carried out in 2011 should also be highlighted: Innovation at Small Advanced Companies, which was supported by SEBRAE, and the research project on Productive Development Policy, which analyzed the effects of Brazilian public policy as regards incentives to innovation.

In partnership with the International Institute for Management Development (IMD), the Center developed the 2011 World Competitiveness Index (World Competitiveness Yearbook) by carrying out field research and by disseminating the competitiveness report published by the World Economic Forum - The Global Competitiveness Report 2011.

In partnership with Amcham, Anpei and the Open Innovation Center, the Innovation Reference Center (CRI) hosted the seminar “Paths to Innovation within the Brazilian Business Context” for the third year running, which was attended by 348 participants.

The Minas Innovation Reference Center (CRI) brought together 18 companies and hosted five events on different themes during the year. The Domestic CRI also consolidated itself by hosting seven events for its 20 associated companies.



The Bradesco Innovation Center hosts CRI Minas at the Aloysio Faria Campus in October.

## *Public Management Development Center*

This Center was created in 2011 to contribute to the education of executives and to develop methodologies and partnerships that will disseminate best management practices as applied to public administration.

The Center offered support to FDC programs and partnerships and collaborated with other FDC Centers (B2B Marketing, Agribusiness Management and Healthcare Management) to integrate the institution's knowledge generation process.

As regards the international arena, negotiations were held with a view to developing partnerships with George Washington University, Washington, and with the University of Texas at Austin. Furthermore, the Center was present at the Annual IDB Meeting in Calgary, Canada, and at the Multilatinas Forum hosted by AmericaEconomia magazine in Santiago, Chile. The Center was also present at the meeting with members of the Russian Presidential Academy of National Economy and Public Administration, who visited the São Paulo Office. Negotiations were also started to set up partnerships between FDC and Brazilian Center for International Relations (CEBRI).

## *Entrepreneurship Center*

The Entrepreneurship Center aims to be a reference in the study, research, development and implementation of entrepreneurship and entrepreneurial management projects in Brazil and in Latin America. It will do so by setting up partnerships with both domestic and international institutions as it constantly seeks to develop themes related to the Center's activities. Its mission is to disseminate knowledge on entrepreneurship throughout the various segments of society and to contribute to develop intra-entrepreneurship, entrepreneurial organizations and startup companies.

Through its Entrepreneurship Center, FDC offers technical support to Banco Santander to host the Santander Entrepreneurship Award since it was created in 2005. The award aims to encourage the creation of companies and the dissemination of an entrepreneurial drive in students and researchers linked to higher education institutions throughout Brazil.

Video classes on the themes of entrepreneurship and innovation were prepared and offered to professors at higher education institutions associated to Santander Universidades, a global division of the Santander Group.

The Center also contributed towards FDC's social innovation projects, mainly the one named Raízes.

The Center develops projects to research and structure educational solutions about themes that are fundamentally important to a company's strategic process. Thus, it can generate relevant knowledge to improve performance at organizations.

The Center developed a research project titled "The Transformation of the Global Automobile Industry" that included a chapter about China. The project was supported by CBMM and scenarios were prepared to show market development trends and the technologies that will be used by that country's automobile industry up to 2030. A panel in which experts from Chinese universities were present discussed themes on macroeconomics, transport and mobility, low carbon economics, the steel industry and the automobile industry.

The Strategy Reference Center wrapped up its first cycle of activities with the participation of Cemig, FIAT Automóveis, Rede Brasil Sul – RBS, Siemens and Votorantim Cimentos. Workshops were held at each one of the companies to discuss the results of the research carried out, and two collective workshops were also held with senior executives from the five companies. The knowledge generated by this research will form the basis of an open program on strategy and execution that will be offered by FDC in 2012.

### *International Business Center*

The mission of this Center is to contribute to the internationalization of Brazilian companies. Its main objective is to generate and make available knowledge and tools that will be useful to companies as they formulate and implement their strategies and organizational models for their business units and operations abroad. A team made up by Brazilian and foreign professors and researchers carries out and prepares research, studies, models and methodologies. The Center is responsible for the preparation of the Ranking of Brazilian Transnational Companies.

This year the Center undertook a research project named Global Manager in which seven multinational Brazilian companies take part. The Center also wrapped up the first stage of the research project named Brazilian Foreign Policy and the Expansion of Brazilian Multinationals. This research project focuses on Africa and its sampling involved the actions of EMBRAPA, Grupo Camargo Correa, Petrobras and VALE in Mozambique.

Furthermore, the Center's team attended domestic and international conferences and dealt with the theme from different perspectives.



## *6<sup>th</sup> issue of the Transnational Ranking is launched in São Paulo with news*

The FDC International Business Center, with sponsorship from the IBD, launched the 6<sup>th</sup> issue of the Ranking of Brazilian Transnational Companies in 2011. The ranking classifies companies based on their index of internationalization, and it is based on revenues, assets and employees working abroad, in relation to the overall numbers. This issue assessed management perspectives and the engagement of stakeholders as well as sustainability in global operations, besides offering a Special Issue on Franchising.

Overall, 65 companies that are present internationally took part in the study. It should be highlighted that several companies took up their investments again in 2010 due to the economy's recovery. JBS – Friboi, from the food industry, was considered to be the company with the highest level of internationalization, and it was followed by Stefanini IT Solutions and Gerdau.

## *Vale Leadership Development Center*



The mission of this Center is to generate and disseminate leadership knowledge that will lead to the sustainable development of society, organizations and people. The Center is sponsored by Vale and hosts FDC professors and guests, experts, executives, managers and professionals involved and interested in the theme who will carry out studies and research on leadership development by taking into account individual, organization and society dimensions.

The Center encompasses three research streams: “Leadership and Local Sustainable Development”, “Leadership and the Organizational Environment” and “Leadership Competence Development”. Two projects were finalized in the “Leadership and Local Sustainable Development” stream about the roles and the ways leaders act within the dynamics of the reconversion of economic functions in cities. These projects were carried out in Tiradentes (MG) and Paraty (RJ).

The “Leadership and the Organizational Environment” stream finalized a project titled “Leadership Laboratory: Issues and Challenges for the 21st Century” that mobilized professors, researchers, experts, and public and private sector managers. Elsevier publishers issued a collection about the issues that were identified and that should increasingly permeate the strategic agenda of organizations as regards the leadership theme.



The “Leadership Competence Development” stream developed a project that identified the relationships between current management policies and practices and the individual competencies that will be required of future leaders. This project was developed in relation to emerging economies (Brazil, Russia, India and Taiwan).

### ***Healthcare Management Center***

In recent years, FDC has identified that there is great potential to generate and develop management knowledge in the healthcare industry. Thus, it has set up the Healthcare Management Center – NGS, whose mission is to contribute to educate and develop competence as regards managers and institutions in the public and private healthcare industry. It produces research, studies, methodologies and tools while promoting knowledge exchanges to educate and develop healthcare professionals. The Hospital Performance Management Development Center – CDGDH is one of the Center’s initiatives.

The Center develops the following research streams:

- Brazilian healthcare system management
- Healthcare value chain management
- Healthcare organizations management

CDGDH carried out a research project sponsored by PROCEP, linked to AMIL, that generated and tested hospital management performance indicators.

### ***Corporate Governance Center***

The mission of the FDC Corporate Governance Center is to be a reference Center in studies, theoretical and empirical research, and the development and implementation of governance solutions for companies. In 2011, the Center carried out research in partnership with Pricewaterhousecoopers to learn about stakeholder satisfaction as regards corporate governance.

### ***Agribusiness Management Center***

The Agribusiness Management Center aims to generate and disseminate management knowledge about issues that are considered critical and strategic to contribute towards the sustainable development of the industry.

The Center is based on three basic elements, and all of them are ongoing:

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The Competitive Intelligence Bureau: a mechanism to access, process, organize and analyze information and knowledge that will lead to identifying threats and opportunities while visualizing trends and scenarios;

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The Experts' Observatory: a forum of experts on the industry who belong to academia and to public and private institutions linked to agribusiness. They joined forces to assist in helping to identify strategic issues related to the development of domestic agribusiness and to formulate and follow up on the respective solutions;

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Future Agribusiness Reference Center: an environment that brings together companies and organizations to define priority themes and appropriate solutions, mainly as regards skills-building programs, it is subsidized by information from the "Bureau", by the knowledge generated by the research projects, and by the contributions made by the "Observatory". Companies such as Embrapa, Prodap, Itambé, Siamig and Case NewHolland have taken part in the Reference Center.

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### *Petrobras Sustainability Center*



The Petrobras Sustainability Center sought to consolidate its Reference Centers: the Responsible Management for Sustainability Reference Center (CRGRS), the Inclusive Markets Reference Center (CRMI), the Responsible Retailing Development Reference Center (CDVR), and the Sustainability in Construction Reference Center (CDSC). The number of associated companies reached 24 companies in 2011. The new associated companies are: Gerdaul, Nestlé, Bradesco (CRGRS), Basf and GCP Arquitetos (CDSC). Studies and a proposal have been undertaken to create the Social Management Reference Center and the Sustainability in Mining Development Center.

The main research projects undertaken were as follows: Methodology to Implement ISO 26000 at Brazilian Companies, Research to Align ISO 26000 to the Fundamental Principles of Sustainable Retailing, Sustainability Indicators in the Construction Industry, Research to Build Indicators in Urban Real Estate Development (in partnership with Secovi-SP), Triple Bottom Line Model for Sustainable Performance and People in Organizations, Developing Criteria for the Fecomercio Sustainable Retailing Award, IBM Corporate Services Corps, Systematizing the knowledge generated by Fundação Espaço Eco – BASF. The Total Quality Management for Sustainability tool was produced and widely publicized.

The Center offered its support to the “Mainstream Education at FDC: Sustainability Cycle” Program for FDC professors and managers. The program aims to encourage discussions about the theme and its inclusion in FDC programs and projects. Furthermore, the Center’s team developed content related to sustainability in several “in company” programs such as: Petrobras, Amil, Vale, Arpel, Equion, Samarco, Philips, Basf, Odebrecht, Funbio, TCE-MG, Queiróz Galvão, CBIC, Ferrous.

### ***B2B Marketing Strategic Management Center***

The B2B Strategic Marketing Management Center celebrated its fourth year with the participation of the following companies: Saint Gobain Abrasivos, Saint Gobain Quartzolit, Gerdau, BR Foods, FMC, Cemig, Algar Tecnologia.

It hosted three workshops to go deeper into the knowledge available and to share practices about the following themes: Intercultural influences in B2B relations; Trust, reputation and innovation in B2B relations; Complexity - value management and creation within the current scenario. An open workshop on Value Management in B2B Relations was also offered to the general audience, who were treated to a presentation on the Maxi Value B2B Methodology. Two case studies that applied this methodology were presented, namely, the Gerdau and the Saint Gobain Abrasivos cases.

## **2.2 WALTHER MOREIRA SALLES LIBRARY**

FDC believes that knowledge is a value that must be shared. The Walther Moreira Salles Library specializes in the field of management knowledge and its assets include over to thousand titles. It is located at the Aloysio Faria Campus and it offers access to a database that holds over 2.7 million academic publications from universities from different countries.

The library acquired 1,298 books, a database, 120 CDs and DVDs, and over 309 assets, including 21 new computers that were installed at the library. The total amount spent on publication and equipment acquisitions added up to an investment of R\$ 234 thousand.

There were 98,832 assists and 23,679 loans throughout the year. About 300 Specialization course participants were assisted in São Paulo, Rio de Janeiro and Brasília.

FDC also makes assets available for consultation at its Information Centers in Belo Horizonte and in São Paulo.

Access to international databases:

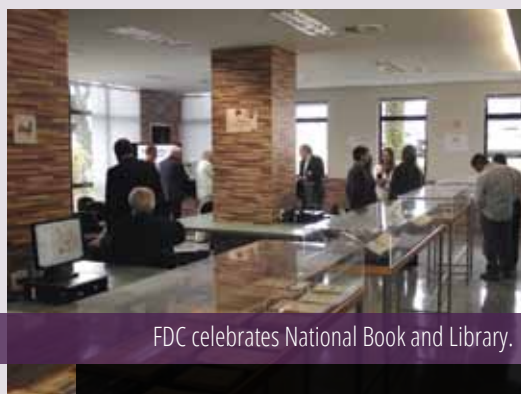
Pergamum	98.832
Source Complete (EBSCO)	36.676
Emerald	5.641
ABI (PROQUEST)	2.288

### ***Opening of the FDC Mineiriana Collection***

Last October the library celebrated National Book and Library Week by hosting several events that dealt with the culture of FDC's home State. On the agenda, we should highlight the opening of the FDC Mineiriana Collection that was acquired through a grant from the Pro-nac Project, the Incentives to Culture Law, and sponsored by CBMM. The collection displays themes that are also related to local culture such as Baroque art, culture, the economy and local companies, and the family genealogy of renowned authors such as Carlos Drummond de Andrade, Guimarães Rosa, Otto Lara Resende, Pedro Nava and others.

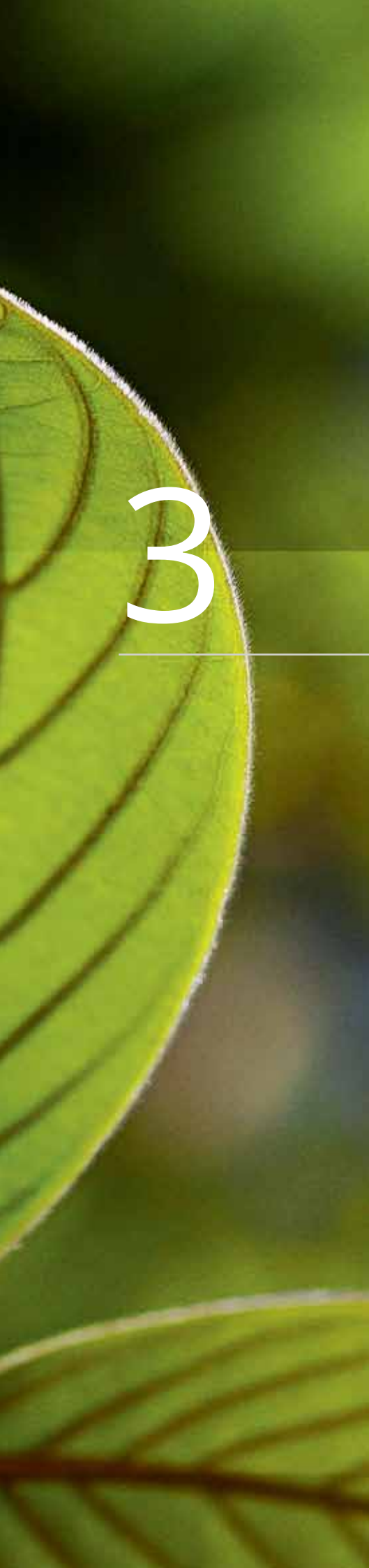


Opening of the Mineiriana Collection at the Walther Moreira Salles Library.



FDC celebrates National Book and Library.





FDC management follows responsible practices according to the Shared Challenge for Sustainability that has been defined by the institution's Sustainability Committee

## ECONOMIC - FINANCIAL PERFORMANCE

The generation of economic-financial results, the acquisition of Non-operational Resources and of those generated by the margins stemming from work performed are the focus of constant attention by managers at all levels, as they seek to meet the strategic objective proposed on the 2011 Annual Work Plan to “generate economic-financial results and ensure fitting investments to guarantee the institution's sustainable development”.

### 3.1 OPERATIONAL PERFORMANCE

FDC's operational revenues amounted to R\$ 159.4 million, thus surpassing the budgeted amount for the period (R\$ 132.8 million) by 20%; it was also 28.3% higher than that for 2010. Gross operational results increased by 16% over the forecast budget, as it rose from R\$ 48.21 million to R\$ 57.82 million, which means a positive variation of 20.5% when compared to the margin achieved last year.

The budgeted surplus of R\$ 8,246 thousand reached the amount of R\$ 11,48 thousand. Excellent real growth in operational revenues was a determining factor in achieving such a result, as such revenues increased by over 20% for the second year running.

