

FUNDAÇÃO DOM CABRAL

2012 ANNUAL REPORT

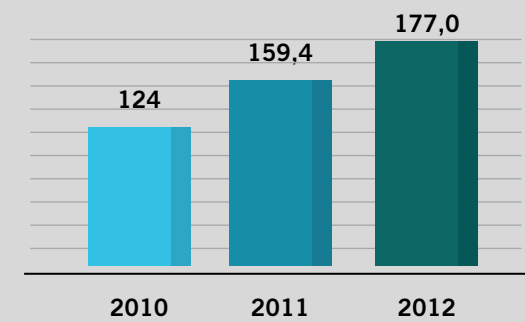
FUNDAÇÃO DOM CABRAL

FDC

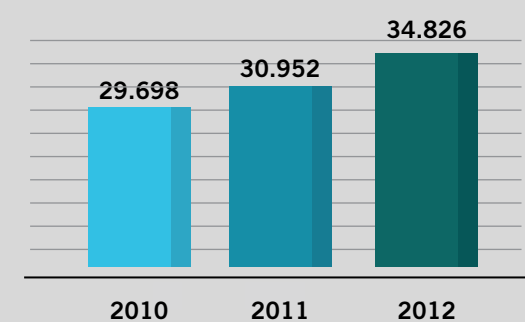
DESENVOLVIMENTO DE EXECUTIVOS E EMPRESAS

FDC IN NUMBERS

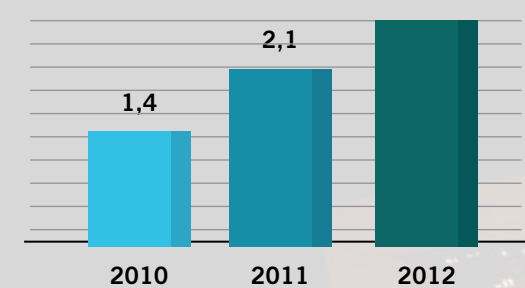
Operational Revenues (million)



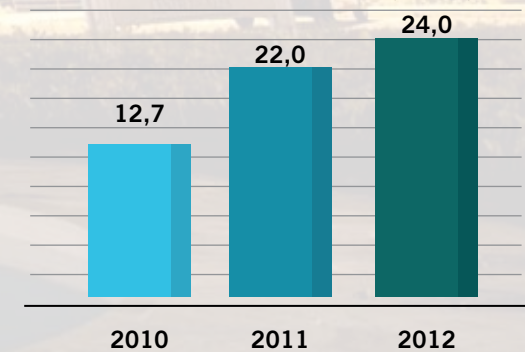
Professionals Developed (million)



Social Initiatives (million)



Investments in Development (knowledge, people, market and social) (million)



FUNDAÇÃO DOM CABRAL 36 YEARS

1973

The Universidade Católica de Minas Gerais (PUC/MG) Extension Center begins its activities.

1976

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

1980

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

1989

Partnership to create CTE – Entrepreneurial Technology Center.

1990

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

1992

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

1993

Alliance with the Kellogg School of Management.

1996

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

1999

Partnership with family businesses to create PDA – Shareholder 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 UN Global Compact.

2005

22nd place in the Financial Times ranking.

2006

FDC 30 years. Cooperation network in Latin America. DOM magazine first issue.

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”. 6th place in the Financial Times ranking. 1st place in the AmericaEconomia magazine ranking.

2011

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

2012

Dean succession and inauguration of the Board Committee. 8th place in the Financial Times ranking and 1st place in the AmericaEconomia magazine ranking.

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Ricardo Siqueira Campos - Associate Dean, Business Development and Public Relations

International Advisory Council

JACOBS, DONALD

Donald Jacobs - Kellogg School of Management - USA

MEMBERS

Akande, Benjamin - George Herbert Walker School of Business & Technology - USA

Almeida, António de - EDP - Portugal

Amorim, Celso - Brazilian Government - Brazil

Anastasia, Antonio (Honorary Member) – Minas Gerais State – Brazil

Barbosa, Fabio - BG Group - UK

Belini, C. - Fiat - Brazil

Bergen, Ernst - Record Electric S.A.E.C.A. - Paraguay

Bessa, Daniel - Cotec Portugal - Portugal

Blount, Sally - Kellogg School of Management - USA

Brown, J. Frank - General Atlantic - USA

Brumer, Wilson - GRP Investimentos - Brazil

Bühler, Carlos - Holcim Brasil - Brazil

Bunster, Jorge - Ministry of Energy – Chile

Cavaliere, Sérgio Soares - ALE Combustíveis - Brazil

Connelly, Kevin - Spencer Stuart - USA

Costa, Roberto Teixeira - Sul América - Brazil

Coutinho, Luciano – BNDES – Brazil

Cutifani, Mark - Anglo American - South Africa

DeFeo, Ronald - Terex Corporation - USA

Defosset, Don - DJD Group - USA

Di Leo, Bruno - IBM - USA

Elliott, Guy - Rio Tinto - UK

Estrella, Darys - Grupo Vicini - Dominican Republic

Foguel, Sergio – Odebrecht - Brazil

Freitas, Guerra - SHAREcircle (SHARE) - Angola

Garnero, Mário – Brasilinvest – Brazil

Gray, J. Douglas - Everett Smith Group - USA

Grobocopatel, Gustavo - Grupo Los Grobo – Argentina

Gupta, Mahendra - Olin Business School - USA

Horváth, Dezsö - Schulich School of Business – Canada

Hrinak, Donna - Boeing Brasil - USA
Hunter-Cevera, Jennie - RTI International - USA
Iglesias, Enrique - Ibero-American General Secretary - Uruguay
Jain, Dipak - INSEAD - France
Karpe, Ninad - Aptech - India
Katz, Daniel - Overbrook - USA
Kondo, Masaki - Mitsubishi do Brasil – Brazil
Levin, Lindsay - Leaders' Quest - UK
Lopes, Luiz - Brookfield Brasil – Brazil
Lorange, Peter - Lorange Institute of Business Zurich - Switzerland
Lozano, Mariano – Danone - Brazil
Malczewski, Marcel – Bematech - Brazil
Meirelles, Henrique - J&F Holding - Brazil
Meyer, Julie - Ariadne Capital - UK
Middleton, Julia - Common Purpose - UK
Moon, Kook-Hyun - New Paradigm Institute - South Korea
Moreno Charme, Alfredo - Ministry of Foreign Affairs – Chile
Moreno, Luis - Inter-American Development Bank - USA
Murthy, Narayana - Infosys Technologies - India
Nardocci, Tadeu - Novelis Europe - Switzerland
Neiva, Newton - Brazil
Neves, Aécio - Brazilian Senate – Brazil
Niederauer, Duncan - NYSE Euronext - USA
Olivério, José Luiz – Dedini - Brazil
Oris de Roa, Fernando – Orocobre - Argentina
Piedrahita, Carlos - Grupo Nutresa - Colombia
Pinto, Fernando - TAP - Portugal
Pogetti, Luis Roberto – Copersucar - Brazil
Prakash, Shantanu - Educomp - India
Primo, Adilson - Brazil
Prufer, Philippe - GTT - Goods That Talk - Brazil
Ramadorai, Subramanian - Tata Consultancy Services - India
Rangnekar, Ajit - Indian School of Business - ISB - India
Ribieras, Jean-Michel - International Paper Brasil - Brazil
Rodrigues, Roberto - GV Agro - Brazil
Schindler, Anamaria – Ashoka - Brazil
Schmall, Thomas - Volkswagen do Brasil - Brazil

Schmelzer, Harry - Brazil
Schwartz, Jeffrey - Global Logistic Properties - Japan/China
Seek, Ngee Huat - GIC Real Estate - Singapore
Silva, Josué da – Brazil
Silva, Marina - Instituto Marina Silva – Brazil
Sobel, Clifford - Former US Ambassador to Brazil - USA
Somavilla, Vania – Vale - Brazil
Stecher, Giorgio - bancopopular-e.com - Spain
Suarez, Pedro – Dow - Brazil
Tomazoni, Gilberto - Bunge Brazil - Brazil
Tricoire, Jean-Pascal - Schneider Electric - France
Vale, Renato – CCR Holding – Brazil
Van Schaik, Gerard – EFMD - Belgium
Vardanian, Ruben - Troika Dialog Group - Russia
Xiang, Bing - Cheung Kong Graduate School of Business - China
Xiongwen, Lu - Fudan University School of Management – China
Zulauf, Harald - Media Consulta - Germany

Index

| | |
|----|---|
| 7 | A Letter from the Dean |
| 10 | Introduction |
| 12 | Strategic objective #1: To be a Brazilian school at international level as regards standards, actions and international recognition |
| 30 | Strategic objective #2: To be a reference in generating and articulating applicable management knowledge that is attuned to the environment |
| 38 | Strategic objective #3: To foster an organizational context that will lead to social, people, knowledge, market and product development |
| 55 | Strategic objective #4: To generate economic and financial results that will guarantee the institution's sustainable development |
| 58 | Strategic objective #5: To expand and consolidate itself within the domestic market |
| 63 | Annex - A table with projects and principles |

A Letter from the Dean



Nine months after being installed as Dean of Fundação Dom Cabral I would like to share some information about the most relevant activities we have carried out throughout 2012. In the first semester we emphasized the organization's development due to transition process continuity and focused on integrating the new directors and the whole team. In the second semester we evolved as regards restructuring our knowledge centers and consolidating integration among our faculty, collaborators and associates, as well as increasing our social and sustainability actions.

We took important steps towards internationalization by restructuring and rebuilding the Internationalization Committee. The International Advisory Council held its 4th Annual Meeting at the Aloysio Faria Campus and hosted an International Conference on the theme "Profits and Social Values: Closing the Gap", which was attended by 250 participants. The second group of the BRICs on BRICs Program was hosted for 31 executives from six countries and its two modules were held in Brazil and in Russia. The open enrollment programs included the second running of the FDC Experience, and we offered programs in Rio de Janeiro, Brasília, Fortaleza, Manaus, Curitiba, Goiânia and Cuiabá for the first time.

We fulfilled our commitment to keep FDC's growth rate higher than the domestic one and we remained among the top 10 business schools in the world, according to the Financial Times executive education ranking. We also confirmed our position as the best business school in Latin America, according to the AmericaEconomia magazine ranking.

We worked on developing the 2013-2017 Strategic Plan by following the guidelines set

forth by the Board Committee, who advised us to focus on consolidating the results we have already achieved without losing sight of our constant quest for quality. The Board Committee approved the plan in December and it was presented to all collaborators during the last general meeting of the year.

The strongest impact of the global economic crisis fell on our Customized, Open International, and Customized Specialization Programs. In terms of operational revenues, our year-end balance fell short by 8%, although revenues were 11% higher when compared to what we had achieved in 2011. Revenues from partnership programs grew by 26.7% compared to 2011 and reached R\$ 60 million, which is the first time they have equaled revenues from customized programs. Net results amounted to 9% of revenues, which represents 94% of the budgeted amount and is 37% higher when compared to 2011. These results were mostly due to lower administration expenses (5% under budget) and increased funding, including financial investments.

Revenues accrued from funding amounted to R\$ 960 thousand more than the budgeted amount, which was the best result achieved in the last five years. Investment adjustment for the 87 hotel units at the Caesar Business Hotel by Lagoa dos Ingleses generated recognition of income amounting to R\$ 4.35 million. Although surplus had traditionally only been achieved around August, in 2012 it was achieved in May due to better performing partnership and non-seasonal programs, as they offered a continuous flow of revenues throughout the year.

We invested in expanding our São Paulo Office by adding another floor to the current two and hired property to set up our Rio de Janeiro Office in April 2013. We invested R\$ 24 million in social, people, knowledge, market and product development, which represented an increase of about R\$ 2 million when compared to 2011.

Several programs were developed during the year, such as “10.000 Women”, which has trained about 600 entrepreneurs. The 19 participants of the second group of the Roots Project graduated and the first group of the Dignity Project is well on its way to graduating while also reaping its first benefits. The Garden of Opportunity Program is moving ahead at full speed. We would also like to highlight the work carried out in the Capão Grosso

community in the Jaboticatubas (MG) rural area, where a pedagogic project is being developed at the Don Orione municipal school to improve learning for the 58 children enrolled at the school and the county's Basic Education Development Index (IDEB). The cornerstone of the Inhoré Cultural Institute, an initiative that will drive the region's social, cultural and economic development, has also been laid.

As we assess the work we carried out in 2012, we can see that 97% of our 68 goals were achieved, surpassed or are on the way to being met. There were only two goals that were not met (3%): increasing the number of women in the International Advisory Council to 20% of the members and meeting the numbers for the percentage of revenues accrued from clients outside the Minas, Greater São Paulo, Rio de Janeiro and Brasília axis, which reached 34.5% when the goal had been set at 40%.

Thus, we can end this letter by restating our commitment to the institution's values, mission and principles. Once again, I would like to acknowledge Professor Emerson's great contribution as regards supporting and guiding me as I discharge my duties. Together with Mozart Pereira dos Santos and Carlos Roberto Vasconcelos Novais, Professor Emerson has advised me as regards the paths to follow and the strategies to implement. Lastly, I would like to thank all of our collaborators, professors, associate and visiting professors, and suppliers for the results we have achieved.

We hope to go through 2013 keeping the same spirit that has brought us here. We will keep on our way to consolidate our position in both the domestic and the international markets, to develop our centers and our programs and so generate knowledge that is ever more applicable, to align our organization to these new challenges and to support ourselves economically while maintaining the quality of our products and services.

Wagner Furtado Veloso

Dean



Introduction

Fundação Dom Cabral (FDC) enjoyed another positive year in 2012. The institution's nominal growth reached 11% in operational revenues when compared to the previous timeframe and its net result was 37% higher than that of 2011. Such performance becomes even more relevant due to 2011 having been FDC's best-performing year ever up to now.

At the same time, Brazil faced serious difficulties as regards growth while the international context was also hit by a deep economic crisis, mainly in more developed countries.

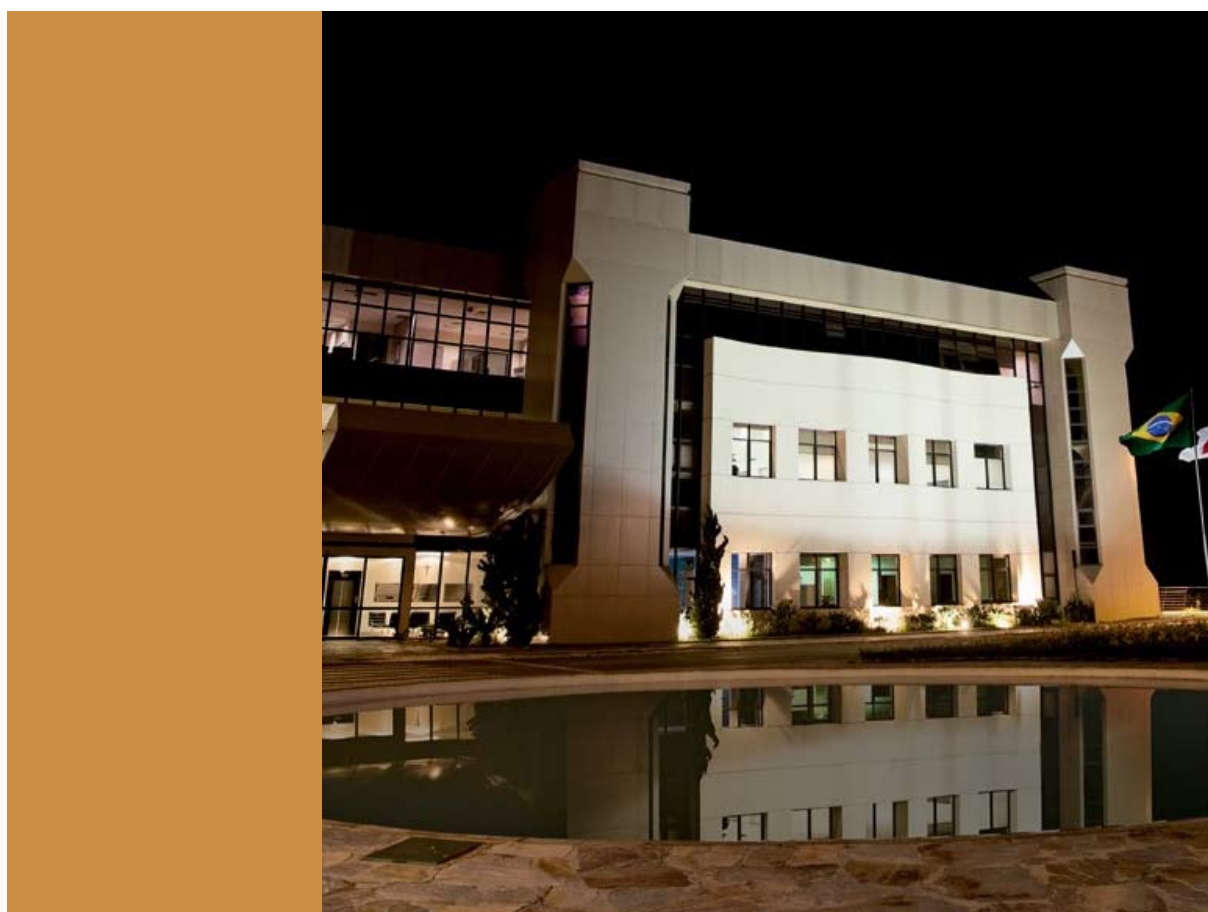
Despite such adverse contexts, FDC performed well in the domestic market and moved towards consolidating itself as a renowned international school. The positions Fundação Dom Cabral reached in the main executive education rankings confirm this move and the consolidation of international partnerships and alliances reinforces such determination by the institution.

Results in the domestic context were due to the greater number of programs offered, the number of professionals who were trained, and the expansion of FDC activities throughout the country.

In 2012, FDC invested in people valuation by offering HR management programs as well as more innovative social programs. Furthermore, it is also determined to invest in knowledge generation and management by strengthening its Knowledge Development Centers.