All educational solution families surpassed their goals as regards revenues and margins.

Administration expenses expanded by only 5%, despite efforts to deliver revenues 20% above the amount budgeted for the year. Thus, it was possible to lower the percentage of administration expenses from 26.12% to 22.8%.

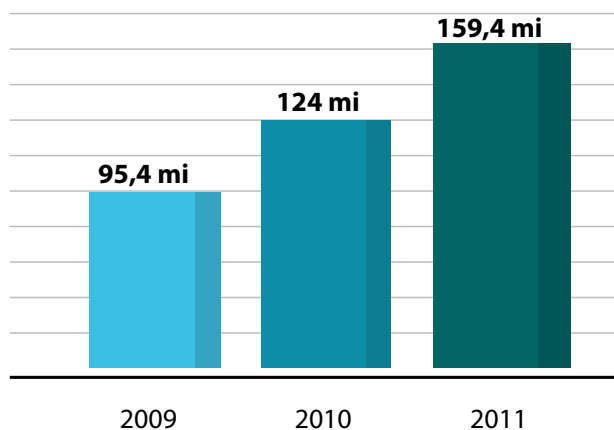
As regards expenses with the development of products, people and organizational knowledge, R\$ 5,4 million more than the amount that had been originally planned were invested. Such investment represents 38% over the original amount, which came to R\$ 14,4 million.

The resources invested in granting scholarships and in social actions also surpassed the amounts that had been planned, and they amounted to R\$ 2,137 thousand. For the second year running, this number represents an increase of over 40%.

The 2011 economic-financial performance was carried out positively in all its items as regards planning, and its objectives were met with an expressive gap (surplus).

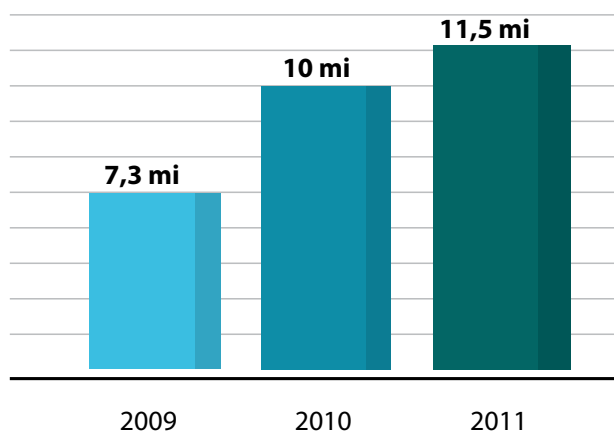
# OPERATIONAL REVENUES

(R\$ millions)



# OPERATIONAL SURPLUS

(R\$ millions)



## 3.2 NON-OPERATIONAL RESOURCES – RNO









FDC managed to accrue approximately R\$ 4,650,000.00 in nonoperational resources in 2011. These resources were invested in the Knowledge Generation Centers, in the Reference Centers, in the Development Centers, in research, studies and projects, in developing the library and in hosting events.

### *Organizations that contributed with non-operational resources*

Banco Alfa		Fiat	
Bradesco		Orguel	
CCR		Martins	
Cemig		Mendes Júnior	
Petrobras		Weg	
Vale		ABDI	
Andrade Gutierrez		Algar	
CBMM		Arcelor	



Belgo Bekaert		Boticário	
Basf		Grupo Pão de Açúcar	
IDB		Itambé	
Braskem		Itaú Unibanco	
Bunge		Johnson&Johnson	
Dow		Masb	
Editora Globo		Pirelli	
ETH Bioenergia		Oi	
Faber Castell		Procep	
Fapemig		Prodap	
Fecomércio/MG		Santander	
Fecomércio/SP		Sebrae/MG	
Grupo Fleury		Secretaria de Estado da Saúde (Governo de Minas)	
FMC Química do Brasil Ltda		Suzano	

Souza Cruz		ISB	
Usiminas		KPMG	
V&M		Leucotron	
Votorantim		Magnesita	
Algar Tecnologia e Consultoria S.A.		MIP Engenharia S.A.	
Anglogold		Nansen S.A.	
Cranfield		Ouro Fino	
Endeva		Philips	
FPT		Precon	
Fundação Espaço ECO		Siemens	
Fundep		Syngenta	
GRLI			
Holcim			



# 4



FDC management follows responsible practices according to the Shared Challenge for Sustainability that has been defined by the institution's Sustainability Committee.

## MANAGEMENT

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### 4.1 PEOPLE MANAGEMENT

Managing by Competencies model: International Actions, Active Listening, Leadership, Negotiation, Results Orientation, Teamwork and Systemic Vision. The Internal Covenant spells out FDC's expectations as regards its collaborators' behavior and attitudes, thus guiding their actions and interactions.

The year 2011 was remarkable for actions that aimed to broaden and strengthen the FDC team by hiring professors and project managers, carrying out training sessions and holding technical meetings. It was also the first time a customized program was prepared and offered to the FDC team. Thus, it was possible to notice a positive and collaborative organizational climate throughout the year.

## 4.1.1 COLLABORATORS AND FACULTY

The number of collaborators registered at FDC stood at 321 on December 31, 2011, and 274 of them work at the Aloysio Faria Campus. The institution's Administrative Staff encompasses 220 collaborators while the remaining 101 belong to the Technical Staff.

The FDC Faculty is divided into categories that reflect how often a professor works on FDC programs and projects. There are professors who teach only at FDC (full time), associate professors (who teach part time), guest professors (who teach at specific moments, according to program demand), and visiting professors who will teach full time for a specified period, although they are linked to another institution. The FDC Faculty includes 22 professors who have done postdoctoral research, 100 Doctors, and 242 Masters.

A new category was created, assistant professors, who are researchers who work together with DL and the Knowledge Development Centers, and who help develop new educational solutions while also teaching classes. Four full-time professors were hired this year for the following fields: Sustainability, Marketing, Public Organizations and Economics. Furthermore, two project managers and a pedagogue from the Pedagogic Center moved to the faculty as full-time professors.

Three faculty meetings brought together 131 participants. The meetings were attended by the directors, and the fundamentals that support the FDC way of doing business were shared by all.

FDC strives to value diversity and offer equal opportunities by encouraging respect for human rights and differences, and its staff of collaborators seeks to express such concerns. As of December 2011, FDC employed five handicapped collaborators, and the institution has made efforts to increase this number in conformance with Law nbr. 8.213/91<sup>1</sup>, which sets out the percentage of jobs organizations must offer to handicapped people. FDC has partnerships and agreements with entities that work to build the skills of handicapped people and bring them into the labor market. Thus, FDC seeks to enhance its process to select and hire new collaborators.

Women hold 70% of the management positions available (management and supervision) – 59 out of 84. There is no salary differentiation by gender. The difference in the average salary between men and women can be explained by the kinds of functions they perform and the average salary paid by the market. It is important to stress that women have been increasingly holding more management positions at the institution.



## *Faculty present in 2011*

Professor Category	Total
Full-time Professors	28
Full-time Assistant Professors	4
Associate Professors	127
Guest Professors	450
Visiting Professors	5
Professor-Managers	19
TOTAL	633

## *Collaborators per facility*

Aloysio Faria Campus	274	85%
São Paulo Office	16	5%
Belo Horizonte Office	31	10%
Total	321	100,0%

## *Collaborators in numbers*

Level of Schooling	Administrative Staff		Technical Staff		Total	
5 <sup>th</sup> grade complete	1	0%	0	0%	1	0%
Basic-level complete	3	1%	0	0%	3	1%
High school complete	15	7%	0	0%	15	5%
College-level complete	111	50%	8	8%	119	37%
Postgraduate complete	40	18%	26	26%	66	21%
Master's complete	1	0%	49	49%	50	16%
Doctorate complete	0	0%	14	14%	14	4%
Post Doctorate complete	0	0%	1	1%	1	0%
Total	220	100%	101	100%	321	100%

Gender	Administrative Staff	Technical Staff	Total
Women	155 (70%)	57 (56%)	212
Men	65 (30%)	44 (44%)	109
Total	220	101	321

Age	Administrative Staff	Technical Staff	Total
Up to 25 years old	24 (11%)	1 (1%)	25 (8%)
From 26 to 35 years old	109 (50%)	21 (21%)	130 (40%)
From 36 to 45 years old	47 (21%)	23 (23%)	70 (22%)
From 46 to 55 years old	30 (14%)	30 (30%)	60 (19%)
Over 55 years old	10 (5%)	26 (26%)	36 (11%)
Total	220	101	321

### *Average Age of collaborators X Staff*

Staff	Avg. Age
Administrative Staff	34
Technical Staff	45
Average	39,5

### *Collaborators by seniority:*

Seniority	Total Collab.	%
Up to 2 years	143	45%
From 3 to 5 years	58	18%
From 6 to 10 years	55	17%
From 11 to 15 years	35	11%
From 16 to 20 years	12	4%
From 21 to 25 years	10	3%
From 26 to 30 years	5	2%
From 31 to 35 years	3	1%
TOTAL	321	100%

### *Average Salaries\**

Gender	Total
Women	R\$ 5.780,39
Men	R\$ 9.977,13

\*There is no difference between men and women's salaries. Salaries are defined by position held.

*Proportion of salaries in relation to the total*

Gender	Total
Women	53%
Men	47%

Collaborator Turnover Index
18,35%*

Number of collaborators encompassed by collective bargaining agreements
321

Proportion of the lowest salary in relation to the local minimum wage
2,29

Percentage of employees who regularly receive performance and career development analyses
100%

\* This number has been impacted by the volume of employees hired (78), internal moves (32), promotions (16), job changes (10) and transfers (6).

## 4.1.2 TRAINING AND DEVELOPMENT

Several actions to develop and build the skills of FDC collaborators both at the technical as well as the administrative levels were carried out during the year. The amount of R\$ 4,180,413.70 was spent in 54 development actions (shared among internal customized, open FDC and technical development) to benefit 322 people.

There are several different kinds of development opportunities and training for professors and collaborators:

sharing activities that are oriented and promoted by the Pedagogic Staff
scholarship grants for the institution's programs;
scholarship grants for language studies;
participation in technical events, seminars and conferences, etc.

A specific program for the group of new project managers was run for the first time. It aimed to promote integration between managers and leaders while also presenting educational solutions and methodologies as well as the FDC mission, its business and its principles.

Two training programs that were based on listening, services, and on identifying day-to-day gaps and needs were developed exclusively for FDC Executive Coordinators and Supervisors. The first one was launched last year and it was attended by 68 participants. The program was divided into seven modules that presented themes such as the FDC Portfolio, explained the interface areas with coordination, and expounded on self-knowledge, business, strategy, organization and management. The Basic Program for Supervisors was attended by 22 participants and it aimed to enhance these professionals' skills by developing competencies such as leadership, processes and results.

The Technical Staff Basic Development Program hosted two groups for a total of 69 participants that included project managers, coordinating managers and functional managers.

There were three meetings, an Annual Technical Staff Meeting, and three general meetings in which the institution's senior management shared results and perspectives.

These training sessions and alignment activities that encompass all FDC collaborators show the principle of valuing people in practice and makes it possible to identify gaps in activities and leadership while also promoting the organization's development as a whole.





## *FDC creates the Administrative Staff Basic Program*

The Administrative Staff Basic Program (PBNA) was created to build common knowledge - the same assumptions, the same knowledge, the same language - based on the competencies, the challenges and the roles of the Administrative Staff collaborators. The program was built on the journey metaphor, as its various modules represent stops to “refuel” and to exchange experiences, the start is the moment each one stands at in one’s professional life, and the finish line is a place that is forever under construction.

The Program developed two groups (37 participants in the first one and thirty-two in the second one) in two modules: “The FDC Way and its business” and “Enhancing thinking, creating and acting repertoires” and it will go on running in 2012.



## *The “Mainstream Education at FDC: Sustainability Cycle” program was launched in August*

The “Mainstream Education at FDC: Sustainability Cycle” program was launched in August. This program is aimed at full-time professors and project managers and it aims to bring about reflections, subsidies – material and content - and to share ideas to bring sustainability into each discipline.

The Sustainability Assessment Tool in Educational Solutions (IASSE) tool was presented during the Cycle. It is a tool to measure the sustainability performance of FDC programs and it will base itself on assessing two categories, which have been named FDC practicing and FDC educating. These categories encompass the following themes: Social Innovation, the Environment, Suppliers, Content and Awareness and Communication.



FDC holds the Mainstream Education Program, Sustainability Cycle.

## *The participation of FDC collaborators in internal development programs:*

Specialization: 10

Updating: 2

MBA: 3

Improvement: 138 ((Internal customized – Basic Program)

Open FDC Programs hosted in Brazil: 23

Open Programs with an international module: 7

## 4.1.3 HEALTH AND QUALITY OF LIFE

Valuing people. This is one of FDC's fundamental principles, as it aims to offer an appropriate and pleasant work environment and to care for people's health and well-being. It is based on an analysis of services rendered, observations and listening, market research and expense forecasts that FDC defines the benefits policy as regards its collaborators.

APASS, the Employees' Association, was created in 2005. It aims to contribute to the well-being of both collaborators and their dependants offering and managing benefits through the Quality of Life Center. It is managed by three collaborators appointed by FDC and by three elected ones, and elections are held every two years. The institution contributes 3% of its revenues to the association and collaborators contribute with 1% of their salaries.

The following benefits were offered this year:

### ***Incentives to education***

APASS encourages the development and education of collaborators and their dependants by refunding them their school fees. In 2011, this benefit was increased to 50% of the monthly fees, with no ceiling set on the amount refunded. Thus, the investment made in enrollment and monthly fees from grade school to college graduation for dependants, and postgraduate courses for collaborators, amounted to R\$ 471,055.66.

The investment made in English and Spanish language courses reached R\$ 232,166.45, and 125 collaborators took advantage of it. Refunds for school material amounted to R\$ 37,301.13.

## *Quality of Life Program*

APASS cares about FDC collaborators' health and quality of life as well as that of their dependants, and so it invests in actions that aim to guarantee its associates' greater peace of mind and satisfaction.

The investment made in refunds for medical appointments, medicaments, therapy and treatment amounted to R\$ 335,944.05. The benefit for psychotherapy support was increased by 75%, with no ceiling set on the amount refunded.

Benefits to encourage the practice of physical activities were also implemented this year. There are currently 67 collaborators drawing this benefit, for a total investment of R\$ 34,105.90.

The investment made in refunds for dental treatment amounted to R\$ 358,762.58.

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Health Insurance = R\$ 2.030.388,52 (639 lives)

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Life Insurance = R\$ 350.071,81 (322 lives)

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Sick Leave Compensation Complement = R\$ 39.114,46 (8 people)

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Emergency Loans = R\$ 138.973,30 (20 people)

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The Quality of Life Center set up a partnership with Hospital Sírio Libanês and Laboratório Fleury, in São Paulo, and new agreements: beauty parlors, a law firm, and golf classes.

The other benefits that were created and enhanced in 2011 were as follows: all collaborators can take advantage of a babysitter allowance that supports mothers up to the time a child turns six years old (a 50% refund, up to the minimum wage); the opportunity to include spouses in the benefits plan, and a food allowance for infants up to one year of age.

For 2011, the program that makes it possible to carry out annual checkup exams at Hospital Mater Dei is now available for collaborators who are 38 years old or over, and not 40 years old or over as it was up to last year. This change makes it possible for a larger number of collaborators to undergo the check.

FDC is also supported by the Accident Prevention Internal Committee (CIPA), which is an annually-renewed committee that consists of employer and employee representatives. Throughout the year, CIPA carried out several projects to preserve the health and the physical wellbeing of FDC employees and of all the people who interact with the institution. There was a campaign to encourage seat belt use, the smoking area – an unhealthy venue at Centro Alfa - was eliminated, and the Fire Brigade carried out drills, among other actions.

## *6<sup>th</sup> Health Week: I Manage My Own Health*

The 6<sup>th</sup> FDC Health Week promoted a reflection on the theme ‘I manage my own health’, when collaborators attended lectures. Furthermore, 208 exams were carried out, including blood pressure, glucose, and eye tests. A total of 385 people took part in nutritional assessments, relaxing massages, Yoga classes and power walks. There were 1,081 participations during the event.