This report presents and analyzes actions that led FDC to achieve favorable results in 2012. This kind of performance is fully aligned to the FDC 2012 - 2016 Strategic Plan, whose objectives are as follows:

1. To be a Brazilian school at international level as regards standards, actions and international recognition;
2. To be a reference in generating and articulating applicable management knowledge that is attuned to the environment;
3. To foster an organizational context that will lead to social, people, knowledge, market and product development;
4. To generate economic and financial results that will guarantee the institution's sustainable development;
5. To expand and consolidate itself within the domestic market.





Strategic objective #1:

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

FDC has been acting decisively to become a Brazilian school at international level as regards standards, actions and international recognition. In 2012, the institution implemented a large number of actions to consolidate and broaden its internationalization moves.

Internationalization is seen as a fundamental process to ensure FDC manages to fulfill its institutional mission to develop executives and organizations and to allow the institution to expand into other countries. It is also a way to respond to the effects of globalization, which have seen international competitors moving into Brazil and Latin America.

The Associate Dean's Office for International Relations was set up in April to integrate the various activities the institution carries out in its dealings abroad while also supporting the implementation of specific goals and actions for each FDC area. The Associate Dean's Office for Institutional Relations was also set up within the context of the efforts FDC makes to consolidate the image and reputation it has gained throughout the institution's lifespan (further information about the new Office can be accessed on page 39).

Below, please find the highlights for 2012.

Rankings and Accreditations



The 2012 Financial Times executive education ranking has ranked FDC as the 8th best business school in the world - which means it has dropped 3 places from where it stood last year. Even so, this position confirms FDC as a leader in executive education in Brazil and in Latin America, as it has been ranked among the 10 best business schools in the world for 3 years running. FDC is also the only Latin American school ranked among the top 10 schools in the world.

The Customized Program ranking shows FDC in 8th place, and the institution stood out in the following criteria: Follow-up, New Skills and Learning, Facilities, Preparation, and Value for Money.

FDC is the 17th best school in the Open Enrollment Program ranking, where it stood out in the following criteria: Facilities, New Skills and Learning, Partner Schools, and Course Design.

Soon after the new ranking was published the teams that are directly involved in ranking and accreditation matters launched a listening process, both in-house and with clients, and began to carry out an analysis with all the areas within the institution to enable them to understand the criteria used and to find new ways to enhance our results.

FDC has now adopted the 15 Financial Times ranking indicators as performance indicators to enable it to improve the quality of its teaching and to offer greater client satisfaction.

For the third year running, Fundação Dom Cabral has been ranked in 1st place in the AmericaEconomia Magazine Executive Education ranking, which surveys the best executive education schools in Latin America. FDC scored 88.6 points in the survey's criteria.

The Latin American publication collected data from 2011 and 2012 and analyzed them from five aspects: number of client companies, faculty quality, program offer, the institution's international network, and lastly, prestige – a criterion added to the ranking methodology in 2012.



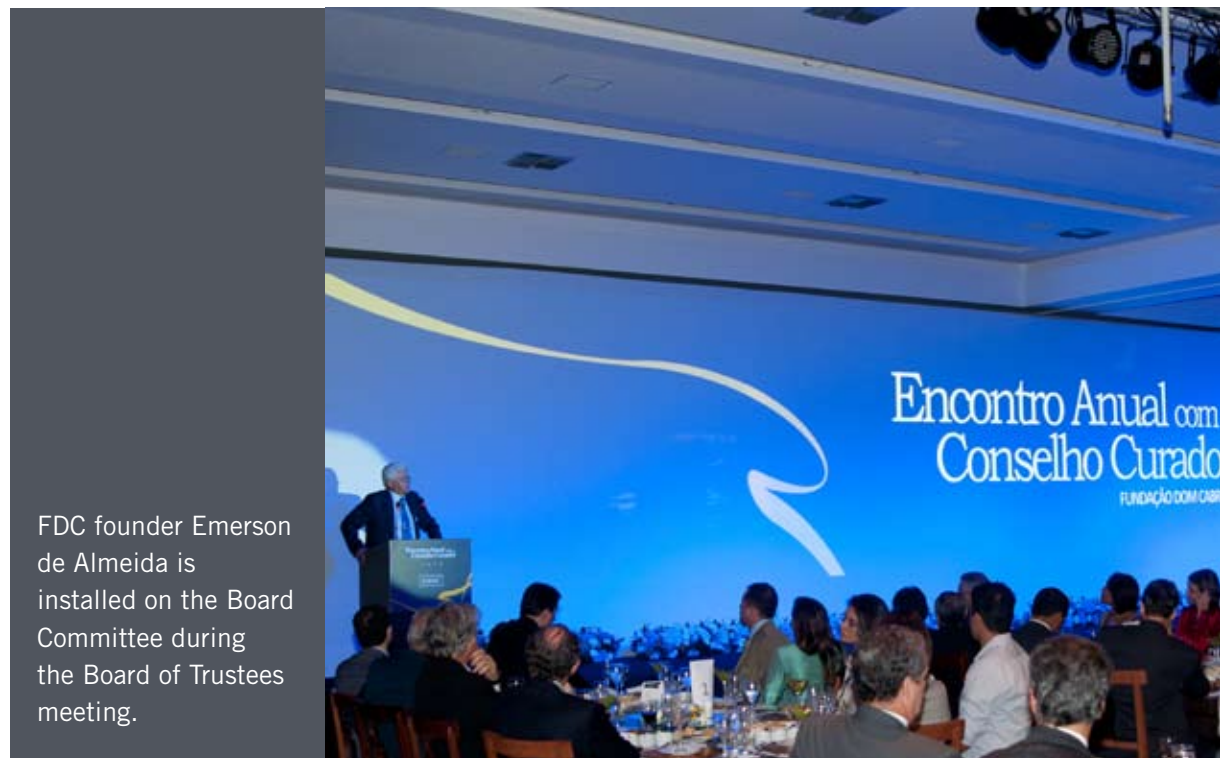
Besides its presence in the rankings, FDC seeks international accreditation from renowned entities and has already begun to collect data for the Equis/EFMD assessment process that will take place in 2013.

The institution's participation in international rankings and accreditation systems expresses its constant quest for excellence and its commitment to transparency while also being important tools as regards the institution's internationalization process.

The Board of Trustees Meeting

The meeting with the Board of Trustees and the community was held in March. It reported on the institution's activities and brought together about 300 political, business and social leaders from Minas Gerais. The event also saw the inauguration of the Board Committee and of the new Dean and Associate Deans, and participants watched a historical retrospective of FDC that highlighted the institution's landmark achievements.

The new makeup of the Board of Trustees was elected in the August meeting. To further the institution's internationalization efforts, the number of international members was increased from two to three - which corresponds to 1/5 of the Board. The title of Honorary Board Member was also created at this time and it will be bestowed on executives and leaders who remain as members of the Board of Trustees for two or more consecutive mandates.



International Advisory Council – CCI

The International Advisory Council (CCI) was created in 2009 to contribute to define FDC's international strategies, suggest action guidelines in different countries and broaden the institution's network.

At the end of 2012, the CCI was made up by 84 members from 24 countries, eight of whom are women. To guarantee that the Council remains a dynamic influence, FDC intends to widen its scope in terms of geography and diversity, and it aims for at least 20% of the board members being women.

The 4th CCI meeting was held at the Aloysio Faria Campus in 2012 and there were 41 members and other Brazilian and international leaders present, for a total of 58 participants. It was a chance to reflect about FDC, its present and its future, the Brazilian economic context, and about how to prepare leaders for companies and for society. The internationalization projects, the succession process that was carried out at FDC, and the institution's operational model were presented at the time.



The International Advisory Council met for the fourth time and gathered 41 members.

The International Advisory Council also dealt with themes related to the Brazilian economy and BNDES President Luciano Coutinho and New York Stock Exchange President Duncan Niederauer spoke at the meeting. Furthermore, the members debated about the challenges of developing leaders for the 21st century, with the participation of Julia Middleton and Carlos Piedrahita.

Minas Gerais Governor Antonio Augusto Anastasia received CCI members and other guests at Palácio da Liberdade, where he hosted a dinner for the participants. The governor spoke and explained how honored he felt by the actions undertaken by FDC. As part of CCI meeting activities, FDC also organized a visit to Inhotim, which was followed by dinner for the Council members.

Governor Antonio Augusto Anastasia offered a dinner party for the members of the International Advisory Council at Palácio da Liberdade.



The Internationalization Committee

The framework of the Internationalization Committee, which is led by Board Committee President Professor Emerson de Almeida, has been changed and now encompasses all the deans and associate deans. The Internationalization Committee's *raison d'être* is to ensure that FDC will be a Brazilian school at international level as regards standards, actions and recognition, thus offering a locus to discuss, debate and advise on internationalization strategy and its alignment and integration to operations in all its various areas.

International Cooperation

One of FDC's internationalization strategies relies on its structuring and consolidating its international alliances, networks and cooperation agreements.

Fundação Dom Cabral is involved in international alliances with two business schools: INSEAD, in France, and the Kellogg School of Management, in the USA. It also cooperates with several other schools in all continents, mainly in Latin America, and with schools from the so-called BRIC countries.