Collaborators attend a Yoga class during the 6<sup>th</sup> Healthcare Week



Vaccination Drive at FDC



Collaborators walk near Lagoa dos Ingleses, by the Aloysio Faria Campus.

Benefits	TOTAL	Nbr. people
Expenses with Medicaments	100.662,12	90
Expenses with Dental Treatment	396.800,66	67
Medical Expenses	281.756,62	174
Languages (English/Spanish)	254.128,49	125
Physical Activities	39.654,40	71
Retirement Plan (FDC share)	974.058,83	248
Fuel Allowance	586.961,73	185
Health Insurance	2.030.388,52	632
Life Insurance	390.080,71	322
Personal Accidents (trainees)	1.934,09	38
Meal Ticket	247.158,04	55
Babysitter Allowance	17.937,49	7

EDUCATION REFUNDS	TOTAL	Nbr. people
Grade School	126.767,94	27
Basic Education	163.343,72	35
High School	60.834,04	11
College	170.171,42	40
College Entrance Examinations	23.903,77	4
Postgraduate	2.829,00	1
Master's	8.421,80	1
School Material	39.142,80	20

## 4.1.4 ACTIONS FOR THE INTERNAL AUDIENCE

FDC invests in actions that aim to promote integration between collaborators and the organization, thus contributing to well-being and to improving its organizational climate. Work was carried out to engage the internal audience in FDC's strategic issues and so maximize management efforts.



## ***Recognition Project***

To honor the collaborators that have dedicated their work to FDC for years, Internal Communication launched the Recognition Project. From this year on, the collaborators who complete 5, 10, 15, 20, 25, 30 and 35 years at FDC will be honored at the end of the year General Meeting.



### ***SOS Rio***

FDC carried out a campaign to help the victims of the tragedy that happened in Rio de Janeiro at the beginning of the year. The drive encouraged collaborators to donate food, personal care and cleaning products, bottled water, and other emergency items to the population in that area. Overall, the drive gathered over 2 tons of material, plus R\$ 8,500.00 that were used to buy staples for the victims of the catastrophe.

### ***Bone Marrow Donation***

A Bone Marrow Donation drive was held this year to encourage the greatest possible number of collaborators to join the Hemominas bone marrow bank. The drive was based on the publication of teasers and on a lecture by a representative from the institute. After that, 80 collaborators took part in a blood donation event at the Aloysio Faria Campus so that they would be registered candidates for an analysis as regards donation compatibility.

## ***Newsletter – Following Up On The GWs***

The first issue of the monthly “Following up on the GWs” newsletter was published last June. This publication disseminates news related to the Work Groups (WGs) that make up the FDC Sustainability Committee. The newsletter describes the actions developed by the WGs and publishes a message written by FDC Dean Emerson de Almeida. There were six issues in 2011.

## ***At 1Pm Sharp***

The format of the At 1pm Sharp program was changed and four events were held under the new format. On September 6, 8 and 14, BH Office, Aloysio Faria Campus and SP Office collaborators, respectively, were invited to attend the movie *Litter Extraordinaire*. The telling of the story of the recyclable material pickers from Jardim Gramacho and of plastic artist Vik Muniz moved everyone who watched the documentary.



Photographer Elmo Alves gives collaborators some tips and launches a photography competition at FDC.

## ***Photography Competition***

The photography competition “Sustainability at FDC means...” aimed to promote a different gaze on sustainability at FDC and to mobilize collaborators around the theme. Seventeen people competed and ten of them were chosen as finalists. The final stage saw collaborators from the three offices vote to choose the photograph that best represented the theme. About 200 people, collaborators and participants, cast their votes at the final stage.

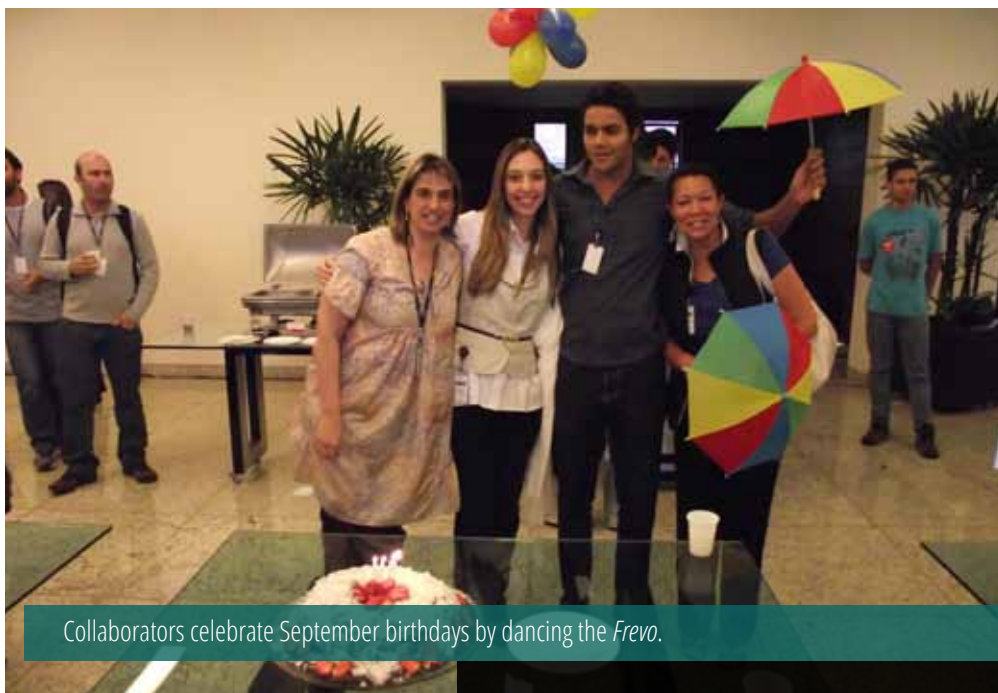
## *Pink Day*

FDC hosted Pink Day on May 27. Pink Day is an awareness drive to remind women to undergo routine exams that can prevent diseases such as breast, uterus and skin cancer. To mark the date, the Aloysio Faria Campus water fountain was lighted pink, folders with buttons were handed out to female collaborators and participants, and a wall display was set up at the Vive Café area showing information about the most common kinds of diseases that afflict women. At the São Paulo and Belo Horizonte offices the folders and the buttons were distributed to female collaborators and the internal wall displays showed material from the campaign.

## *Coffee And Sweets*

Nine thematic parties were held during the year at all FDC units to celebrate the birthdays of all FDC collaborators and of employees from its partner companies. On average, 200 people attended the events held at the Aloysio Faria Campus, while 40 people attended them at the BH Office and 10 people were present at the SP Office.

In May, the Coffee and Sweets event launched the second stage of the FDC Aware Project, which is named Aware Consumption. The event offered a buffet with sustainable options and FDC collaborators helped to organize a fashion show with clothes produced from several kinds of recyclable material.



## ***Family Lunch***

The Family Lunch program involves a visit to the workplace, where collaborators have lunch with their families. Family members are brought to the Aloysio Faria Campus, where they are hosted for lunch and a tour, thus helping to bring families and the institution closer. There were three events at the Aloysio Faria Campus in 2011.

## ***Awareness Drive***

An awareness drive as regards the risks of mixing alcohol and driving was carried out the week before Carnival.

## ***FDC In The News***

The Internal Communication Staff published 45 issues of the weekly publication and averaged six subjects per issue. Furthermore, the publication displayed banners with information about internal programs and events, such as 10,000 Women, Healthcare Week, the celebrations of FDC's 35 years, and the FDC end of the year party.

## ***Dates To Celebrate***

The dates that were celebrated throughout the year, such as Mother's Day, International Women's Day, Easter, Education Day and Father's Day were celebrated by sending a marketing e-mail to all FDC collaborators.

## ***The FDC Solidarity Second Hand Clothing Fair***

At the end of the year, FDC organized the FDC Solidarity Second Hand Clothing Fair. The event accepted donations for Lar Tereza de Jesus, an institution that helps underserved cancer patients by supplying aid and food during the treatment. Part of the money collected will be spent on toys for underserved children who take part in the Generous Tree project run by Ponto Cultural NGO.



Solidarity Second Hand Clothing Fair gathered donations for Lar Tereza de Jesus.

## ***2011 FDC Christmas Bazaar***

The 2011 FDC Christmas Bazaar was held in December. The event brought together exhibitors who offered their products to collaborators, FDC participants and the surrounding community for two days. The enrollment fee for the exhibitors consisted of toys they donated for the Christmas party hosted for the children who are supported by the Generous Tree project.

## ***End Of The Year Gathering***

On December 17, FDC collaborators attended an event that promoted a trip around the world by offering typical dishes from several countries and cutouts of monuments from all over the world.

## ***A Family Gathering At Christmas Makes For A Merry Christmas***

In partnership with “Ser para Crescer”, a project coordinated by Casa da Provisão NGO, FDC organized a solidarity drive named “A Family Gathering at Christmas Makes for a Merry Christmas” to encourage collaborators and participants to distribute gifts to 140 children and their families. On December 23, the NGO hosted a Christmas supper for the families of the children supported by the organization and distributed the gifts collected by FDC.



Collaborators donate to 'A Family Gathering at Christmas Makes for a Merry Christmas' and make underserved communities happy.



## 4.2 INFRASTRUCTURE

FDC now occupies two floors at the São Paulo Office building, as it has rented the 10<sup>th</sup> floor. The space now available makes it possible for FDC to expand its activities in the city of São Paulo, the main Brazilian business hub and where a large number of its clients and partners are located.

As regards the other Offices, mention should be made of the work carried out to improve and refurbish the roofs at Centro Alfa and at the BH Office, as well as the changes made to the layouts at the offices to make better use of the space available. At the Aloysio Faria Campus, we should highlight the refurbishing of the external areas and the gardens, as well as the acquisition of exotic birds and fish. These changes benefit the well-being of both FDC participants and its collaborators.

As per the guidelines set forth by the Sustainability Committee Administration WG, FDC has enhanced its sustainability actions in infrastructure by introducing sustainable concepts when hosting events.

One of the highlights in this area is the development carried out by the Document Publishing Center (Ced) as regards digital books and digital material that will make printing unnecessary and so cut down on paper use.



### *FDC Aware*



The FDC Aware program is an internal project about awareness and sustainability that aims to encourage the engagement of collaborators and reduce the institution's impact on the environment. It was created in 2010 and developed along that year, when the first stage was consolidated; the se-



Aware employees carry out an Environmental Blitz at FDC.

cond stage was undertaken in 2011. The first stage implemented waste sorting. Environmental blitzes are carried out every month to check if waste disposal is being carried out correctly.

The launching of the Aware Consumption project, together with the video “Your consumption changes the world” that was produced by the Awareness Employees, made up the second stage of the program. Among its actions, we should mention the following ones:

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Replacing all disposable plastic cups by oxo-biodegradable cups at all FDC units;

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Reusing paper due to CED’s re-defining the layout of the materials to cut down on the area used by paper; the adoption of front and back printing as the norm at the institution; and reusing paper for note pads. Used paper is sent to the association of paper, cardboard and recyclable material pickers (Asmare) so that it can be recycled;

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Lower energy consumption by means of solar heating equipment for kitchen water;

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Lower water consumption through changing pond maintenance methods, as now it is not necessary to empty them out;

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The correct disposal of fluorescent lamps, as they are toxic and damaging to the environment;

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Controlling food waste in partnership with Sodexo, whose results are described on the chart below.

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# LEFTOVERS INTAKE AND CLEAN LEFTOVERS REPORT

Sodexo - 2011 Year

Month	Nb. of meals / day	Leftovers Intake (gram/person/day)				Clean Leftovers (gram/person/day)			
		Goal	Achieved	Difference	%	Goal	Achieved	Difference	%
January	4.219	35	50	15	42,86	30	42	12	40,00
February	8.039	35	40	5	14,29	30	29	-1	-3,33
March	7.497	35	45	10	28,57	30	12	-18	-60,00
April	6.932	35	42	7	20,00	30	9	-21	-70,00
May	9.349	35	39	4	11,43	30	7	-23	-76,67
June	11.110	35	37	2	5,71	30	6	-24	-80,00
July	10.003	35	39	4	11,43	30	27	-3	-10,00
August	13.056	35	36	1	2,86	30	23	-7	-23,33
September	13.911	35	35	0	0,00	30	24	-6	-20,00
October	13.736	35	35	0	0,00	30	29	-1	-3,33
November	10.868	35	38	3	8,57	30	36	6	20,00
December		35				30			
TOTAL/YEAR	108.720	420	436	51	145,71	360	244	-86	-286,67

Goal: Sodexo arrived at this goal after carrying out a pilot project with its subsidiaries for a full year.

## ***Leftovers Intake:***

Leftovers-intake: this is the relationship between leftovers (skin, bones, fruit seeds) left on the trays by the diners and the amount of food and food preparations on offer, expressed as a percentage; that is, any leftovers-intake analysis must take the amount produced into account. To set a goal for the leftovers-intake index we took into account the practices adopted to cook the preparations, the complexity of the menus (number of items served - there are currently 42 items), the distribution systems (buffet, a la carte, ready-made) used, and the multiple services available.

## ***Clean Leftovers:***

Clean leftovers: this encompasses all the food that was prepared and distributed but was not consumed, that is, the food that was left over at the buffet or in the kitchen. Clean leftover analysis must take into account the amount produced and the number of meals served. To set a goal for clean leftovers we must take into account the same variables as for leftovers-intake (cooking method, menu complexity, distribution system and existing services).

A project was launched to accredit FDC suppliers and so guarantee sustainability throughout the FDC productive chain. A partnership with the Petrobras Sustainability Center helped map all suppliers and rank them according to their financial representativeness at FDC facilities. The stages of the project were also defined in 2011 and classified as follows: mapping, assessment, training and accreditation. The next step will be a questionnaire to be answered by all suppliers so that FDC can understand the actions they are taking as regards sustainability and the environment. The questionnaire will be prepared in accordance with ABNT NBR ISO 26000.

As regards the Event Logistics Center, we should highlight the implementation of the self-booking system for the ticketing system. Now that it has been implemented, users have a longer deadline to issue their tickets through self booking with no change to the fares, which speeds the process up and raises the possibility of achieving lower costs.

Direct energy consumption broken down by primary energy source	Aloysio Faria Campus: 1,500,000 kWh/year (HFP) BH Office: 250,000 kWh/year SP Office: 100,000 kWh/year
Energy saved due to conservation and efficiency improvements	A 4.35% savings compared to 2010
Initiatives taken to reduce indirect energy consumption and savings achieved	Inspection procedures before peak times, for non-automated areas
Total percentage and volume of recycled and reused water	There was no water reuse process
Total water discarded, by quality and destination	Non applicable
Total weight of residues, by kind and disposition	Waste Sorting Plastics: 2350 Kg Paper: 1,302,000 kg Non-recyclable: 8,120 kg Metal: 1,045 kg Glass: 1,500 kg Organic: 2,600 kg
Initiatives taken to mitigate the environmental impact caused by products and services, and the extent of such impact	FDC runs 134 gas in the air-conditioning system chillers, as it is not harmful to the environment

## 4.3 MARKETING

The FDC Marketing Center has enhanced its CRM – Customer Relationship Management system, which has made easier for the institution to relate to its customers since its databank has been strengthened and relevant information can be supplied as regards target audience segmentation. FDC already had a Microsoft system, version 1.2, in place since 2005. A migration process to version 5.0 was carried out this year, and it is now possible to access the system from within the MS Outlook program. Such access functionality makes it possible to manage contacts more quickly, simply and effectively.

Still as regards growing ever closer to its audiences and maintaining a continuous relationship them, FDC promotes a network of former program participants known as the Ampliar Community. The Community involves over 18 thousand executives as it aims to discuss current management and leadership topics while also promoting networking opportunities. Accordingly, it offers lectures, meetings, access to exclusive information through the EBSCO database, a portal with debate forums between participants and professors, plus a subscription to DOM magazine.

Over 200 participants met this year at six meetings (four live meetings and two virtual ones) to discuss the following themes:

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New Organizational Models and Leadership, with Professor Carmen Migueles.