In 2012, the institution took steps to strengthen such essential initiatives to allow FDC to insert itself fully within the international business school context.

STRATEGIC ALLIANCES

INSEAD

The Business School
for the World®

FDC's relationship with Insead began in 1989 through the creation of the Advanced Management Program (PGA), which was run for the first time in 1990. A second joint program was launched in 1998, Strategic People Management (GEP), and both PGA and GEP are still in the FDC portfolio. The partners have held a large number of working meetings and made plans for other programs that will be developed in 2013.



This alliance began in 1993 when the two institutions decided to create a program for senior executives – the Skills, Tools and Competencies (STC) program was launched in 1994. The 19th Executive STC was held in 2012 for a group of 51 participants, as well as the 11th Post-MBA, which also brought together 51 participants. The KIN Expedition Brazil project dealt with the perspectives facing the mining industry and it was held at FDC in April. The FDC Bradesco Innovation Center was involved in this project.

THE BRICs NETWORK



The BRICs Network is an innovative partnership among four renowned business schools from Brazil, Russia, India and China - Fundação Dom Cabral, the Moscow School of Management – SKOLKOVO, the Indian Institute of Management Ahmedabad (IIMA), and the Cheung Kong Graduate School of Business (CKGSB), respectively.

The first modules of the 2012 BRICs on BRICs (BoB) program were held in 2012. The program was created in 2011 and it aims to allow global companies to acquire knowledge, skills and insights to operate successfully in the BRIC countries. The program deals with the macro perspectives of each one of these economies while also delving into details as regards these countries' micro level operations.

FDC hosted the BRICs on BRICs program in Brazil in October and Skolkovo hosted it in Russia in December, and nine Brazilians, nine Chinese, seven Indians, two Russians and one Korean attended the program.

Besides BoB, FDC also hosted the Latin American module of the Skolkovo MBA program that was attended by 24 participants for a five-day session in Rio de Janeiro.

THE ENLACES NETWORK



The institution follows the move to consolidate international networks and broadens its participation in Latin America through the Enlaces Network (Latin American Business Schools for Sustainable Economic Growth). This initiative is part of FDC's innovation management context and it is supported by Universidad de San Andrés (Argentina), Universidad de los Andes (Colombia) and Universidad de Chile (Chile). Its objective is to promote Latin American integration and development by enhancing and building the skills of local companies.

In 2012, FDC attended the 2nd Meeting of the Network's Strategic and Operational Committees in Bogota, Colombia. The Enlaces Network member schools - supported by ESAN from Peru, IESA from Venezuela and ITAM from Mexico - decided to hold the 1st Enlaces Network meeting in Colombia, too. It will be held in 2013 and it will focus on the theme 'Innovation in Latin America'.

COOPERATION AGREEMENTS



The High Performance Leadership (APL): the Individual Dimension program was created in 2009 and hosted its first group in 2010. It is aimed at executives holding strategic positions who wish to enhance and develop socio-emotional competencies and behaviors in their quest for high-performance leadership. The APL was held for a group of 25 participants in 2012.



When FDC and the school then known as Escola de Gestão do Porto (EGP) began to cooperate with each other in 2008, they decided to take the PAEX program to Portugal. Their aim was to develop mid-sized Portuguese companies located in the Porto region in the North of the country, and 12 companies made up the PAEX Portugal group.

INTERNATIONAL INSTITUTIONS



As it remains aligned to its strategic objective to internationalize, FDC is a member of international associations that can contribute towards its constant quest for quality and international recognition.

RESEARCH PARTNERSHIPS

FDC partners international schools to develop joint research projects. It has been a member of IMD and of the World Economic Forum, both from Switzerland, since 1996, and it takes part in the preparation of the competitiveness reports World Competitiveness Yearbook (IMD) and Global Competitiveness Report (WEF). In 2012, its participation in these studies involved collecting statistics data from Brazilian authorities and an opinion poll carried out with about 1,000 executives.

In 2006, FDC became the Brazilian partner in the project named Successful Transgenerational Entrepreneurship Practices (STEP) that was created by North American school Babson College. STEP currently brings together 45 business schools from all over the world and it aims to promote leading-edge research on the family business theme.

In October 2012, FDC hosted the STEP Latin American Summit at the Aloysio Faria Campus for researchers and family members from countries from four regions in the world: Europe, Latin America, Asia Pacific and North America.

Institutional Image

FDC commissioned a company named Interbrand to carry out a study to determine the value of the institution's brand and this company interviewed in-house executives, surveyed clients and analyzed the competition, benchmarks and trends.

It found out that the strength of the FDC brand - here understood as its capacity to ensure demand and earnings throughout time - can be compared to the 25 most valuable brands in the country, whose market values range from R\$ 200 million to R\$ 24 billion. According to the survey, FDC is a highly relevant brand that induces loyalty and innovation while showing great capacity to respond to market demands.

Interbrand also found out that the decision to choose a business school is a complex one. There are several elements that influence this process and this means that the weight of each driver is reduced at the time a decision is being made in favor of a particular school. Even so, the role of the FDC brand is greater than the role of the brand of the other schools in the market, mainly as regards specialization and MBA programs.

The next steps in this Branding project will be to define brand positioning and to plan and implement communication strategies to consolidate the institution's image.

FDC invests in its relationship with the media as part of its actions to consolidate its institutional image, and this investment paid both quantitative and qualitative dividends in 2012. There were 2,870 insertions in printed, online and digital media, which represents a 12.24% growth when compared to 2011. Throughout the year, the communication department received 434 requests from media representatives for information from Fundação Dom Cabral institutional and technical sources to refine their reports.

FDC was present in the most important domestic communication media, and the main examples are as follows: O Globo, Valor Econômico, Estado de S. Paulo and Folha de S. Paulo; CBN and Band News radio stations; TV Globo's television newscasts Jornal da Globo and Bom Dia Brasil; the Conta Corrente Especial program, by Globo News; and Estado and Reuters news agencies. The Mercado Aberto column, by Folha de São Paulo, with whom FDC maintains a solid relationship that has been reinforced, was the one that most frequently mentioned FDC in 2012. The international media also highlighted FDC and there were 188 insertions, which represents a 19% increase when compared to 2011.

The CCR Infrastructure and Logistics Center was the main news generator for the media, with 464 mentions, and International Business (306), Innovation (248) and Sustainability (101) followed it. Out of the 2,870 reports related to FDC, 1,649 of them were related to the Knowledge and Development Centers (57.42%), 638 mentioned FDC in executive CVs (22.2%), and 506 focused on institutional matters (17.6%).

International Market Expansion

The Fundação Dom Cabral strategic plan calls for the share of international products and services to stand at 17% of operational revenues by 2016. In 2012, the goal forecast stood at 12% , and it reached 10%. Actions were developed throughout the year to implement an international marketing plan that deals with three fronts:

1. Participation in international fairs (details below);

2. Follow the client - this project consists in visiting current clients whose potential encompasses international programs and that can open doors abroad (Pirelli, Dow, Suzano, Basf, Camargo Correa, Halma, Saint-Gobain, PST, Linde and others); and
3. Prospecting for new clients abroad - identifying companies, associations and institutions abroad that are not clients yet and visiting them for institutional presentations, opportunity mapping and learning about different markets.

FDC began to take part in large international fairs in 2012 as it sought to learn about initiatives and map those that actually interface with the institution's objectives. In April, it took part in the Marcus Evans CLO (Chief Learning Officer) Summit in Atlanta. It is an event that focuses on the strategic level at companies and that allows structured, individual meetings with companies and executives the institution may be interested in.

In May, the institution was present at the largest international fair in the Training and Development sector. The ASTD 2012 International Conference & Exposition was held in Denver and gathered about 8,000 visitors from 70 countries to promote participant learning about themes such as management, leadership and innovation.



The SHRM 2012 International Conference & Exposition was held in Atlanta and gathered about 20,000 visitors. The institution's participation in fairs played an important role not only in disseminating the brand and its products abroad but also in enhancing FDC's knowledge about the USA business context, its actions and differences as regards

approaches and interests. This initiative also favored the consolidation of FDC's image vis-à-vis several Brazilian clients who were present at the fair.

It was an important opportunity to show the institution's standards of excellence and educational solutions abroad through its customized programs, the BRICs on BRICS program, and the new Learning Journeys in Brazil program that focuses on opportunities in the Brazilian market.

International Customized Programs

On its road to internationalization, FDC hosted 33 International Customized Programs in 2012 compared to 25 in 2011. Over 1,400 Brazilian and foreign participants enjoyed the solutions developed in partnership with clients such as EADS, Dixie Toga, Danone, Dow, Odebrecht, ARG Construtora, TAP, KPMG, Saint-Gobain, Assodeere, Queiroz Galvão Construtora and Camargo Corrêa. These programs were held both in Brazil and abroad. In Portugal, for example, the TAP Leadership Development Program gathered 37 participants. In Africa, the Construtora ARG Management Development Program - Innovation Leadership was attended by 78 participants from several countries.

We must also highlight the program carried out with EADS, the European company that makes the Airbus. The program was aimed at the company's senior management and painted a detailed panorama of Brazil in its most varied dimensions, such as infrastructure and culture, while preparing foreign executives to work in the country and to deal with its team and suppliers from Brazil. The program was highly regarded and FDC was hired to develop two other groups in 2013.



The program carried out with EADS, the European company that makes the Airbus

International Open Enrollment Programs

The launching of the Learning Journeys in Brazil program was one of the highlights of the year. This program was structured, designed and sold in partnership with the FDC MBA and it is being publicized in international events and in visits carried out by our directors, managers and professors. FDC hosted 108 participants from the United States (Johns Hopkins), India (ISB) and Russia (Skolkovo) and these foreign executives were hosted at the Aloysio Faria Campus and at the São Paulo Office, and visited companies in Rio de Janeiro.



The Learning Journeys in Brazil program hosted a large number of participants in Rio de Janeiro.

The second group of the BRICs on BRICS program was another of the year's highlights, and it hosted 31 executives from Brazil, Russia, China, India, Peru and South Korea. FDC took over the program's general coordination this year and two stages of the program were held in 2012 - Brazil and Russia. There will be two other stages that will be held in Asian nations in March and May 2013. The program widens the network of partner schools and introduces FDC to a new set of countries.



Several nationalities were represented in the BRICs on BRICS program.

International Events

As an internationalization strategy, FDC was present at several international meetings and conferences, both in Brazil and in other countries, to exchange experiences, network and follow discussions about the role of executive education within the global scenario. FDC's strategic plan called for it to be present at six events and meetings at international institutions, and this goal was easily surpassed. Throughout the year, FDC executives visited international schools and associations at the most varied countries.

Furthermore, FDC hosted the 2012 International Conference as part of its International Advisory Council activities, and the conference dealt with the theme "Profits and social values: closing the gap". On October 2, the event gathered local and international executives, business school deans and NGO representatives at the Aloysio Faria Campus to discuss current challenges to responsible management and innovative paths to shorten the distance between the objectives of generating financial results and creating social value.

FDC attended the two main EFMD events: the Meeting for Deans & Directors General at the Nottingham Business School, which dealt with the theme "What Deans are interested in", and the Annual Conference held at the Skema Business School in Nice, France. FDC was also present at AMBA meetings, such as the one in Barcelona in May.

The institution was also involved in preparing some events that were part of the United Nations Conference on Sustainable Development, Rio+20. Together with four other Brazilian schools, FDC hosted the welcome cocktail for the foreign delegations that attended the 3rd Global Forum for Responsible Management Education.

The experience FDC has acquired at applying the Principles for Responsible Management Education (PRME) raised international awareness and was reported in the Inspirational Guide that was launched during the Rio+20 activities. This publication describes the best PRME implementation practices and offers answers to the most frequent questions about the theme. The book reports 63 cases from 47 PRME partner schools that represent 25 countries.

The institution was also present at the 7th Annual Global Business School Network Conference (GBSN) in New Delhi, India.



Strategic objective #2:

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

The year 2012 can be seen as a landmark in FDC history as regards knowledge generation and management. The entire amount of funding acquired – R\$ 7.4 million - was invested in actions and projects at the Knowledge Development Centers.

Such performance represents the consolidation of a long process of the institution's gaining the trust of the companies that finance knowledge generation. This happens through adding value and enhancing the quality of services, products and processes. In fact, performance is based on improving the relationship between companies and their markets.

Knowledge management and research financing are carried out at the Knowledge Development Centers. Throughout the first semester of 2012, these centers went through an assessment and restructuring process that have allowed them to become more effective and better integrated to the institution's strategies.

All the centers made efforts to insert the sustainability theme into their activities and to emphasize social inclusion. The centers have also faced the challenge of integrating knowledge generation to the educational solutions presented in the classroom, which has happened through developing content, supporting the preparation of proposals, and designing and delivering programs.

The history of investments in development shows that 12% of total operational revenues have allowed FDC to achieve a balance between knowledge generation and educational solution delivery. The institution has also been making an effort to expand the participation of its faculty in both domestic and international events through the publication of technical articles.

Twenty-seven research projects were developed in 2012, which made it a significant year

in terms of technical-scientific publication production. There were 113 publications in 2012, compared to 98 in 2011, 69 external publications, and 26 of them were published abroad. The total number of publications has been systematically growing for the last three years.

| Publications | 2012 |
|---|------------|
| Books | 5 |
| Book Chapters | 1 |
| Articles in Domestic Publications | 23 |
| Articles in International Publications | 6 |
| Articles in Domestic Conference Annals | 14 |
| Articles in International Conference Annals | 20 |
| FDC Idea Workbook | 21 |
| FDC Cases | 12 |
| FDC Research Reports | 6 |
| FDC Executive | 5 |
| TOTAL | 113 |

Two publications were awarded prizes. The article “Maximizing Triple Bottom Line Benefits Abroad: The Quest of Brazilian Multinationals”, by Flávia Alvim, Sherban Leonardo Cretoiu and Isabelle Neves, was awarded the prize of best paper at the 2012 AIB-LAT Academy of International Business Latin America Annual Conference in Miami. Professors Leonardo Araújo and Rogério Gava received a prize in the Jabuti Award category ‘Economics, Administration and Business’ for their book “Empresas proativas: como antecipar mudanças no mercado”.



Sherban Leonardo and Flávia Alvim received a prize for best paper in the USA

A new publication named FDC Executive was also launched to disseminate the knowledge generated by the Technical Staff and by the Knowledge Development Centers.

The 20th issue of quarterly publication DOM magazine was published in 2012. It must be highlighted that the Ministry of Education has awarded this publication a B5 grade in Qualis - the sets of procedures used to rank the quality of intellectual production offered by graduate programs. Such a grade means a great advance as regards the recognition bestowed on articles published by the magazine, as CAPES plays a fundamental role in expanding and consolidating stricto sensu graduate (Master's and Doctoral programs) in Brazil.

As it seeks to disseminate the knowledge generated by its faculty, FDC supported their participation in technical-scientific events that led to the publication of over 30 articles in both domestic and international conference annals. It also promoted 12 in-house knowledge sharing activities, namely: four Pedagogic Moments, two Capitalization Meetings, a Complexity and Management Cycles meeting, and five Discovery Cafés.

The Discovery Café, a project that was created this year, is a thematic meeting with small groups from the technical staff that work with FDC's educational solutions to disseminate the knowledge generated by the faculty, by the Development Centers and by the Reference Centers. The agenda and the themes are developed according to the demands put forth by each group.

| Number of Projects to Disseminate Knowledge | |
|---|-----------|
| Pedagogic Moments | 4 |
| Capitalization Meetings | 2 |
| Study Cycle – Complexity and Management | 1 |
| Discovery Café | 5 |
| TOTAL | 12 |

Based on the premise that knowledge is a value and that it must be accessible to the community, the Walther Moreira Salles library is available at the Aloysio Faria Campus and offers about 30,000 items. Furthermore, there are Information Centers available at the São Paulo and Belo Horizonte Offices.

The number of assets available at the Walther Moreira Salles library grows year by year.



The library in numbers in 2012



35.225
Number of loans



143.224
Assists



2.447
assets
Acquisitions

Database access



33.764
Pergamum



120.828
Ebsco



1.714
Proquest

The Vale Leadership Development Center seeks to generate and disseminate knowledge on Leadership aimed at the sustainable development of society, organizations and people. Thus, it develops three research streams: “Sustainable Leadership and Development”, “Developing Leadership Competencies” and “Organizational Leadership and Environment”.

In 2012, the center developed the Leadership Observatory project to monitor and to analyze, systematically, the best practices and methodologies associated to the leadership theme both in Brazil and in the world. It has carried out research on the following themes: the roles played by leaders and the way they act within the reconversion dynamics of economic functions in the town of Sete Lagoas, an assessment of leadership competencies, recruitment and selection criteria for globally responsible leaders (in partnership with the Petrobras Sustainability Center), and global managers (in partnership with the International Business Center).

International Business Center

The International Business Center has been supporting the Indian School of Business (ISB) as it seeks to create a ranking similar to the Ranking of Transnationals that is prepared by the Center in Brazil. It has created the Reference Center in International Value Creation (CRCVI) to encourage exchanges of experiences among executives who deal with company internationalization processes, to structure and to compile the knowledge found within organizations, and to help to prepare and implement international strategies.

In 2011 and 2012, the Stakeholder Management and Internationalization Sustainability project analyzed the relationship between sustainability and effective stakeholder management in internationalization processes. The Foreign Subsidiary Performance project was attended by 332 managers and global leaders from 23 multinational companies that are present in Brazil. Participants were encouraged to reflect about the relationships among international strategy, performance and global mindset.

The CCR Infrastructure and Logistics Center



CCR Logística sponsors the CCR Infrastructure and Logistics Center that was created in 2007. The Center's objective is to develop and enhance knowledge on the theme as it aims to position organizations and countries at better levels of competitiveness. The technical team carries out theoretical and empirical research on logistics and supply chain management and develops an analysis about infrastructure and urban mobility in Brazil.

In 2012, the CCR Infrastructure and Logistics Center consolidated itself as one of the main technical references on the theme. The Center's researchers have been called on to take part in the public debate on urban mobility and on infrastructure and logistics, as they have become important actors who can analyze and influence the domestic agenda.