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Web 2.0 and New Business Models, with Professor Luís Augusto Lobão and Professor José Cláudio Terra.

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- Brazil International Player, with Professor Paulo Resende.

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2012 Scenarios and Trends, with Professor José Paschoal Rosseti.

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Virtual events:

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Coaching, with Professor Marta Campello.

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Personal Marketing, with Professor Edmour Saiani.

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Furthermore, in all its marketing events and actions FDC cares about good sustainability practices and takes some important points into account:

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Certified wood is used to set up booths.

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Plaster and paint are not used on the structures and walls of the booths. Cloth covers are used over wood structures for built-up booths, as such covers can be reused and they cause less harm to the environment.

---

The suppliers that are hired adopt good practices as regards labor laws and the correct use of residue and waste disposal methods.

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When coffee and buffet catering services are hired they must use china instead of disposable materials and so keep from generating waste (plastic, Styrofoam cups, etc.)

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Organic coffee is used at the coffee shops that are set up within FDC booths.

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At smaller events, rented material is used to set up booths, as such material can be reused and can be rented again for countless events for years on end.

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The souvenirs handed out are linked to the environment concept and so they will encourage environmental awareness.

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This photograph was taken by collaborator Jacqueline Freitas, one of the finalists of the "Sustainability at FDC means..." Photography Competition.

# 5



Transparency in its relations with its various stakeholders is a value to Fundação Dom Cabral, in accordance with its Shared Challenge for Sustainability.

## INSTITUTIONAL

### 5.1 CORPORATE GOVERNANCE

The Board of Trustees approved two important decisions to guarantee FDC's evolution. The current Dean, Professor Emerson de Almeida, will become the president of a new governance level, the Board Committee, and current Administrative Director Wagner Veloso will take over as FDC Dean. Both will be inaugurated in April 2012. These changes were announced by the President of the Board of Trustees, Cardinal Dom Serafim Fernandes de Araújo, at the annual meeting that was held in March.

These changes, which were unanimously approved by the Board of Trustees, represent the result of a long and careful process of reflections that was guided by the principle of transition with continuity. The process began in 2008 when Professor Emerson de Almeida announced his decision that his current mandate would be his last one, a decision that was also taken by Directors Mozart Pereira and Elson Valim as regards their own mandates.



Prof. Emerson de Almeida congratulates Wagner Veloso and comments on the changes approved by the Board of Trustees.



## 5.2 INTERNATIONALIZATION

The 2011 FDC Annual Work Plan Two presented two strategic objectives to define this year's internationalization actions: "Alliances and associations to set up a global network that will facilitate FDC's internationalization process and speed it up", and "the expansion of the International Market to enable FDC to be recognized in all executive education markets it is present in like we are in Brazil today." These guidelines have been developed through setting up new networks, through actions taken by the International Advisory Council, and through international programs.

### 5.2.1 INTERNATIONAL ADVISORY COUNCIL

The FDC International Advisory Council was set up in 2009 to define the international strategies FDC will follow, suggest action guidelines in several countries, and enhance the institution's network. The Council met for a three-day event for the third year running, this time in São Paulo. The opening dinner was held at the Hyatt Hotel and was part of the FDC 35-year celebrations.



The 3<sup>rd</sup> International Advisory Board Meeting in São Paulo

The meeting of the International Advisory Council focused on two main themes: integration among BRIC countries and discussing how FDC can become more relevant within the global scenario. A total of 48 out of 84 Council members were present together with special guests such as the ambassadors of India and China to Brazil and Kellogg Dean Sally Blount. The



Board members and their guests at the lunch that opened the events at the Hyatt Hotel in São Paulo.

meeting was wrapped up by lectures that followed the same format as the previous ones, and they were presented by Roberto Rodrigues (GV Agro Coordinator) and Roberto Teixeira da Costa (Member of the SulAmérica Board). The lecturers dealt with the Brazilian scenario and with what Brazil can do to improve its domestic situation and become a global leader.

After the meeting, all the members of the Council were invited to a dinner hosted at Palácio dos Bandeirantes by the governor of the State of São Paulo, Geraldo Alckmin. The governor of the State of Minas Gerais, Antonio Anastasia, Senator Aécio Neves, former governor of the State of São Paulo, José Serra, the president of the IDB, Luis Alberto Moreno, and others were present at the event.

### ***The International Advisory Council holds meetings abroad for the first time***

In 2011, the International Advisory Council held meetings away from Brazil for the first time. One meeting was held in New York and another one in France to bring FDC closer to its partners. The Paris meeting happened at the same time as the Brics on Brics program was being wrapped up, and it was attended by groups of councilors from these regions. The meeting in the US took place at the New York Exchange, and it was attended by NYSE CEO and Chairman Duncan Niederauer and his team.

## **5.2.2 INTERNATIONAL ALLIANCES**

Alliances with international schools have been part of the FDC history since it was created. An alliance was set up with Insead, France, in 1990, and another one with the Kellogg School of Management, in the USA, in 1993.

The alliances have been renewed this year and FDC sees them as cooperations with multiple activities, faculty exchanges, and research development within a preferential and bilateral relationship. The deans of the allied schools also sit on the FDC International Advisory Council.



## 5.2.3 INTERNATIONAL NETWORKS AND COOPERATION AGREEMENTS

FDC has set up the Latin America Business School Network (ENLACES) in partnership with Universidad de San Andrés (Argentina), Universidad de los Andes (Colombia) and Universidad de Chile (Chile). The main objective of this network is to develop joint knowledge creation among the institutions and so contribute to reduce social inequality while also contributing to the regional development of companies, public organizations and society.

The Latin America Business School Network integrates market professionals and scholars as well as executives from both the private and the public sector and civil society representatives. Working together, they will develop knowledge that can be useful for managing multi-Latin and multinational companies present in the region, small and mid-sized company with great growth potential, public organizations and NGOs in Latin America.

FDC also has agreements with business schools from the BRIC countries: the Moscow School of Management – Skolkovo (Russia), the Indian School of Business – ISB (India) and Fudan University (China). This cooperation led to the BRICs on BRICs program that aims to help multinational companies to invest and operate successfully in these countries. The program began in 2010 and intermediate modules were held this year that allowed participants to choose between two preferred countries. The modules took place in Belo Horizonte and São Paulo, in Hyderabad (India), in Shanghai (China) and in Moscow (Russia), plus a wrap up module in France.



### *Cooperation Agreements for Educational Solutions*

México



Portugal



Espanha



EUA



### *Cooperation Agreements for Research Projects*





## 5.2.4 PRESENCE IN INTERNATIONAL ORGANIZATIONS

In April, FDC joined the Global Business School Network. GBSN is a nonprofit organization that integrates business and management schools throughout the world. Its members commit themselves to offering high-quality executive education dedicated to responsible development and to collaborating to meet the challenges executive education faces in emerging markets.

As a new GBSN member, FDC can collaborate with other members within the network, with emerging markets schools, social organizations and institutional partners, while also gaining access to the extensive knowledge database and experience of its fellow members. Other benefits that accrue to FDC from joining GBSN are the chance to develop leaders, to internationalize the Campus, and to align itself to the executive education model of the future.

FDC is a member of the following international organizations:



The Association to Advance Collegiate Schools of Business Executive MBA Council – AACSB



Consejo Latinoamericano de Escuela de Administración – Cladea



European Foundation for Management Development – EFMD



United Nations – UN (through the Global Compact and the Globally Responsible Leadership Initiative – GRLI)



International Consortium for Executive Education – Unicon



GBSN – Global Business Social Network

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## 5.2.5 INTERNATIONAL EVENTS AT FDC

The Annual FDC International Conference took place in August, and it discussed the theme “Emerging Economies, Enterprise, and Society: What might make the music stop”? It was held at the Grand Hyatt Hotel São Paulo and it aimed for a deeper discussion about the factors that could halt the growth dynamics the BRIC countries registered in the last decade, while also debating possible solutions to maintain this positive scenario in the coming years. The cooperation agreement to set up the ENLACES Network was signed during this conference.

Among the panel members at the conference, we should mention New York Stock Exchange CEO Duncan Niederauer, Luis Alberto Moreno, President of the Inter-American Development Bank (IDB), and former Senator Marina Silva. The event was split into three sessions: Economy (macro) – the risks that involve emerging economies; Enterprise – the challenges that involve emerging economies; and Society – the concerns of emerging economies societies.



## 5.2.6 VISITS AND PRESENCE AT INTERNATIONAL EVENTS

Throughout this year, FDC strengthened its partnerships and intensified its commitment to internationalization by sending its collaborators to attend international meetings and events, while also hosting representatives from international institutions at its offices.

FDC was present at the “EFMD Meeting for Deans & Directors General” meeting at EMLyon Business School, in Lyon, France. About 300 deans, functional directors and EFMD staff members took part. The main themes that were discussed dealt with trends, change and innovation at business schools around the world, the challenges posed by sustainability and the growth of social networks. The Annual EFM Conference, which was held in Belgium, was also attended by an FDC representative. EFMD held the “3rd Global Peter Drucker Forum/EFMD” in Vienna, where FDC representatives discussed issues linked to sustainability and to the social aspects involved in doing business.

There was a meeting at Duke University, in the United States of America, that dealt with issues linked to executive education, healthcare, the environment and public policies. On that occasion, FDC hosted a lunch for Brazilian students who are attending the Duke MBA program, and they talked about their experience with executive education abroad. The agenda in the United States also involved meetings at the Kellogg School of Management, especially with Dean Emeritus Don Jacobs, who is also the president of the FDC International Advisory Council, meetings with members of the FDC International Advisory Council who live in the USA, and a meeting with Inter-American Development Bank (IDB) President Luis Alberto Moreno.

The international alliance with Insead was also dealt with through meetings at the French school’s headquarters, where representatives from both schools assessed their joint programs and initiatives and identified future alliances.

FDC attended IFERA – Family Business Forum in Colombia, where it presented the case study “Laboratório Hermes Pardini: the professionalization of a family business from Minas Gerais”. The institution was also present at the UNICON Directors Conference, “East Meets West: Develop Local Talents with Global Perspective”, in China.

FDC was represented at the 6th GBSN Annual Conference “Generating Leadership: Developing Human Capacity in Emerging Markets”, which was hosted at IPADE Business School, in Mexico. This conference sought to discuss worldwide executive education trends and the challenges executive education faces in several countries. It also attended KIN Global 2011 - Building Global Prosperity: Leadership, Networks & Innovation, at the Kellogg School of Management (Northwestern University).

In England, FDC visited Cranfield University (Cranfield School of Management). Cranfield is a government-run British university that dedicates itself only to postgraduate programs. The meeting with the school's director, Frank Horwitz, dealt with a proposal to create GEMBA – Global Executive MBA.

In India, FDC representatives joined an official and trade mission led by the government of the State of Minas Gerais to explore alternatives for Indian allies for the BRICS on BRICS program and for the BRICs alliance.

FDC has hosted at its offices an increasing number of international institutions and companies that are interested in learning about its work and its facilities. We should highlight visits made by the following organizations in 2011: Amcham, Foreign Affairs and International Trade Canada, French NGO PlaNet Finance, Swissnex San Francisco, USB (South Africa), Equion, and others.

### ***FDC Dean Prof. Emerson de Almeida is awarded the Consular Merit Diploma and Medal***

At a celebration dinner attended by over two hundred guests, FDC Dean Emerson de Almeida, Minas Gerais Economic Development State Secretary Dorothea Werneck, and FIEMG President Olavo Machado Junior were awarded the Consular Merit Diploma and Medal, one of the most important awards that the Consular Corps confers in the State.

This award, which aims to honor personalities who have performed relevant services to the Consular Corps, to Belo Horizonte, to the State of Minas Gerais or to Brazil, has already been conferred on Senator Aécio Neves, Governor Antônio Anastasia, EMBRAER founder and FDC councilor Ozires Silva and former Governor Rondon Pacheco, among others. The State of Minas Gerais Consular Corps is made up by consuls and honorary consuls who represent thirty-two countries.



Prof. Emerson de Almeida receives the Consular Merit Medal together with the other recipients.

## *Russians honor Brazil and FDC*

FDC attended the 5th anniversary celebration of the Skolkovo Moscow School of Business and the inauguration of the Brazil Cluster and the Belo Horizonte Auditorium, which are new spaces the Russian school has dedicated to Brazil. FDC was highly mentioned at the MBA graduation event, which was attended by about 1,000 people. Meetings with the deans of our allied schools about the BRICs network were also held at the time, and the main objective was to present FDC suggestions for the BRICs Alliance Document and to define the second running of the Brics on Brics program. There was also a meeting at the Skolkovo Foundation, which is an initiative by the Russian government, by companies and by MIT to create a technological structure similar to Silicon Valley (California) in the city of Skolkovo.

## 5.3 PARTICIPATION IN DOMESTIC ORGANIZATIONS

As it remains aligned to its mission to be useful to society, FDC is a member of councils and organs that represent different institutions in the country:

Associação Brasileira de Comunicação Empresarial – Aberje

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Associação de Dirigentes Cristãos de Empresas – ADCE

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ACMinas

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Instituto Venturus (Brazil)

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Rede Cidadã

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Greenovation Initiative

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Fundação Mineira de Fundações e Associações de Direito Privado – Fundamig

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Instituto Economia Criativa

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Movimento pelo Terceiro Setor

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World Trade Center – WTC

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CTIT-Coordenadoria de Transferência e Inovação Tecnológica / UFMG



## 5.4 INSTITUTIONAL EVENTS

The Annual Advisory Council Meeting, which is part of the annual FDC agenda, was held at the Aloysio Faria Campus in March. The objective is to present to society the business results achieved by the institution, point out guidelines for the year and grow closer to all FDC stakeholders. About 160 guests attended the event, among them company presidents, government representatives, members of the Board of Trustees, the press and FDC collaborators. Journalist Rodrigo Alvarez was also present at the event and he presented a lecture about the world's business schools and where FDC stands within this scenario. It was during this meeting that President of the Board of Trustees Cardinal Dom Serafim Fernandes de Araújo communicated the changes that will happen as regards governance at the institution.

It was also this year that the Aloysio Faria Campus hosted the 2011 Decision Forum, an event held in partnership with AMCHAM. The event presented a vision about "entrepreneurship, innovation and new businesses", and it was attended by over 200 executives.



Besides organizing institutional events in 2011, FDC supported the participation of its professors and managers in over 20 of the most important events aimed at the country's business audience. FDC collaborators were present as lecturers, facilitators and content developers, which contributed towards bringing FDC closer to its clients and partners, enhancing its visibility and credibility in the market as a center of excellence in management knowledge, and sharing the knowledge it generates. Below please find a list of the main institutional participations:

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HSM Expomanagement – The following FDC collaborators presented lectures during HSM Expomanagement: Carlos Arruda, Rudolf Gabrich, Cláudio Boechat, Marta Campello, Áurea Ribeiro, Luís Lobão, Paulo Vicente, Ricardo Carvalho, Leonardo Araújo, Rogério Gava, Anderson Sant'anna, Heiko Spitzbeck, Kip Garland. – São Paulo

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I CONAGESP – Congresso Nacional de Gestão Pública – São Paulo/SP - Professor Rivadavia C. Drummond de Alvarenga Neto

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Vivo Lab – Rede Lab Minas – Belo Horizonte – Professor Marconi Eugênio

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Competitividade Brasil: Infraestrutura e Mão de Obra em foco – American Chamber of Commerce – AMCHAM – Belo Horizonte - Professor Paulo Resende

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Conexão Empresarial – Tiradentes - Conectar Empresas e Pólo BH - Belo Horizonte – Paulo Paiva and Ricardo Carvalho

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12<sup>th</sup> Congresso Internacional da Gestão – Porto Alegre/RS - Cláudio Boechat

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Seminário Competitividade Brasil – Como Acelerar a Implementação de projetos de Infraestrutura no Paraná – Curitiba/PR – Prof. Paulo Resende

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Sustentar 2011 – FDC supported the event by coordinating 5 forums related to sustainability, plus a Sustainable Retailing Workshop. The event took place in Belo Horizonte and the following professors presented lectures: Maria Raquel, Raimundo Soares, Paulo Darien, Heiko Spitzbeck, Cláudio Boechat, Carlos Mouthe, Nísia Werneck, Rafael Tello and Nísia Werneck.