Media exposure gained by the CCR Infrastructure and Logistics Center has been outstanding. There were 464 reports published in different kinds of media (TV, radio, Internet), which made it the Knowledge Development Center that was most highlighted by the media.

The Petrobras Sustainability Center



Throughout the year, the Center prepared the creation of the Reference Center in Integrated Social Governance (CRGSI), which will be launched in March of 2013. It aims to generate shared knowledge with representatives from the government, private industry and civil society organizations, thus contributing to sustainable local development.

The main publications offered by the Petrobras Sustainability Center were: a case about "New Frontiers in Social Investment: Learning from an Experience - the private social investment made by Camargo Corrêa in Pedro Leopoldo (MG); a case about Innovation, Industrialization and Sustainability: the Precon Housing solution; and a survey about Sustainability Stages at Brazilian Companies." The Center also took part in preparing and delivering educational solutions requested by client companies such as Banco Santander, CBIC, Ferrous, Fecomercio, CNI, Odebrecht, Sesi SC and Época Negócios.

The Strategies and Emerging Economies Center



The Strategies and Emerging Economies Center led a research project called Shared Services Center with 16 executives from the Business Management Directorship at Cemig, its sponsoring company. Another project, which is called Global Industry Transformation, was sponsored by CBMM (Companhia Brasileira de Mineração e Metalurgia) and it is aimed at the BRIC countries. This project seeks to anticipate issues related to the automobile industry and make it possible to develop a research methodology about market trends for the mid and long terms. A Report on Emerging Economies was also produced to analyze general aspects regarding emerging markets.

The Strategy Reference Center (CREST) sought to gain in-depth knowledge and share practices as regards implementing differentiation strategies. It held some meetings that were attended by executives from companies such as Sanofi, Fleury Medicina e Saúde, Bradesco Seguros, and several others.

Bradesco Innovation Center



The Center hosted 15 meetings of the Innovation Reference Centers (CRIs) that were attended and supported by over 50 large associated companies. In partnership with the Kellogg School of Business, the Center hosted the “Kin Resources Expedition Brazil - the mining company of the future: opportunities, challenges, responsibilities” to reflect on the future of the mining industry.

It held the 4th “Roads to Innovation” seminar, which was attended by over 190 innovation managers, and FDC also hosted about 200 experts, managers and the authorities who were interested in the environmental innovation theme. The Center published 14 Idea Workbooks, 10 case studies, three research reports, six articles in DOM magazine, six papers in domestic and international conferences, two articles in international magazines, two books, and produced 16 Web videos in which innovation executives and experts are interviewed.

The Corporate Governance Center

The Center was internally restructured and reorganized during the year. We would like to highlight the preparation of guidelines to promote Effective Boards, a project that aims to understand the mechanisms that are needed to develop more effective Administration Boards. An econometric study was carried out within this project that based itself on data from the IMD World Competitiveness Yearbook that has involved 59 nations throughout the last 18 years. There was also a meeting attended by 32 Chairpersons of the Board from both open capital and private companies.

The Collaborative Networks and B2B Marketing Center

Among the study's it carried out in 2012 we should highlight the following research projects: "Collaborative relationships in agricultural cooperatives: an opportunity to create sustainable competitive advantages in the agribusiness market, which was sponsored by Syngenta; Process efficiency and results maximization in communication efforts in B2B2C relationships: proposing and testing an assessment model of conventional and interactive media mix, which was sponsored by Fiat and by Fapemig; Solutions to racial inequalities through collaboration networks within the Brazilian educational system: The Color of Culture case study, which was sponsored by Fundação Roberto Marinho; Marketing in uncertain times: which are the strategies practiced by companies that are present in the Brazilian market that have led to superior market performance between 2009 and 2012?".

The Center also developed a methodology to assess the alignment between distribution channels and value strategies demanded by end users. These research projects and studies generated insertions in domestic media and 13 presentations at both domestic and international conferences, and they will lead to future publications. The knowledge generated has also been applied to FDC Open Enrollment and Customized Programs as well as to its Partnerships.



Strategic objective #3:

To foster an organizational context that will lead to social, people, knowledge, market and product development

People valuation is one of the Fundação Dom Cabral principles that guides the institution's actions, mainly as regards human resources management and its relations with its various groups of stakeholders. The Human Resources Development Plan (PDRH) sets the guidelines for these actions.

As regards corporate governance, we would like to highlight the inauguration of the Board Committee in April 2012. The three-member Board is presided by Professor Emerson de Almeida and its mission is to be the guardian of FDC's values and mission. The Board Committee is linked directly to the Board of Trustees and works as the link between it and the Dean's Office.



The Dean's Office is responsible for FDC operations. It was reformulated and it is now made up by the dean, three deans for specific areas, and five associate deans. The new format aims to allow greater flexibility in the decision-making process and to prepare the organization for the future by making it more efficient as regards meeting demands put forth by clients and by the market in general.

Another aspect that must be highlighted and that is also related to this management innovation move is the fact that the managers of the Knowledge Development Centers are now members of the institution's Operational Staff, which highlights the efforts being made to integrate the various areas and expresses how important knowledge generation is. This group has been renamed Development and Operations Team and it meets once a month to carry out assessments about strategic planning while sharing relevant management information that is needed to perform activities properly and to meet goals.

The process to prepare a strategic plan for the 2013 to 2016 timeframe is another highlight, and it is also related to integration efforts while following the institutional principle of people valuation. To enable it to involve the largest number of collaborators possible, a broad listening effort was carried out between September and November while individual interviews and group activities were performed with about 100 people from different departments and levels. It was based on such information and on taking into account the FDC Basic Institutional Definitions and its 2026 strategies that the Dean's Office prepared the 2013/2017 Strategic Plan, which was approved by the Board Committee and presented to collaborators at a general meeting on December 19.



The strategic plan team meets to prepare it

The FDC Memory Center project was launched to preserve the institution's memory and make it available to both in-house and external communities. This project is coordinated by the General Secretary, who reports to the Board Committee, and it calls for identifying, safekeeping and storing historical documents electronically, and these documents will be made available through A bilingual electronic platform. The project has already been approved for funding through a state government cultural incentive law and it will be implemented along the following 18 months.

In 2012, FDC energized its actions towards developing an international mindset for its teams of collaborators by means of its technical staff's participation in international programs and conferences, encouraging faculty exchanges with international schools, building the team's skills as regards international relationships, and increasing the number of faculty and managers who can perform internationally.

Within the domestic context, the institution has decided to act in a segmented way so that teams can gain greater flexibility, as it takes into account its strategic objective to expand within the domestic market. Thus, it has set out to innovate management and created three regional general management departments mainly to meet the demands of Customized Program clients. One of them deals with São Paulo clients, another one deals with clients from Minas Gerais, Rio de Janeiro and Brasilia, while the third one deals with clients from all other Brazilian states.

Furthermore, the institution has also created a project office to manage information and to organize the three regional departments. An Educational Solutions Office was also set up to support program directors as regards listening to clients and developing projects, which will guarantee the quality of the proposals made and the development of innovative and complex solutions.

To carry on implementing the PDRH, FDC launched the Integrated Performance Management (GIP) program that aims to develop the organization's management. It is an employee performance management software that makes it possible to follow performance in a way that is integrated to the individual development plan and to the individual development shared plan. Three meetings were held to present the program so that all collaborators had the chance to learn about the system's fundamentals and tools, and 80% of the collaborators attended the meetings.

Collaborators learn about the Integrated Performance Management (GIP) program



The institution began its work to assess organizational context and it was decided that there will be permanent listening measures to continuously assess the institution's environment. Its objective is to consolidate a context that is conducive to innovation and to people development. Thus, FDC practices the principle of people valuation and makes it possible to identify gaps in activities and in leaders while also promoting the organization's development as a whole.

The FDC Internal Covenant has been revisited in an effort to raise awareness as regards values, and this process was carried out collectively and pluralistically by integrating various areas and perspectives. The Dean appointed a coordinating group that carried out listening exercises throughout the institution and proposed a new FDC Internal Covenant.

The employee development policy was developed further through greater involvement from managers as regards the selection process, reviewing criteria, alignment to individual and organizational development needs, greater investment in programs, and encouraging participation in graduate programs (Master's and Doctoral degrees). The coaching system was implemented for when it was necessary to carry out adjustments or to intervene in teams.

About 87% of the collaborators were involved in the scheduled training and development programs throughout the year and the aim is to align all collaborators with the fundamental aspects of their work.

The valuation of our collaborators has been stressed in the selection and recruiting processes, as the institution's HR policy requires that every available vacancy must first be offered through the internal recruitment process before we reach out to the market. This action has positively contributed to the climate of motivation, cooperation and renewal at the institution.

In 2012, FDC continued to host the Meeting with New Collaborators, an event that aims to bring recently hired collaborators up to date on the institution's history and its evolution. The meeting celebrated 10 years with an exhibition of several photographs and testimonials.



The process to integrate our associate professors and guest professors has been enhanced so that besides their technical competence FDC will also be assured these professors will be aligned to the institution's values and principles.