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12<sup>th</sup> Congresso Nacional Intermodal dos Transportadores de Cargas – Belo Horizonte/MG – Prof. Paulo Resende

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2011 Ethos Conference – São Paulo/SP – Claudio Boechat

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The launch of the Vivo/Telefônica Sustainability Report – São Paulo/SP – Claudio Boechat

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14<sup>th</sup> Congresso Brasileiro de Mineração – Belo Horizonte/MG – Paulo Resende

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SINPEL – São Paulo/SP – Roberto Sagot

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Encontro Internacional da Educação e Sustentabilidade – Curitiba/PR - Claudio Boechat

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Rotary Club Meeting – Belo Horizonte/MG - Roberto Sagot

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4<sup>th</sup> Congresso Internacional sobre Desenvolvimento Sustentável – Rio de Janeiro – Nísia Werneck

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Semana Brasileira das PME – São Paulo - Maria Raquel / Paulo Darien

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18<sup>th</sup> Congresso Brasileiro de Transporte e Trânsito – Rio de Janeiro – Claudio Boechat

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“Proatividade de Mercado” lecture – Belo Horizonte – Léo Araújo

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4<sup>th</sup> Café com Você RH – São Paulo – Anderson Sant'anna

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Proatividade de Mercado breakfast – Rio de Janeiro – Léo Araújo

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## *Mapping Stakeholders*

The FDC Sustainability Committee Institutional GT mapped stakeholders and began to build the FDC materiality matrix. Research was carried out with various FDC audiences to define the relevant subjects the organization must deal with in its projects as well as in those that deal with sustainability, while always taking into account the vision of the main stakeholders and the organization's internal vision.

## 5.4.1 FDC 35 YEARS

On August 9, 2011, FDC celebrated 35 years of activity through a series of events in Nova Lima, Belo Horizonte and São Paulo.

Celebrations at the Aloysio Faria Campus began with a Mass in Thanksgiving at Teatro Belgo that was said by Cardinal Dom Serafim Fernandes de Araújo. By reflecting about the way FDC has grown and about its achievements, Dom Serafim highlighted how important each collaborator has been to the success achieved by FDC throughout its 35-year existence. He highlighted the way FDC carries out its businesses, as it seeks to be relevant to society and grow together with its partners and clients while always maintaining a human perspective.

The Mass was followed by the opening of the 35-year celebration exhibit named "Brazilian Soul", a history of the path taken by FDC. The guiding theme was based on the story and the life of orchestra conductor and composer Heitor Villa-Lobos. Afterwards, the members of the Board of Trustees sat down to lunch.

A social event was held at Palácio das Artes in the evening, when collaborators, partners, company presidents and vice presidents, and local government authorities were hosted. About 1,300 guests attended an event that was facilitated by journalist Leila Ferreira, whose words highlighted the FDC trajectory, its values and principles. A group of 17 FDC collaborators, the Mustachioed Choir, direct by Pedro Paulo Cava, performed the skit

“Minas beats the drum: the lighthearted story of a school”, a humorous minstrel show that told the FDC story throughout its 35 years.

FDC President Professor Emerson de Almeida and FDC Board of Trustees President Cardinal Dom Serafim Fernandes de Araújo spoke at the celebration, as well as Governor Antonio Augusto Anastasia, who highlighted how important the work carried out by FDC has been to the State of Minas Gerais and to society throughout the years. At the end of his speech the governor received an autographed copy of the book written by Professor Emerson de Almeida, “Plantando Carvalhos: fundamentos da empresa relevante”, which was launched at the event. After a performance by American jazz singer Hilary Kole, there was a cocktail to celebrate the event.

Four events in São Paulo brought the celebrations to a close: a welcome dinner at the Hyatt Hotel for the members of the International Advisory Council, the Meeting of the International Advisory Council at the São Paulo Office, a dinner offered by the governor of the State of São Paulo, Geraldo Alckmin, to the members of the FDC International Advisory Council and guests at Palácio dos Bandeirantes, and the international conference Emerging Economies, Enterprise and Society: “What Might Make the Music Stop?”.



FDC Collaborators enchant the guests with a skit directed by Pedro Paulo Cava



International jazz singer Hilary Kole performs at Grande Teatro do Palácio das Artes.



Governador Antonio Anastasia says FDC “makes Minas Gerais proud”.

## 5.5 FDC IN THE MEDIA



FDC's presence in the media throughout the year increased both in quantitative and in qualitative terms, which expresses the institution's commitment to transparency. The material published numbered 3,302 and included notes, interviews, reports, articles, mentions and other editorial insertions. FDC occupied 33,580 cm times column in the printed media, which represents 167,900 cm<sup>2</sup>. This number amounts to approximately 103.6 newspaper pages in standard format, or 310.9 pages of a *Veja* standard magazine, which generates spontaneous media returns equivalent to the amount of R\$ 19,254,265.00.

Important efforts were made to disseminate the actions and the research efforts carried out by FDC. The activities of these Knowledge Generation Centers, such as the Brazilian Transnational Ranking, the WEF Competitiveness Ranking in partnership with the World Economic Forum, the IMD Competitiveness Ranking, and the study on the influence of driver behavior in accidents on Brazilian highways, which was carried out by the FDC Infrastructure and Logistics Center, led to the institution's great presence in the media.

Furthermore, important facts that took part during the year were broadly disseminated, such as the FDC International Conference in São Paulo, FDC's 35-year anniversary celebrations, the start of the 10,000 Women program in Rio de Janeiro, the launch of the Dignity Project in Minas Gerais, and the Top Management Summit, which was attended by Minister Fernando Pimentel.

Books that were published by FDC professors were also mentioned in the media, which increased the institution's visibility and the knowledge that was generated internally.

Besides the printed, radio and television media, FDC has also been using social media to enhance its relationships with its audience since last year. In 2011, its presence on social networks was consolidated by creating important channels for its brand. The FDC profile on LinkedIn was improved, its Facebook profile migrated to "fan page", Slideshare began to be used to share the knowledge the institution generates, and "Brandchannel" – the "Canal FDC Ideas" – was set up on YouTube.

FDC produces short videos to share the knowledge the institution generates and to contribute to knowledge generation in general. These videos offer testimonials from professors, managers and experts who talk about specific themes related to management, education, sustainability, and others. These videos are posted on the YouTube Canal FDC Ideas, and over 20 programs were taped in 2011.



## *In numbers:*

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Twitter: 6881 followers

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Facebook: 3829 fans

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Slideshare: 7637 hits

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LinkedIn: 2700 follower

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FDC Ideas (Youtube channel): 1098 hits

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# 5.5.1 PARTNERSHIPS WITH COMMUNICATIONS MEDIA



## *FDC and TV Globo Minas launch the 2<sup>nd</sup> running of the Good Example Award*

FDC and TV Globo Minas, supported by Fiemg and Sempre Editora, hosted the second running of the 2011 Good Example Award, which aims to highlight people or organizations that through their work, initiative or example have contributed to bring positive changes to Minas Gerais in 2010. The award's broader scope was new for this year, as it now encompasses eight other categories besides citizenship: Science, Education, Innovation, the Environment, Culture, Economics and Minas Development, Sports and Person of the Year. Four hundred ordinary citizens who carry out social actions were enrolled for the Citizenship category, and five finalists were chosen. Jorge de Moraes Júnior won the Citizenship category by popular vote.



## JOSÉ COSTA AWARD

The second running of the José Costa Award was held at the Aloysio Faria Campus on October 26. The award is offered by Diário do Comércio, in partnership with FDC, and every two years it honors managers and companies that have stood out for relevant work they have carried out to develop the local economy. This year's event was opened by the panel "Responsible Competitiveness", which debated sustainability and its value to both companies and society.

## ECOLOGIC OSCAR

As an initiative undertaken by ECOLÓGICO magazine, the Hugo Werneck Award recognizes the merit of work carried out in the social-environmental field and takes into account factors such as creativity, sensibility and sustainability.

The award is based on the three main guidelines that direct the teachings of Hugo Eiras Furquim Werneck: to know, to love and to take care of Nature. The following can compete for the award: case studies, projects, successful experiments or initiatives by companies, citizens, public institutions (city halls, schools, etc.), entrepreneurs (hotel, resorts and ecological inns) and third-sector institutions (NGOs, foundations, etc.).

# 6

## SUSTAINABILITY AND SOCIAL INCLUSION

Sustainability at FDC is part of its business and its mission, as it takes into account its action to contribute to the sustainable development of society by means of educating, developing and building the skills of executives, entrepreneurs and public managers. The development of responsible leaders is one of the steps that must be undertaken so that capable managers can disseminate and generate responsible value to business and to society.

Intensive work is carried out at FDC to incorporate sustainable values into the organization's day-to-day routine and so raise the awareness of its stakeholders and engage them in a quest for solutions that will meet their shared challenges. Sustainability at FDC corresponds not only to its economic results but also to its social and environmental ones, and it is linked to all its processes. Thus, its sustainable actions are mainstreamed throughout this report and they are highlighted by the seals that correspond to each work group (WG).



The Social Innovation and Volunteer WGs are not linked to any specific FDC project, and so their projects are described in this section.

# 6.1 THE SUSTAINABILITY COMMITTEE

The FDC Sustainability Committee underwent changes that aimed to enhance the influence of its actions throughout FDC's fields of action. A new operational model was prepared and it created work groups (WGs) that are guided by specific themes corresponding to the FDC shared challenges for sustainability.

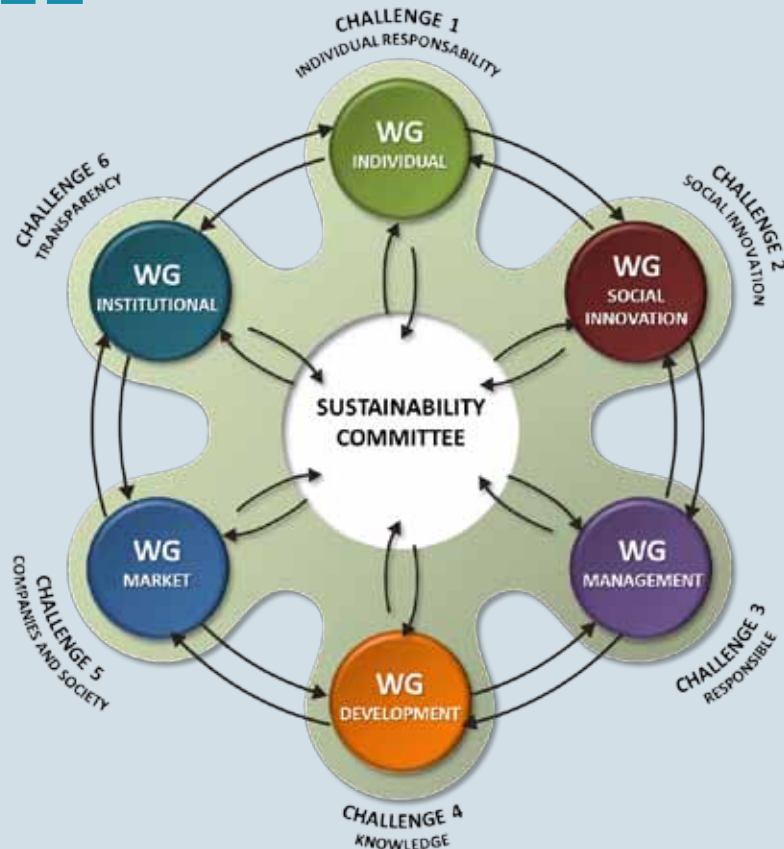
The creation of the Sustainability Committee carries the symbol of the oak tree. The image of this tree, strong and full of branches, represents the FDC way and each part is a stage in the process. The roots represent the principles that support FDC in its development. The trunk is the strong and solid part that represents the FDC Mission and the path it should follow. The branches are the FDC shared challenges for sustainability.



This year the Committee consolidated itself and advanced as regards the work groups, thus achieving internal visibility and credibility. Based on an annual work plan, structuring projects were mapped out for each WG according to the shared challenges that were set out. The main activities carried out by the WGs are described throughout the report, and they surpass the limits of the plan.



# THE SUSTAINABILITY COMMITTEE'S OPERATIONAL MODEL



## *Strategic Challenge: Being Relevant to Society*

### *Shared Challenges*

#### *Challenge 1 - Individual Responsibility*

- (I) Encourage and support volunteer work as a citizenship practice performed by FDC collaborators;
- (II) Prioritize actions whose focus is on people and organizational development through education.

#### *Challenge 2 - Social Innovation / Opportunities for All*

- (I) Raise awareness so that the processes, programs and partnerships come to be seen from a social innovation perspective;
- (II) Widen the scope of FDC's social actions within the community by focusing on social innovation projects.



### ***Challenge 3 - Responsible Management***

(I) Create an internal environment (culture) of awareness by collaborators towards sustainability and social innovation at FDC;

(II) Include corporate responsibility into the organization's management, into product development, into its operations and throughout its value chain, thus encouraging innovation in business and in operations while focusing on sustainability.

### ***Challenge 4 - Knowledge***

(I) Develop the competence needed to structure educational solutions through the centers, products and events that can meet the demands put forth by society;

(II) Engage in research and facilitate dialogue among investors, companies, the government, civil society organizations and other stakeholders about challenges related to corporate responsibility and sustainability and how to overcome them.

### ***Challenge 5 - Companies and Society***

(I) Generate and implement educational solutions that will lead to sustainable results for companies as well as for society;

(II) Incorporate into its programs the values of corporate responsibility while building the skills of effective managers who can generate sustainable value for business and for society.

### ***Challenge 6 - Transparency***

(I) Continuous interaction with stakeholders about the ethical, environmental and socio-economic aspects involved in developing the institution's activities while disseminating its philosophy and the initiatives it supports, as well as being held accountable for the commitments undertaken and the activities carried out.

(II) Institutionally support all initiatives in the fields of sustainability and corporate responsibility.

## **STRUCTURING PROJECTS**

### ***Social Innovation WG – Opportunities for all***

- The Dignity Project
- The Roots Project – it helps to develop a group of adolescents linked to FDC and so help to broaden their view of the world and help them to build and strengthen their sense of citizenship.
- The Opportunity Garden Project - it encompasses all the actions undertaken at Jardim Canadá
- The Specialization Scholarship Project

### ***Administration WG – Responsible Management***

- Raise awareness and mobilize FDC as regards the theme
- Structure relations with suppliers and base them on sustainability
- The Aware Consumption Project

### ***Market WG – Companies and Society***

- “Aware managers” – Incorporate sustainability concepts into open general management programs (PDE / PCR) and into Specific ones (Finance/Value Chain Strategy).
- Develop the Sustainability theme within the Family Business Community
- “Responsible Leaders” – Incorporate a discussion into the Change Leadership program as regards what globally responsible leadership means.
- Identify potential mainstreaming points of this theme with the most requested themes in customized programs.
- Define sustainability indicators to manage customized projects.

### ***Volunteer WG – Individual Responsibility***

- Jardim Canadá Educational Project
- Project to encourage volunteers’ individual responsibility

### ***Development WG***

- Increase the percentage of knowledge generation as regards sustainability and social responsibility
- Consolidate sustainability mainstreaming in the Specialization Program in São Paulo
- Research project about the 10,000 Women Program – Documented through a case study
- Consolidate the reference and the development centers of the Petrobras Sustainability Center

### ***Institutional Relations – Transparency WG***

- Stakeholder Mapping
- Materiality Matrix
- Planning for integrated communications based on the materiality matrix
- Sustainability Report

## 6.2 SOCIAL INNOVATION

FDC Social Innovation actions are prepared and carried out by the WG that is responsible for the “Social Innovation/Opportunities for All” Shared Challenge. The objective of this WG is to raise awareness so that processes, programs and partnerships are looked at from a social innovation perspective and so that they can enhance the social actions focused on social innovation projects that FDC carries out in the community.

Among its other activities in 2011, FDC developed two very important structuring projects as regards its actions vis-à-vis its strategic challenge to be relevant to society.

The first one is related to the Dignity Project that launched in September, 2011, and which aims to encourage and develop entrepreneurs who can offer innovative ideas or projects focused on reducing inequality through their core activity but who cannot afford to pay for technical and management skills building.

The project aims to reduce social inequality in Latin America, beginning by Brazil, through ideas or projects that will generate social, environmental and economic benefits through either a product or a service. Once such projects have been identified, they will be supported by FDC through its developing the entrepreneur individually for one year.

This year the project received 122 enrollments that were assessed according to the criteria set out. Entrepreneurs must meet all the criteria below before they can enroll for the project:



Access to basic needs and social impact: the final product or service must meet the needs of the low-income population in at least one of these strategic themes: Health, Education, Housing, Basic Sanitation, Microcredit, Technology and/or the Environment.

Income Generation: Projects/ideas that can create jobs for low-income people.

Market potential: Projects/ideas with the potential to cause great social impact while also generating profit to entrepreneurs through profitable models.

Social Innovation: The capacity to innovate to meet needs and the low-income market.

Location: Belo Horizonte (MG) and its metropolitan area.



Young people attend the Social Innovation Roots Project at FDC.

The Social Innovation Roots Project, which was also created in 2011, aims to develop and build the skills of underserved young people between the ages of 16 and 18. The project seeks to broaden their view of the world, help to build and strengthen their sense of citizenship, give them the security they need to sail the uncertainties of the contemporary world, and broaden their perception about the different roles they play in society.

The project was attended by 14 ASSPROM and SELPE young workers who are already working inside FDC. The program consists of an 84-hour workload that is divided into six roots: Philosophical, Brazilian, Sustainable, Scientific, Thinking and Business. These stages happen along six weeks and each one lasts for two days. The first day consists of classroom activities, while the second one takes the students out to visit museums in Belo Horizonte.

The project sought to awaken their intellectual curiosity and give them access to human content and more sophisticated fields of knowledge so that participants could learn and internalize the diversity of meanings in the world that surrounds them. The idea was to allow them to carry out critical, ludic and creative experiments and activities through methodologies that use art as a means to promote mainstream learning processes that help them to carry out the activities of thinking and expressing themselves about the different content they deal with (Sustainability, Science, Philosophy, Innovation, etc.).

Besides these actions, the Social Innovation WG has partnered the Volunteers WG to work towards the social well-being of the Jardim Canadá district residents. The district, which belongs to the county of Nova Lima-MG, is a community near the Aloysio Faria Campus and it is indirectly influenced by FDC. The FDC Sustainability Committee intends to unify and focus the actions undertaken by FDC in Jardim Canadá and so make them more efficient.

Thus, it created the Opportunity Garden program in 2011. The program draws upon nine structuring projects as a basis to develop the community.

## ***Jardim Canadá Diagnostics***

Through structured diagnostics, FDC presented updated data about Jardim Canadá demographics and social reality in 2010 and 2011, mainly as regards the field of education. The data will be the basis for social reflections about the new line of thinking for the actions FDC will undertake at Jardim Canadá, and they will also work as guidelines for other projects in the region.

## ***Opportunity Counter***

The Opportunity Counter is a FDC initiative in partnership with SENAC, ACH and AICJC – Jardim Canadá Commercial and Industrial Chamber - that aims to set up a database of freelance professionals who work in the region, such as plumbers, electricians, carpenters, masons and others. This will create a chance for these professionals to be in contact with the dwellers, the companies and the institutions from Jardim Canadá and from the gated communities in the Nova Lima area.

## ***Professional Development Center***

The Opportunity Counter is an operational center for the “Professional Development Center”, whose objective is to train and develop the skills of registered professionals who work in the region. This project is a partnership between FDC, Fundação VALE, SENAC and SENAI, and it is supported by the Jardim Canadá Rotary Club. The first training program deals with Automotive Mechanics and is being taught by the SESI/ SENAI itinerant school. This school is a partnership between FDC and ACH – Association of Gated Communities - and it is supported by the Nova Lima City Hall. There are 32 students attending two classes. The course workload adds up to 160 hours (two months) and classes are being taught at Oficina Líder.

## ***PDEOS – Project To Develop Companies And Social Organizations***

PDEOS aims to encourage the sustainable development of the Jardim Canadá district and it is based on promoting Responsible Management to local business and community leaders. The program aims to raise the awareness of business leaders as regards sustainable local development by teaching them about the theme and about the potential contributions their businesses can make, while also helping to enhance the knowledge and practice of responsible management within the context of social organizations.



A diagnosis was carried out to mobilize business leaders and to set out the project’s guidelines. Two visits to social organizations and to PAEX Jardim Canadá companies were made in November to identify the main management challenges these organizations face.

The following activities were set out for the social organizations:

Presenting alternatives so FDC can make management contributions vis-à-vis the survey that was carried out.

Intermediating between the POS/FDC team and the community leaders who were identified as having the potential to carry out joint actions.

Following up on the assessment made by the POS/FDC team about concrete development possibilities as regards the demands that were identified.

The companies that belong to PAEX Jardim Canadá were treated to an event for the associated companies together with the Jardim Canadá Commercial and Industrial Chamber. Furthermore, it was decided to bring all the participating companies up to speed as regards the basic principles of Responsible Management and of Local Development; to map out, by company, the potential contributions to develop the social organizations present in the surroundings; and to follow up on the potential partnerships carried out by companies and social organizations to assess the results of this pilot initiative.

Up to December, 2011, the following organizations were enrolled in the PDEOS:

***Companies:***

- Sawae
- Canadá Containers
- Prodomo
- Siteware
- Link
- Preall
- RAD

***Social organizations:***

- Casa do Jardim
- Quick Cidadania
- Associação Comunitária do Jardim Canadá
- ACH / Centro de Leitura e Informação
- Quadrilha São Jururu
- Projeto Primeiros Passos

## ***Qualification Course For Young People In The Field Of Conservation The Valor Social Project – Instituto Cultural Flávio Gutierrez***

FDC set up a partnership with the Valor Social program run by Instituto Cultural Flávio Gutierrez to qualify young people in the field of conservation. The course makes it possible for young people to work as assistants to master restorers and thus enter the labor market. The Valor Social program is a social-cultural insertion initiative developed in Minas Gerais, the Brazilian State where 60% of the country's national heritage sites and buildings can be found. Despite that, there is a great lack of specialized labor in the field of conservation/restoration. FDC hosted 23 participants of the “Qualification Course for Young People in the Field of Conservation” at the Aloysio Faria Campus, where they attended a lecture on sustainability.



## ***Scholarship Project***

The Scholarship Project was launched in 2009 when it granted scholarship to an underserved participant who lived in the Jardim Canadá district. There are currently nine grantees enrolled in the FDC Specialization programs, as four were selected in 2010 and five in 2011.



## *Internet Access At Telecentro Max Magalhães*

In June, 2011, Internet access became available at Escola Municipal Dom Orione, and the launch was attended by Board of Trustees President Cardinal Dom Serafim Fernandes de Araújo, by Professor Emerson de Almeida, Jaboticatubas Mayor Luiz Mauro de Faria and several collaborators. Through its Volunteers Committee, FDC supplied all the Internet structure to Telecentro Max Magalhães. This action is part of the project to support this school and it will benefit about 80 students and 200 residents of the Capão Grosso community. Besides their now having Internet access, the 63 students from the school who have finished the basic IT course received their diploma and also took part in a draw for 17 computers donated by FDC.



## *My Children's World At Fdc In 2011*

Following up on the support project offered to Escola Municipal Dom Orione, from Capão Grosso, on October 21st FDC hosted its students and teachers to celebrate Children's Day. The event was supported by over 30 volunteer collaborators and by five partner companies, and it offered a day of games for the children and a study about educational issues for the school's teachers and managers. The agenda also included workshops for the children and activities for the teachers, who worked on a plan to improve the school's performance in the Basic Education Development Index (Ideb).



Escola Dom Orione students and teachers attend 'My Children's World' at FDC, together with Dom Serafim.

## 6.3 - VOLUNTEERING

FDC seeks to encourage and support volunteering as a citizenship practice by its collaborators and to prioritize actions whose focus is on developing people and organizations through education. The Volunteers WG is responsible for the “Individual Responsibility” Shared Challenge.

Thus, it supported the internal drive named SOS RIO, which offered support to the victims of the rain in that State. In partnership with Fundação Fritz Müller, FDC organized the donation of 36 blankets and 50 pillows to the victims of the floods in the Alto Vale do Itajaí region in Santa Catarina.

Furthermore, it collected and distributed books for innumerable school libraries in partnership with Lojas Hudson, while also supporting the agenda of APAPE - The Association of Parents and Friends of People with Special Needs by offering professionals to help teach its Course for Caregivers to People with Special Needs.

FDC offered space for the team of the Providence Project to present their initiative to FDC collaborators at Vive Café. The project was created over 20 years ago in Belo Horizonte and it offers underserved young people two daily meals, social/political, environmental and religious education, dental assistance, pedagogic support, library access, leisure, singing, theater and sports.

### *Volunteering Week*

Between November 28th and December 3rd the Jardim Canadá community hosted the FDC Volunteering Week activities. The agenda offered moments of interaction and exchanges of knowledge between local residents and members of the FDC Volunteers’ Committee.



As part of the Volunteering Week agenda, collaborator Alice Luttembarck tells stories to children from the Jardim Canadá community.

## *FDC Charity Thrift Shop*

FDC organized its charity thrift shop in 2011 and collected about R\$5,000.00 that were donated to institutions that work with underserved children in Belo Horizonte, such as Recanto do Menor, Jardim Canadá, PPP - Projeto Primeiros Passos, and also Lar Bela Vista, in Contagem. Besides that, a small part of the amount collected will be used to buy material to make the layettes that Dona Maria do Carmo has sewn and distributed to underserved people for over 40 years.

## 6.4 PROJECTS AND PRINCIPLES

The Global Reporting Initiative (GRI) was created to raise the practices of sustainability reports to a level of quality equivalent to that of an organization's financial reports. The set of GRI guidelines and indicators leads to information comparability, credibility, periodicity and legitimacy when communicating an organization's social, environmental and economic performance.

The Annual FDC Report is aligned to GRI guidelines and in compliance with the GRI-G3 model. A Content Index is listed at the end of this report, and it associates the actions and initiatives developed by the institution that correspond to the sustainability indicators suggested by GRI.

Besides seeking to comply with the GRI indicators, FDC strives to align its actions to Global Compact and PRME principles. The table below allows an overview of the initiatives developed by FDC and shows how they relate to all these indicators and principles.



# PROJETOS, PROGRAMAS E POLÍTICAS

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI						PRIME						Start	End	Page		
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6							
Sustainability Committee																																	
Social Innovation GT																																	
Agreement with Fundação Flávio Gutierrez / Museu de Artes e Oficinas		x																													2008	continuous	111
Roots Project	x	x																													2011	continuous	108
Dignity Project		x				x																									2011	continuous	107
PDEOS - Company and Social Organization Development Project	x	x																													2011	continuous	109
Diagnóstico Jardim Canadá	x	x	x																												2011	2011	109
Balcão de Oportunidades		x																													2011	continuous	109
Centro de Capacitação Profissional		x																													2011	continuous	109
Project Bolsa de Estudos	x	x																													2009	continuous	111
GT de Voluntariado																																	
Support for NGOs (Primeiros Passos, Ponto Cultural, Casa Jardim)	x					x																									2009	continuous	114
SOS Rio - An internal drive to gather donations for the victims of the rains in the mountain areas of Rio de Janeiro.	x					x																									2011	2011	75
Book collection and distribution, in partnership with Lojas Hudson, for a large number of School Libraries						x																									2011	2011	113

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI						PRIME						Start	End	Page							
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6												
APAPE - The Association of Parents and Friends of People with Special Needs - Support to prepare the Course for Caregivers to People with Special Needs – finding specialized professionals						x																														2011	2011	113
FDC Volunteering Week - Activities carried out in Jardim Canadá						x																													2011	continuous	113	
Support for the ACH Library (Associação dos Condomínios Horizontais/JC) – technical and financial support						x																													2011	2011		
Book donation / Internet setup - E.M. Dom Orione – Capão Grosso – Jaboticatubas						x																													2011	2011	112	
Support for the "Vamos ao Museu?" Project	x					x																													2011	2011		
Donations to Vale Alto Itajaí, in partnership with Fundação Fritz Müller						x																													2011	2011	113	
Charity Bazaar – Four of them were held in 2011.						x																													2011	2011	114	
Escola Infantil Cantinho da Criança Project – objects donated: a refrigerator, a kitchen cabinet, books and toys						x																													2011	2011		
Participation in the 1st International and in the 2nd Domestic Change Volunteer Forums						x																													2011	2011		
Providence Project – A Bazaar was held with products from the Project, at the FDC facilities						x																													2011	2011	113	
ES.PE.RE Project – Escola de Perdão e Reconciliação – Booklets were printed to be distributed for the Project						x																													2011	2011		
The “GT Volunteering” Internal Seminar was held	x					x																													2011	2011		
My Children's World at FDC – support to develop the Project and to host activities with the children	x					x																													2011	2011	112	
Distribution of agendas (donated by FDC) and plastic trays (donated by Sodexo) to underserved institutions						x																													2011	2011		

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI						PRIME						Start	End	Page	
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6						
A Dell-brand computer and monitor donated to IGREJA SEMEAR - Planalto District – BH/MG						x																							2011	2011		
GT de Relações Institucionais																																
Good Example Award - A partnership between FDC and Rede Globo Minas																														2010	2011	100
Stakeholder Mapping			x																										2011	2011	97	
Support for Sustentar 2011			x																										2010	2011	96	
Technical supervision for the “Hugo Werneck Sustainability & Love of Nature Award” - Ecológico Magazine																													2007	2011	101	
Publicized actions through the Press Aide - Dignity Project																													2010	2012	101	
Publicized actions through the Press Aide - 10,000 Women Project			x																										2011	2013	99	
Annual Board of Trustees Meeting - lunch with the community			x																										2009	continuous	99	
Presence in social networks, open profile			x																										1990	continuous	95	
FDC Ideas - the production of videos that deal with sustainability, management and executive education			x																										2010	continuous	100	
FDC Ideas - produção de vídeos que falam sobre sustentabilidade, gestão e educação executiva			x																										2010	contínuo	100	
Administration GT																																
A wider-reaching FDC Awareness Project	x																												2010	continuous	80	
Mainstream Education at FDC - Sustainability Cycle	x																												2011	continuous	70	
Administrative Staff Basic Program - Sustainability Module	x																												2011	continuous	70	
Sustainability Space on the Intranet	x																												2011	continuous	76	
Sustainability Committee Bulletin	x																												2011	continuous	76	

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI	PRIME						Start	End	Page			
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10		1	2	3	4	1	2				3	4	5
Photography Competition: Sustainability at FDC means...	x																										2011	2011	76
Green IT Project	x																										2010	continuous	31
Benefits offered to collaborators as regards healthcare and quality of life	x																										2005	continuous	74
APASS - The Association of FDC Employees and Service Providers	x																										2005	continuous	71
Workgroup - "A Networked Environment"	x	x																									2010	continuous	
PLIC - Lagoa dos Ingleses and Citizenship Program	x	x																									2008	continuous	
Digital Books Project Development	x																										2008	continuous	80
Market GT																													
Open Programs																													
GRS - Responsible Management for Sustainability				x	x																						2003	continuous	30
PDE - Executive development program - developing the Sustainability theme in application projects, and Sustainability Evening				x	x																						2011	continuous	30
Executive STC - Skills, tools & competencies - module: "Our common future: sustainable decision-making".				x	x																						2010	continuous	30
Corporate Finance Program - When Sustainability Meets Finance				x	x																						2011	continuous	30
Change Leadership - developing the theme of Globally Responsible Leadership				x	x																						2011	continuous	30
Customized Programs																													
Philips - Education and Leadership for Sustainability				x	x																						2009	2011	
Odebrecht - Globally Responsible Leadership Program				x	x																						2010	2012	
Amil - Orientation Towards a Sustainability Policy				x	x																						2011	2011	
Equion - Liderazgo Globalmente Responsable Program				x	x																						2011	2011	