FDC hosted two Integration Meetings with Professors that were attended by 93 associates and the guests as well as by the Dean's Office members. The event was use to share the fundamentals that support the FDC way.

The meeting with associate and guest professors is part of the actions to integrate and raise awareness as regards values



Another innovation dealt with implementing and hosting three thematic meetings for groups of professors on Sustainability, Leadership, and Health Care Management. At each one of them, mainstream themes contributed to the participants' reflections and education.

Collaborators

On December 31, 2012, there were 356 collaborators working for FDC, 310 of them working at the Aloysio Faria Campus. Furthermore, 249 worked as executive coordinators, helpers, assistants and analysts, while 66 worked as functional managers, project directors, general managers and associate deans. There were also 576 professors who taught during the year, and out of this total 28 professors have a Postdoctoral degree, 134 have a Doctoral degree, and 362 have a Master's degree.

Salary average *

| Gender | Total |
|--------|---------------|
| Women | R\$ 6.241,39 |
| Men | R\$ 11.083,33 |

* There is no salary difference by gender

Number of faculty in 2012

| Faculty | Total |
|-----------------------------------|-----------------------|
| Full-time Professors | 42 |
| Associate Professors | 153 |
| Guest Professors | 344 |
| Visiting Professors (from abroad) | 19 |
| Professor/Managers | 18 |
| Total | 576 professors |

Faculty Degrees



| | |
|-----|---------------------|
| 28 | Postdoctoral degree |
| 134 | Doctoral degree |
| 362 | Master's degree |

Hiring and Training

Sixty-three new collaborators were hired in 2012, 24 of them for new positions and 12 recruited in-house. Twenty research assistants and seven trainees were also hired. Several actions were carried out throughout the year to develop and build the skills of the institution's collaborators. Over R\$ 5 million were invested in development actions and a total of 241 collaborators took attended in-house development programs.

Quality of life

FDC cares for its collaborators' quality of life and invests in their physical, emotional and social wellbeing. For example, in 2012 it spent over R\$ 800 thousand in enrollment and monthly fees for its collaborators and their dependents, and over R\$ 470 in medical appointments, medicaments, therapies and treatments.

The 7th Health Week was held in the first semester of 2012 and dealt with the theme Take Care of Yourself! Besides promoting actions to reflect about self-care and health awareness, it offered blood pressure, glucose and eyesight exams. you for There was also flu vaccination and relaxing massages. Overall, 1,144 participants attended the event.



A large number of health procedures were offered to collaborators during the 7th Health Week

The nutrition program called Flavor and Health, which seeks to promote the adoption of healthy eating habits, was revitalized in 2012. There were 356 appointments distributed over consultations and follow-up carried out by a nutritionist at the institution itself. Another measure FDC took to improve its collaborators' quality of life was to offer more encompassing medical assistance.

Benefits distributed in 2012

| | |
|-------------------------|------------------|
| Health | R\$ 3.864.496,14 |
| Education | R\$ 1.089.470,22 |
| Private Retirement Plan | R\$ 1.347.173,87 |
| Personal Injury | R\$ 2.265,93 |
| Fuel Allowance | R\$ 768.423,13 |
| Life Insurance | R\$ 381.491,05 |
| Meal Tickets | R\$ 311.755,29 |
| Nanny Allowance | R\$ 55.236,32 |

Collaborator engagement

FDC carries out various in-house audience communication actions as it seeks to involve and mobilize its collaborators in the institution's strategic issues. All the initiatives undertaken are based on the premise of valuing people and on the institution's need to listen to different points of view.

In 2012, Internal Communications became part of the Institutional Relations Office, within the Institutional Relations Associate Dean's Office. Greater participation was obtained from collaborators through new communication resources and enhanced existing tools. They were able to give their opinions about the material published in the FDC News digital bulletin and vote on the choice of themes for the Coffee and Sweets event that celebrates birthdays every month. Another of the highlights was the creation of profiles for the people who were celebrating their birth dates, which is an action that leads to integration among collaborators and among them and FDC.



The Coffee and Sweets event brings people together to celebrate birthdays every month

Activities such as the SOS Minas campaign, which sought to gather donations for the populations of the cities that were affected by heavy rains at the end of 2011; The Nutrition and Health program; the 9th FDC Mother's Day Bazaar; all these were some of the actions that aimed to bring the institution closer to its collaborators.

FDC News was another project that generated positive results. There were 51 weekly issues that presented six articles per issue, on average. In 2012, there was an increase of over 300% as regards accessing and reading the articles, when compared to the previous year.

Sustainability

Fundação Dom Cabral is committed to its mission and so it is a signatory to the Principles for Responsible Management Education (PRME), to the Global Compact, and to the Globally Responsible Leadership (GRLI), which are initiatives to engage the business world in the building of a more stable, egalitarian and inclusive market. These efforts will thus contribute to create a more prosperous society and ensure sustainable development.

FDC believes that to educate for sustainability means inspiring each organization to feel responsible for building a better society. To FDC, sustainability includes social innovation with an emphasis on opportunities for all, environmental protection and the development of effective organizations - as regards generating economic results, jobs and income - that are committed to the concepts mentioned above and to ethical and healthy business practices.

The Sustainability and Social Inclusion Committee was restructured so it would be aligned to the institution's new governance. It is now headed by the president of the Board Committee and the FDC Dean and all Associate Deans are also members, which reinforces the commitment to FDC's values and mission to develop society. The six Workgroups that make up the Committee that respond to the strategic challenges posed by sustainability (Individual Responsibility, Social Innovation, Responsible Management, Knowledge, Companies and Society, Transparency) developed structuring projects throughout 2012.

The FDC Corporate Volunteers project must also be highlighted, as it has set guidelines to encourage collaborators to carry out volunteer actions and practice citizenship. Each collaborator will have 20 working hours/year to work as a volunteer in the actions mapped out in the social projects the institution supports. Volunteer opportunities will be related to people and organizational development through education. As regards volunteer work, FDC was actively present in the Haiti Mission project through which a professor carried out lectures and workshops about strategy, management and marketing for 60 local entrepreneurs, mostly women. The material in the Creole language that was developed to support these activities was the first of its kind.

The Dignity Program

The Program's first group was made up by 17 social entrepreneurs from Minas Gerais who received free management training to develop businesses focused on reducing social inequality. Some participants received awards during the year and others applied the knowledge they gained and expanded their businesses. The School House language school, which offers English classes to people from underserved communities in Belo Horizonte, expanded its services. The number of schools increased from one to four and the number of students from 115 to 401. E-Einstein began to offer a trade course for 1,000 young people between the ages of 16 and 18.



Dignity Program participants - the program aims to reduce social inequality

Roots Social Innovation Program

The Social Innovation Roots Program aims to develop and build the skills of young people between 16 and 18 years of age who are underserved or at social risk. It allows participants to carry out experiments through methodologies that include interactive and creative activities by using art as a way to encourage mainstream thinking and learning throughout the course. The program's second group attended the course in 2012 and was made up by 20 teenagers who assist the FDC administration department and students from the Maria Josefina Sales Wardi municipal school from the Jardim Canadá district in Nova Lima (MG).

Dom Serafim,
Emerson de Almeida,
Wagner Veloso and
the FDC team take
part in an event with
young people from the
Roots Program.



Support Projects for the Capão Grosso community, Jaboticatubas county

The cornerstone of the Inhoré Cultural Institute was laid in the Capão Grosso district, in Jaboticatubas (MG). The Institute was created with the mission to drive the region's social, cultural and economic development. It is guided by the concept of sustainability and based on local values and experiences and it will also host the Geraldino José de Almeida Ecological Park.

FDC is present in this district by helping the Dom Orione municipal school with a pedagogic project developed by the institution's experts that aims to improve the county's learning results and its Basic Education Development Index (IDEB). FDC actions seek to achieve local sustainable development for the rural community and for the 58 students and their families.

Inaugurating the
Inhoré Cultural
Institute Cornerstone



The Garden of Opportunities Program

The program focuses on FDC's relationship actions with the Jardim Canadá community, a district that lies near the Aloysio Faria Campus:

Project to Develop Companies and Social Organizations (PDEOS): it promotes sustainable management to local business and community leaders. Six social organizations and six companies took part in the PDEOS in its first year, and 36 partnerships have been set up within the group.

Jardim Canadá Diagnostics: it consists of two studies that have been developed in partnership with Instituto Casa e Jardim: one is an overall study of the region and the other one focuses on education.

Job Opportunity Counter: It is run in partnership with SENAC, the Association of Gated Communities (ACH), and the Jardim Canadá Commercial and Industrial Chamber (ACIJC). It was launched in December and it has already generated one direct job at Jardim Canadá and assisted two professionals and one young apprentice to find market opportunities.

Professional Development Center: around 60 people attended the automobile mechanics, office assistant and sewing that were offered in partnership with Fundação Vale, SENAC and SENAI.

Scholarship Project: scholarship grants are offered for the Specialization in Management Program to underserved young people from the Greater Belo Horizonte area. Four grantees completed the program last December.

Professors and social organization and company representatives who attended the PDEOS



FDC Aware

It is a waste sorting campaign carried out at the Belo Horizonte Office and at the Aloysio Faria Campus to raise collaborators' awareness as regards correct waste disposal and conscious consumption.