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI			PRIME						Start	End	Page			
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5				6		
Sustainability Trends Analysis Research				x	x																							2011	2011		
Sustainability and Social Responsibility Program				x	x																							2011	2011		
Simecs - Sustainability Lecture				x	x																							2011	2011		
CNI - Report on the CNI position document at Rio Mais 20.				x	x																							2011	2011		
Energisa - Community Projects				x	x																						2010	2011			
Vale - Responsible Management for Sustainability Development - GRS				x	x																							2011	2012		
Petrobrás - Globally Responsible Leadership Program				x	x																							2011	2012		
"Funbio - Redesigning processes to optimize acquisitions made by the Brazilian Fund to preserve biodiversity Projects"				x	x																							2010	2011		
"Halma - A visit to the Providence Project "				x	x																							2011	2011		
Samarco - Business Value				x	x																							2011	2011		
Prodest - Strategic Planning (Strategic objective: Enhance social-environmental actions)				x	x																										
10,000 Women Program				x	x																							2009	continuous	34	
<b>Partnerships</b>																															
PCSS - Partnership for Sustainable and Sustained Growth				x	x																								2010	continuous	43
POS - Partnership with Social Organizations				x	x																								2010	continuous	42
PAEX - Jardim Canadá				x	x																								2009	continuous	
"PDA - Developing the Sustainability theme within the Family Business Community"																														44	
Annual PAEX Meeting - Shared Value																														41	





Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						Global Compact Principles										GRI						PRIME						Start	End	Page	
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6						
EFMD – European Foundation for Management Development – Brazilian representation at the Globally Responsible Leadership Initiative.			x	x	x																								2010	continuous	90	
PNUD - Protocol to study and develop actions in Inclusive Markets			x	x	x																								2010	continuous	55	
ENLACES Network - an agreement among Latin American institution towards sustainable development			x	x	x																							2011	continuous	89		
AVINA -Protocol to study and develop actions in Inclusive Markets			x	x	x																							2009	continuous	55		
Presence in committees and Boards																																
FIES – Itaú Social Excellence Fund			x																										2006	continuous	55	
Exame Sustainability Guide Board			x																										2010	continuous	55	
Brazilian Global Compact Board			x																										2006	continuous	55	
Globally Responsible Leadership Initiative			x																										2006	continuous	90	
Cidadã Network Directorship			x																										2010	continuous	94	
Brazilian Ethics in Business Institute Board			x																										2010	continuous	55	
Research																																
Methodology to implement ISO 26000 at Brazilian companies				x	x																								2011	2011	55	
Sustainability Indicators in the Building Sector				x	x																								2011	2011	55	
Developing Criteria for the Fecomercio Responsible Retailing Award				x	x																								2010	2011	55	
IBM Corporate Services Corps				x	x																								2011	2011	55	
Systematizing the knowledge generated by Fundação Espaço Eco – BASF				x	x																								2011	2011	55	



# GRI CONTENT INDEX

Indicator	Description	Pages/ Explanation	Fulfillment	Global Compact
1.1, 1.2	Strategy and Analysis			
2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10	Organizational Profile	20	Total	
3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.9, 3.12, 3.13	Report Parameters	19	Total	
3.7	Report Parameters – A Statement about any specific limitations on the scope or boundary of the report	19	Total	
3.11	Report Parameters - Significant changes from previewer's ears in the scope, boundary, or measurement methods applied in the report	19	Total	
4.1, 4.2, 4.3, 4.4, 4.7, 4.8, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17, 5.0	Governance, Commitments, and Engagement	25	Total	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6 Principle 7 Principle 8 Principle 9 Principle 10

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payment capital providers and governments	58	Total	
EC4	Significant financial assistance received from government	FDC does not receive financial assistance from government	Total	
EC5	Range of ratios of standard entry-level wage compared to local minimum wage	68	Total	Principle 1

EC6	Policies, practices, and proportion of spending on locally-based suppliers at significant locations of operation	The alignment Project with locally-based suppliers will begin in 2012	Partial	
EC8	Development of infrastructure investments and services	80	Total	
EC9	Understanding and describing in direct economic impacts	As it develops executives, entrepreneurs, companies and public managers, FDC contribute towards economic development. Please see educational solutions on page 28	Total	

EN3	Direct energy consumption by primary energy source	83	Total	Principle 8
EN5	Energy saved due to conservation and efficiency improvements	83	Total	Principle 8 Principle 9
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	83	Total	Principle 8 Principle 9
EN9	Water sources significantly affected by withdrawal of water	Water consumption at FDC does not significantly affect the source of water withdrawal	Total	Principle 8
EN10	Percentage and total volume of water recycled and reused	Page	Total	Principle 8 Principle 9
EN16	Total direct and indirect greenhouse gas emissions by weight	FDC does not yet measured total greenhouse gas emissions	Total	Principle 8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	FDC does not have a specific plan to reduce greenhouse gas emissions. However, activities are being carried out as regards consumption awareness. Please see: FDC Aware Project	Partial	Principle 7 Principle 8 Principle 9



EN21	Total water discharge by quality and destination	Não se aplica	Total	Principle 8
EN22	Total weight of waste by type and disposal method	83	Total	Principle 8
EN26	Initiatives to mitigate the environmental impacts of products and services, and extent of impact mitigation	83	Total	Principle 7 Principle 8 Principle 9
EN28	Monetary value of significant fines and total number of monetary sanctions for non-compliance with environmental laws and regulations	There were no within this period	Total	Principle 8

LA1	Total workforce by employment type, employment contract, and region	65	Total	
LA2	Total number and rate of employee turnover by age group, gender, and region	68	Total	Principle 6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	71	Total	
LA4	Percentage of employees covered by collective bargaining agreements	68	Total	Principle 1 Principle 3
LA 5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	No minimum notice period has been set. FDC informs its collaborators as early as possible every time it carries out a significant operational change	Total	Principle 1
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	72	Total	Principle 1
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	Page	Total	Principle 1
LA 9	Health and safety topics covered in formal agreements with trade unions	72	Total	

LA10	Average hours of training per year per employee by employee category	69	Total	Principle 6
LA11	Programs for skills management and lifelong learning that supports the continued employability of employees and assist them in managing career endings	69	Total	Principle 1 Principle 6
LA12	Percentage of employees receiving regular performance and career development reviews	68	Total	
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	66	Total	Principle 1 Principle 6
LA 14	Ratio of basic salary of men to women by employee category	67	Total	

HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	A system to assess suppliers as regards human rights has not been put in place yet	Partial	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Aspects related to human rights are dealt with by the FDC Internal Covenant – page 64	Partial	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	No incidents of child labor were identified as regards FDC operations	Total	Principle 1 Principle 2 Principle 5
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	No incidents of forced or compulsory labor were identified as regards FDC operations	Total	Principle 1 Principle 2 Principle 4

HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	Aspects related to human rights are dealt with by the FDC Internal Covenant – page 64	Partial	Principle 1 Principle 2
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	There are no indigenous people in the regions where FDC is present	Total	Principle 1 Principle 2

SO1	Programs and practices that assess and manage the impacts of operations on communities	107	Total	Principle 1 Principle 7 Principle 8
SO3	Percentage of employees trained in the organization's anti-corruption policies and procedures	This matter is dealt with by the FDC Internal Covenant – page 64	Partial	Principle 10
SO4	Actions taken in response to incidents of corruption	There were no incidents of corruption at FDC	Total	Principle 10
SO5	Public policy positions and participation in public policy development and lobbying	FDC did not take part in the development of public policies and lobbying	Total	Principle 10
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	FDC does not make this kind of contribution	Total	Principle 10

PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	FDC applies an assessment/feedback questionnaire after each module of both Postgraduate and Open Programs. A satisfaction survey is applied as regards Customized Programs - Page 33	Total	
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PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	FDC e-mail marketing actions comply with the ABEMD (Brazilian Direct Marketing Association) Good Practices Code and the Self-regulation Code for the Practice of E-mail Marketing.	Total	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	There were no incidents of noncompliance	Total	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	There were no fines for noncompliance	Total	





This photograph was taken by collaborator Benedito Cunha, one of the finalists of the "Sustainability at FDC means..." Photography Competition.



## ANNEXES

### A. PAEX PARTICIPATING COMPANIES

#### *Midwest (23)*

##### DF I

Emgea

Gravia

Grupo Infinita

Hospital Pacini

##### DF II

5 Estrelas

Grupo Lacerdapar

HOB

Hospital Anchieta

Leonardo da Vinci

##### GO I

Cifarma

Data Traffic

DCCO – Cummins

TecPav

U.S.E Móveis

##### GO II

Burger King

CCB

Ceafi

Comar

Inst. Panamericano da Visão

Isoeste

Savan

Sol Bebidas

Wrocha

## Northeast (73)

### AL

Andrade Distribuidor  
Carajás  
Clínica Medradius  
Farmácia Permanente  
Limpel  
Paragominas  
Pindorama  
Rita de Cássia Construções  
Supermercado Palato  
Usina Porto Rico

### BA

Automind  
Barramar  
Dayhorc  
Fluxo Soluções Integradas  
Hospital Aliança  
Infortele  
Inovação Distribuidora  
Interpneus  
Perbrás  
Roupas Profissionais Vest

### CE

Associação Peter Pan  
Betânia  
Casa Magalhães  
Conviver Urbanismo  
Fortes Informática  
J.A. Comercial  
Makro Engenharia  
Normatel Engenharia  
Polibras

### CE II

DAG  
Fretcar  
Handara  
Icofort  
OdontoSystem

### MA

2R Serviços  
CMO  
Elétrica Visão  
Escola Crescimento  
Grupo Dimensão  
Marka  
Potiguar  
Sentinela  
UDI

### SE I

Aribe Motos  
Dall Empreendimentos  
Escariz  
Escurial  
Hospital de Olhos  
Hospital São Lucas  
Huteba Mercantil  
Lojão A Eletricidade  
Sergifil  
Sergipe Industrial

### SE II

Clinica Santa Helena  
Fiação Itabaiana  
Instituto da Visão  
Marco Mattos Engenharia  
Peixoto Gonçalves  
Usina Santa Clotilde

### PE

Arraial  
Cipan  
Drogaria Globo  
Grupo Bonanza  
Grupo UNA  
Guardiões Eletrônica  
Masterboi  
MV Informática  
Notaro Alimentos  
Provider  
Supermercado Arco Iris  
Total Distribuidora  
Urbano Vitalino Advogados  
Veneza Máquinas

## North (8)

### AM I

Andrade & Câmara  
Fermazon  
Frigorífico Vitello  
Hospital Santa Julia  
HTS  
Labelpress  
Ótica Avenida  
Unipar Construtora

## Southeast (166)

### ES I

Betha Espaço Imóveis  
Bressan  
CIMOL  
Criobanco  
Decottignies  
Hospital Meridional  
Maely  
Sollo Brasil  
Vitória Ambiental

### ES II

Adcos  
Hortigil Hortifruti  
Multilift  
Realmar Distr.  
Unilider  
Vila Porto

### ES III

AEBES  
CDI  
Construtora Épura

Hospital Santa Mônica

### ES IV

CIEE  
Citta Engenharia  
Lojas Sipolatti  
Metropolitana Transportes  
Panan Móveis

### Jardim Canadá I

LGA Mineração  
Sawae  
Varius Mat. De Construção

### MG I

D & C  
Digital Serviços  
Grupo Sant'Anna  
Inspetoria São João Bosco  
Labtest  
Mídia Urbana  
Milplan  
MXT  
VIC Logística

### MG II

Attps Informática  
BVP Engenharia  
Correio Braziliense  
Decisão Atacadista  
Estado de Minas  
logurte Trevinho  
Logsteel  
LSM Brasil  
Mip Engenharia  
TV Alterosa

### MG III

Agtechnologies  
Bebidas Jota Efe

Britasul

Corel Acabamentos  
JFL Equipamentos  
Nova Minas Transportes  
Pixel  
Rizal  
Tecelagem Damata

### MG IV

Atex  
Cera Ingleza  
Expresso Lamounier  
Master Casa  
Parex Service  
Sei Engenharia  
Sistema Batista

### MG V

PCX Tecnologia  
Pimenta de Ávila Consult.  
SJ Supermercados  
Tradimaq

### MG VII

Concreto  
Fumsoft  
Fundação dos Empregados Fiat  
Unicooper

### MG VIII

Previminas  
Telsan Engenharia  
MG IX (4) – 066038  
Heráclito Miranda  
Renata Lelis  
Daltec

Diário do Comércio

ISQ

Lab. Geraldo Lustosa

## MG XI

Cafeeira Sagrados Corações

Ciclope

Giga

Hospital Renascentista

Lassane

MGM Produtos Siderúrgicos

Moinho Sul Mineiro

SICOOB Credivar

Total Alimentos

## MG XIII

ACIU

Assoc. Bras. Criadores de Zebu

Bravo Serviços

Policard

Rodoborges

Tecnaço

Usina Caeté

## MG XIV

Carlton Plaza Hotéis

Carneiro Casa & Construção

Ind. Panif. Newbread

La Gare

Solar Minas

Unimed Poços de Caldas

## MG XV

Casa Rena

Cazanga

Katuxa

Líder Interiores

Tratenge

## MG XVI

Construtora Engetran

EPM Parapolpa

GPA Construção

Handcom

Paraibuna

Pedra Sul Mineração

## RJ I

Auto Viação Tijuca

BGMRodotec

BMB Mode Center

Casa Cardão

G. Silva Transportes

In Press

Intensive Care

Laboratório Simões

M2M Solutions

Massas Cadore

Rionil

SEDI

Unimed Volta Redonda

## SP I

A4 Comunicação

Convergence

Mekal

Mind Solutions

Zum Brazil

## SP II

Costa Brava Turismo

Elofort

Gomes & Hoffmann

Grupo Sempre

IBP

Icape

Interprise

Nogueira Porto

Pastifício Selmi

Portal Publicidade

Seco Tools

Ultrapan

## SP III

Axismed

Baumer

Unotech

Vicolo Nostro

## SP IV

Boxnet

Emibra

Fast&Food

MVL Comunicações

Subway Link

Vella Buosi

## SP V

AMIB

Cooper carga

IMC Saste

INDAB

INPEV

Super M

## SP VI

Cimcorp

CMS Medical

Colégio Humboldt

Enox

Galeria Nara Roesler

Hospitalar

Macron

Scórprios

## SP VII

Escavaforte

Kimberlit

Maranhão Atacado

## South (136)

### PR I

Akiyama  
Arotubi Metais  
Bonyplus  
Codiflex  
Compagás  
Givi  
Racco  
RH Center  
RodoLinea  
Rudegon

### PR II

A.Yoshii  
Angelus  
Folha de Londrina  
Gremasp Abrasivos  
Hayamax  
Hydrnorth  
Jasmine  
Milênia  
Radiante Eng. Telecomunicações  
Services Assessoria

### PR III

Atlas Eletrodomésticos  
Fersul Fundição  
Grupo Cantu  
Grupo Mascarello  
Landis+Gyr  
Lowçucar  
Plant Bem Fertilizantes  
Pressure Compressores  
Unifrango

### PR IV

Comercial Ivaiporã  
Eucatur  
Famossul  
Hoftalon  
Kidasen  
Móveis Gazin  
Perfimec  
Prati Donaduzzi  
Santos Andirá

### PR VI

Biogénesis  
C&M Engenharia  
COHAPAR  
Flexiv  
Montana  
Perfipar  
Risotolândia  
Slaviero  
Sul Invest Serviços  
Tradener  
Triunfante

### PR VII

Biodinamica  
Praxis  
**RS I**  
Abacó  
Banco A. J. Renner  
CP Eletrônica  
Hospital Tacchini  
Intercity  
JGB  
Rede Brasil

### RS II

Janimar  
LESI / CNCS

Procad

Susin

### RS III

Bomber  
Car House Veículos  
Cirúrgica Santa Cruz  
Frigelar  
TCS

### RS IV

Colégio Farroupilha  
Dimed  
Embratec  
Geguton  
Topázio

### RS V

Fundimisa  
Redemaq  
Sirtec

### SC I

Havan  
Rudolph Usinados  
Senior Sistemas  
Taschibra  
União Saúde  
Villa Germania Alimentos

### SC II

AMAE  
Bograntex  
Distribuidora Sardagna  
Flexul  
Hospital de Olhos Sadalla  
Indústria Máq. Kreiss  
Krona Tubos e Conexões  
Malharia Princesa  
Menegotti Máquinas



Taipa  
Termotecnica  
Wetzel  
Zanotti  
SC III  
Conlog  
HI Etiquetas  
Imaginarium  
Ísola  
Kyly  
Leardini Pescados  
Liderança  
Lojas Koerich  
Mosarte  
Orion  
Proimport  
Softplan  
SC IV  
CEUSA

Construtora Fontana  
Confecções Damyller  
Ibrap  
Realengo Alimentos  
Ritmi Confecções  
SATC  
SC V  
Avanex  
CEPAR  
Cerâmica Constrular  
Florestal Gateados  
Frigorífico Riosulense  
Malhas Rico  
Metalúrgica Riosulense  
Televisão Lages  
SC VII  
Blucredi  
Cristina Malhas  
GOVBR

Haco Etiquetas  
HBSIS  
Malhas Treze  
Marilua  
Posthaus  
Transportes Ramthun  
SC VIII  
Abi Belém  
Cia. Águas de Joinville  
Fundação Pró-Rim  
HARD  
Lunender  
Miliun

# B. PDA PARTICIPATING COMPANIES

## PDA MG XV

Algar  
Metalúrgica Jano  
Prumo Engenharia  
Tijolos Jacarandá  
União Comercial Barão  
VB Comunicação

## PDA MG XVI

Banco Rural  
CESBOM  
Cogelta  
Comin Construtora  
Grupo Lima Reis  
Infrater Engenharia  
Teixeira Aguiar  
Terra Máq. Equip. e Construções  
Transp. Bela Vista de Minas  
Viação Pássaro Verde

## PDA RJ I

Barcelos & Cia  
Cipa  
Dancor

Drogaria Venancio  
Guanabara Diesel

## PDA SP VIII

Cosil  
Embracon  
GFN Agrícola  
Grupo Simões  
Maubisa  
Sabrina Jóias

Senpar

## PDA SP IX

Alpina Têxtil  
Bignardi  
Construcap  
Grupolis  
Jundsondas  
Prolind  
Wirex

## PDA ES V

Corcovado Brasigran  
Coroa  
Extrabom

Grupo Soares

## PDA SC IV

Altenburg  
Biochamm  
Florestal  
Passaura  
Sardagna

## PDA SC VI

Condor  
Kylly  
Link Comercial

## PDA GO

Construmil  
Govesa  
Mundial Atacadista

## PDA PR IV

Cidade Sorriso  
Colorfix  
Condor  
Kenji Indústria Química  
La Valle  
Paranapart

# C. PCSS PARTICIPATING ORGANIZATIONS

## PCSS

Cabtec

Embrasil

Ernersto Bergen

GranViver

Holding Seculus

Hospital São Bernardo

Inverfin

IT Mídia

Laboratório Sabin

Megaware

Microcity

Orguel

Renauxview

SNC – Lavalin

Teckma

TSA

## D. POS PARTICIPATING ORGANIZATIONS

### POS

AFAS

ASMARE

Celafiscs

Corpo Cidadão

Fundação Bachiana

Fundação Hospital de Olhos

Fundo Cristão

Grupo Corpo

Hospital da Baleia

Instituto Ester Assumpção

Instituto IT Mídia

Instituto Kairós

Instituto Minas pela Paz

ISTA

Projeto Providência

Ramacrisna

Santa Casa de Sabará

VIDAS

## E. RDI PARTICIPATING ORGANIZATIONS

### RDI OCESP I

Produtores de Grãos, Cana de açúcar e Insumos

RDI OCESP II (10) - 116501

Yuri Costa

Barbara Gonçalves

Cooperativas Agropecuárias

### RDI

Asbramor Irrigação

Intiwasi

Irrigafértil

JP Irrigação

Lavras Irrigação

Pivosul

Pivot

Pivotec Equipamentos Agrícolas

Produtividade Rural Com. De Peças

Unimaq

Valmont

### RDI Colômbia

Universidade de los Andes

Agremezclas S.A.

AGROZ S.A.

B y V Metalicas

Cia Colombiana Construcción S.A.

Distrago Química Ltda

Farben S.A.

Grupo Corporativo Eficacia

Impadoc S.A.

Inadisa S.A.

Indupaddy S.A.

Ladrillera Prisma S.A.

Lanzetta Rengifo & Cia Ltda

Ledesa S.A.

Lubriretenes y Rodamientos S.A.

Multiproyectos

Processadora de Mat. Primas S.A.

Productos Alimenticios Santillana

Schröder Group GIE

Vicar Farmaceutica S.A.

### RDI Avina

Fundación Avina

## F. COMn PARTICIPATING ORGANIZATIONS

COMn Internacionalização	Hering	Vulcabrás
Apex Brasil	Jacto – Linha Leve	
COMn Internacionalização	JactoClean	
Artecola	Labtest	
Baumer	Máquinas Agrícolas Jacto	
Conexão	Prati - Donaduzzi	
Cooparaiso	SETA	
Duas Rodas	Use Móveis	
Forno de Minas	Votorantim Siderurgia	

## G. PARTICIPATION IN EVENTS

Participant	Event	Period-Venue
Paulo Resende	PANGEA	February, 2011 – Houston / USA
Claudio Boechat	PANGEA	February, 2011 – Houston / USA
Sherban Cretoiu	Opening Dinner: Portuguese Chamber of Commerce in Brazil	28/02/2011 – BH / MG
Rudolf Gabrich	10 <sup>th</sup> GRLI General Assembly	28/02/11 to 04/03/11 – Melbourne / Australia
Sherban Cretoiu	2011 SMS Special Conference in Rio	10 to 12/03/2011 – Rio de Janeiro / RJ
Flavia Alvim	2011 SMS Special Conference in Rio	10 to 12/03/2011 – Rio de Janeiro / RJ
Livia Barakat	2011 SMS Special Conference in Rio	10 to 12/03/2011 – Rio de Janeiro / RJ
Juliana Gonçalves	Ifera Americas 2011	23 to 26/03/2011 – Bogota / Colombia
Patricia Becker	ABVCAP Congress	11 and 12 /04/2011 – São Paulo / SP
Teresa Roscoe	STEP Meeting	11 and 12/04/2011 – Santiago /Chile
Flavia Carvalho	2011 BALAS Annual Conference	13 to 15/04/2011 – Santiago / Chile
Anderson Sant´anna	2011 BALAS Annual Conference	13 to 15/04/2011 – Santiago / Chile
Antonio Batista	2011 BALAS Annual Conference	13 to 15/04/2011 – Santiago / Chile



Carlos Arruda	Globe Forum Stockholm 2011	11 /05/2011 – Stockholm / Sweden
Roberta Paro	Workshop PRME, anticorruption	May 15 to 18 – Copenhagen / Denmark
Leonardo Araújo	15 <sup>th</sup> Reputation Institute International Conference	18 to 20/05/2011 – New Orleans / USA
Ricardo Siqueira	15 <sup>th</sup> Reputation Institute International Conference	18 a 20/05/2011 – New Orleans / EUA
Claudio Boechat	CSRAmericas 2011	24 to 26/05/2011 – Asuncion /Paraguay
Mirian Scalabrini	FESABID 2011	25 to 27/05/2011 – Malaga / Spain
Virginia Abdala	ABSRC 2011	01 to 03/06/2011 – Venice / Italy
Carlos Arruda	KIN GLOBAL	01 to 03/06/2011 – Chicago / USA
Claudio Boechat	2011 PRME SUMMIT	05 to 08/06/2011 – Brussels / Belgium
Leo Bruno	E-Leader Conference	06 to 08/06/2011 – Zagreb / Croatia
Paulo Renato de Sousa	3 <sup>rd</sup> INTERNATIONAL FORUM Purchasing and Supplies	13 to 14/06/2011 – São Paulo / SP
Paulo Vicente Santos Alves	Annual Conference of IASIA 2011	13 to 18/06/2011 – Rome / Italy
Claudio Boechat	The 2011 GBSN Annual Conference	June 20 to 22 - Mexico
Carlos Arruda	11 <sup>th</sup> ANPEI Conference	20 to 22/06/2011 – Fortaleza / CE
Anderson Rossi	11 <sup>th</sup> ANPEI Conference	20 to 22/06/2011 – Fortaleza / CE
Rodrigo Zeidan	European Financial Management Association Conference	22 to 25/06/2011 – Braga / Portugal
Rafael Tello	4 <sup>th</sup> Sustainable Construction Brazilian Symposium	04 and 05/08/2011 – São Paulo / SP
Alberto Portugal	10 <sup>th</sup> Brazilian Agribusiness Conference	08/08/2011 – São Paulo / SP
Antonio Bahia	10 <sup>th</sup> Brazilian Agribusiness Conference	08/08/2011 – São Paulo / SP
Luiz Gomes	10 <sup>th</sup> Brazilian Agribusiness Conference	08/08/2011 – São Paulo / SP
Sherban Cretoiu	AOM 2011 – Academy of Management	12 to 16/08/2011 – Texas / USA
Henrique Dornas Dutra	Green Economy Forum – Mining Town Seminar	24 and 25/08/2011 – Belo Horizonte / MG
Rodrigo Zeidan	9th Asia-Pacific Association of Derivatives - APAD	24 and 25/08/2011 – Bussan / Korea
Paulo Renato de Sousa	14 <sup>th</sup> Production, Logistics and International Operations Symposium SIMPOI 2011	24 to 26/08/2011 – São Paulo / SP
Livia Barakat	EnANPAD 2011	04 to 07/09/2011 – Rio de Janeiro / RJ
Marina Araújo	EnANPAD 2011	04 to 07/09/2011 – Rio de Janeiro / RJ
Carlos Arruda	EnANPAD 2011	04 to 07/09/2011 – Rio de Janeiro / RJ
Anderson Sant´anna	EnANPAD 2011	04 to 07/09/2011 – Rio de Janeiro / RJ
Virginia Abdala	EnANPAD 2011	04 to 07/09/2011 – Rio de Janeiro / RJ
Teresa Roscoe	BABSON Project Meeting	04 to 09/09/2011 – Quito / Ecuador

Alberto Portugal	6 <sup>th</sup> International Coffee 2011 Seminar	05 to 06/09/2011 – Rio de Janeiro / RJ
Elisa Alt	24 <sup>th</sup> EBEN Annual Conference	15 to 17/09/2011 – Antwerp / Belgium
Luciana Faluba	ANAHP Conference	28 to 30/09/2011 – São Paulo / SP
Anderson Sant´anna	1 <sup>st</sup> Portuguese Language Conference on Organizational Behavior and Management	06 to 08/10/2011 – Lisbon / Portugal
Teresa Roscoe	FFI Annual Conference	12 to 14/10/2011 – Boston / USA
Daniela Scarioli	12 <sup>th</sup> International Corporate Governance Conference	24 to 25/10/2011 – São Paulo / SP
Heiko SPitzeck	EABIS 10 <sup>th</sup> Annual Colloquium 2011	26 to 28/10/2011 – Fontainebleau / France
Claudio Boechat	EABIS Colloquium 2011	26 to 28/10/2011
Rivadavia Neto	ICICKM 2011	27 and 28/10/2011 – Bangkok - Thailand
Carlos Arruda	ASC Conference 2011	27 to 29/10/2011 – Florida / USA
Fabian Salum	Technical Visit: to 3M do Brasil	31/10/2011 – Sumaré /SP
Teresa Roscoe	STEP PROJECT 2011	03 to 06/11/2011 – Lima / Peru
Anderson Sant´anna	MBA Roundtable	17 and 18/11/2011 – Seattle / USA
Anderson Sant´anna	EnGPR 2011	20 to 22/11/2011 –João Pessoa / PB
Rodrigo Zeidan	XX International Tor Vergata Conference on Money AND Lecture at the “Gabriele d’Annunzio” Department workshop cycle	28/11/11 to 08/12/2011 Rome / Italy
Maria Raquel Grassi	PRME 2011	06 and 07/12/2011 –Buenos Aires / Argentina

# H. 2011 DEVELOPMENT PROJECTS

Entrepreneurship at Transgenerational Family Enterprises – Teresa Roscoe

Market Orientation: Market Proactivity – Leonardo Araújo

Growth Strategy - Lobão

Longevity and Business Performance – Carlos Arruda

Family Enterprises – Methodologies – Teresa Roscoe

Sustainable Innovation – Carlos Arruda

The Embrapa Case – Rosiléia Milagres

Growth Strategy: Diversified Conglomerate – Lobão

Cycles and Workshops – Sônia Diegues

Organizational Models – Rivadávia Alvarenga

10,000 Women Project - Marcele Gama

IT-Supported Leadership - Angela Fleury

GC-Based Succession – Juliana Gonçalves

Mentoring Project – Denis Garcia

Ativideias Project – Ricardo Carvalho and Isa Mara

Leadership and Sustainability – Anderson Sant´anna

Leadership and Innovation – Carlos Arruda

Competitive Intelligence Bureau – Alberto Portugal

Socio-emotional Leadership Competencies – Marta Campello

New Business Models – Rosileia Milagres

Stakeholder Governance – Heiko Sptizeck

Innovation in the BRIC Countries – Carlos Arruda

The Global Manager – Virginia Abdala

Learning about the Knowledge within FDC – Sônia Diegues

Identification Processes – Beth Fernandes

Human Dignity in Organizations – André Almeida

Innovation at Midsize Companies – Fabian Salum

Advanced Project Management – Heitor Coutinho

Advanced PDC Development - Elismar Álvares

The Strategic Management of Innovation – Carlos Arruda

Strategic Management in Healthcare – Osvino Souza

Private Equity and Venture Capital – Patrícia Becker

Competitiveness – Carlos Arruda

Branding and Reputation – Leonardo Araújo
Book on Alair Martins – Sônia Diegues
Book on Flávio Gutierrez – Sônia Diegues
Vitality Book – Nádia Rampi
Management within Networks – FAPEMIG – Rosiléia Milagres
2010 FAPEMIG Leadership – Sherban Cretoiu
Liderança FAPEMIG - 2010 – Anderson Sant’Anna
IBM Register and Assessment – Maria Raquel
FECOMÉRCIO Award – Maria Raquel
Sustainability in Building Observatory – Maria Raquel
Fundamentals Book – Nádia Rampi
Leadership – Fapemig – Anderson Sant ´anna
Creating Value – FAPEMIG – Sherban Cretoiu
Época Project – Heiko Spitzeck
Communications in the Automotive Industry – Fapemig – Áurea Ribeiro
Corporate Governance Center – Elismar Álvares
CDVR – Responsible Retailing Development Center – Maria Raquel
CCR Infrastructure and Logistics Center – Paulo Resende
Strategy and Business Management Center – Aldemir Drummond
CDSC – Sustainability in the Building Industry Development Center – Maria Raquel
CRI – Innovation Reference Center – Carlos Arruda
Vale Leadership Development Center – Anderson Sant’Anna
CRGRS – Responsible Management for Sustainability Reference Center – Maria Raquel
GEM B2B Center – Áurea Ribeiro
SECTES Project – Carlos Arruda
Networked Solutions in Agribusiness – Rosileia Milagres
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CRIMI – Inclusive Markets Reference Center – Maria Raquel
CRE – Strategy Reference Center – Aldemir Drummond
Petrobras Sustainability Center – Maria Raquel
CRI Minas – Fabian Salum
SEBRAE Project – Competitiveness – Rosileia Milagres
Corporate Venturing Project – Carlos Arruda
Environmental Innovations – Carlos Arruda
Automotive Industry GIT– Aldemir Drummond
Performance Monitoring– Osvino Souza
Fundação espaço ECO – Maria Raquel
CDGDH – Hospital Performance Management Development Center – Osvino Souza

# I. TECHNICAL-SCIENTIFIC PUBLICATIONS

## INTERNAL

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