The Good Example Award

The Good Example Award is an initiative undertaken by TV Globo Minas, Fundação Dom Cabral, the State of Minas Gerais Federation of Industries (Fiemg) and O Tempo newspaper. The Prize recognizes and values volunteer actions and relevant projects within the State of Minas Gerais. The third prize-giving event was held in 2012. To widen the Prize's scope, FDC has partnered RPCTV, a TV Globo affiliate in Curitiba, to launch the Good Example Award in Curitiba in 2013.

The 10,000 Women Program

The Goldman Sachs bank 10,000 women initiative is present in 43 countries and it aims to increase the number of women in the labor market. Fundação Dom Cabral has already developed 600 women in Minas Gerais and in Rio de Janeiro.



Community Entrepreneurs League (LEC)

The League is an initiative by the Slums Union (CUFA) and it is supported by FDC. It aims to build the skills of leaders in underserved communities and their surroundings in Rio de Janeiro by offering qualifications and encouraging the most diverse business opportunities in sectors such as commerce, services, sport and culture.



IV.

Strategic objective #4:

To generate economic and financial results that will guarantee the institution's sustainable development

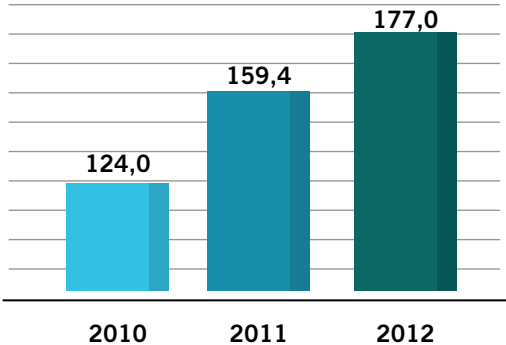
Fundação Dom Cabral enjoyed another positive year in 2012. Despite the effects brought about by the international crisis and the modest growth of the Brazilian GDP, FDC's nominal growth reached 11% when compared to 2011, the institution's best-performing year ever from an economic-financial point of view. Inflation-adjusted real growth reached 5%, and the year brought the institution 92% of budgeted revenues, that is, R\$ 177 million for the R\$ 192 million forecast initially, which meant net revenues 40% higher than in 2011.

Partnerships brought in R\$ 60 million in revenues, 26.7% more than in 2011, and it was the first time they equaled revenues from Customized Programs. These are important data, as they represent the growth of an innovative educational solution that has been genuinely developed by FDC and that contributes to knowledge development while making it possible to balance the institution's cash flow, since these revenues stream in continuously throughout the year. The MBA program surpassed its goal by 3%, and the other program families managed the following results when compared to budget: Customized Programs reached 86%, domestic and international Open Enrollment Programs reached 97% and 93%, respectively, and Specialization Programs reached 84%, which was specifically due to previously hired Customized Programs being canceled.

The participation of our regional representatives in the make up of our revenues must be highlighted, as it has grown year by year, and our regional representatives brought in 21% of our total revenues in 2010. This percentage increased to 26% in 2011 and to 33% in 2012. It is important to mention that our regional representatives' revenues were linked only to business partnerships up to 2010. Since then, their participation has been growing in all our families of educational solutions.

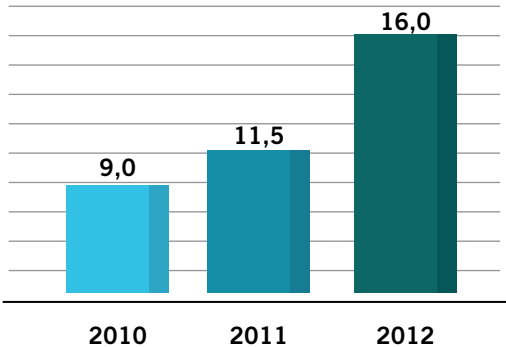
Operational revenues

(R\$ million)



Net results (surplus)

(R\$ million)



Administrative Expenses

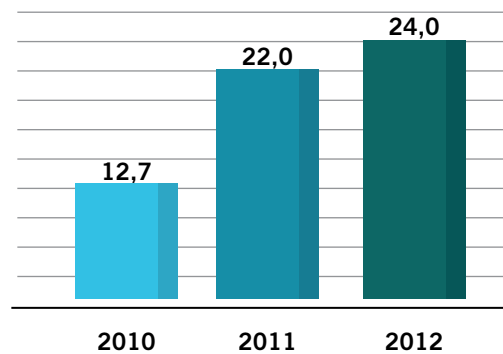
Savings amounting to 2.5 million were achieved during the year, mainly through the Administration and People Management Processes, 10% and 14%, respectively, due to increased productivity achieved in several processes. The relationship between Administrative Expenses/Revenues improved from 20.2% in 2011 to 19.5% in 2012.

Investments in Development

Investments in development surpassed the budgeted amount by 4%. FDC invested R\$ 24 million (14% of revenues) in development (knowledge, people, market and social), which represented a R\$ 2 million increase when compared to 2011.

Investments in Development

(R\$ million)

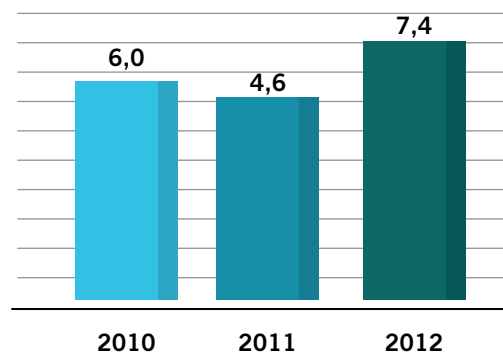


Funding

One hundred per cent of the funding resources received stemmed from research and knowledge development sponsorship. The amount received surpassed the budgeted amount by almost R\$ 1 million, and stood at R\$ 7.4 million. This was the best result achieved in the past six years.

Funding

(R\$ million)



V.

Strategic objective #5:

To expand and consolidate itself within the domestic market

Fundação Dom Cabral offers the market four kinds of educational solutions that aim to develop executives and organizations: Customized and Open Enrollment Programs, Postgraduate (Specialization, MBA, Post-MBA and Master's), and Business Partnerships.

In 2012, FDC offered educational solutions to 1,726 organizations, which was 15% more than in 2011, and trained 34,826 executives, which was 24.5% more than in 2011.

| Educational Solution | Number of participants |
|--------------------------|------------------------|
| Customized Programs | 22.567 |
| Business Partnerships | 7.078 |
| Post-Graduate | 3.089 |
| Open Enrollment Programs | 2.092 |
| TOTAL | 34.826 |

FDC has been investing in expanding its geographic reach as a way to broaden its program portfolio, and such initiatives are part of FDC's marketing and institutional growth project. The São Paulo Office has acquired another floor that will open in the first quarter of 2013 and the Rio de Janeiro Office will be opened in the Leblon district in April 2013. It will offer classrooms, meeting rooms and breakout rooms.

FDC also expanded its network of regional representatives throughout the country in 2012 by integrating regional representatives in Cuiabá and in the Santos region. There are now 19 FDC regional representatives working in 20 Brazilian States who are ready to offer all FDC programs. Currently, Rondônia, Amapá, Acre, Mato Grosso do Sul, Pará, Rio Grande do Norte and Piauí are the only States where FDC does not have regional representatives.

Regional representatives can now rely on an FDC general manager who is responsible for enhancing partnership relations and management between FDC and the team of regional representatives. FDC's setting up such a channel can be seen as a management innovation that seeks to increase productivity and guarantee the quality of the institution's offerings throughout the country.

The FDC regionalization process has reflected on its economic-financial results, as 65.45% of its revenues accrue from MG, RJ, SP and DF while the other regions in the country contribute with 34.55%.

Customized Programs

Customized Programs are made to order solutions built together WITH organizations and based on a careful process that listens to each client's needs.

The number of FDC Customized Programs rose by 10% as the number of demands rose by 26% and the volume of proposals sent out to clients rose by 50% when compared to the previous year. From a management point of view, 2012 was a learning and structuring year for customized programs, as measures included dividing the team by country region, reassigning clients, creating a new management structure (Regional Representatives' Channels, Projects Office, Educational Solutions Office), and reorganizing the team of collaborators.

In 2012, FDC trained 22,567 executives by hosting 392 Customized Programs, 359 domestic and 33 international ones, for 252 organizations. The number of new clients also rose, while the average ticket value fell as it dropped from R\$ 133 thousand in 2011 to R\$ 115 thousand in 2012. The following themes were the ones most sought after by companies in recent months: management development, strategy and leadership.

Throughout the year, the number of companies from industries that traditionally demand Customized Programs fell – mainly from so-called global resources industries such as mining, steel making, oil, gas and commodities in general.

A group of students from a Customized Program hosted in Belo Horizonte



Customized Program visit to Inhotim, in Brumadinho (MG)



On the other hand, demand from the services industry rose to 48% of the volume for customized programs in 2012. This group includes retailing companies, mainly supermarkets, and the financial sector.

The public sector also showed growing interest in customized programs and several state and county governments voiced their demands. FDC has set up a community of practice to deal with such demands and it is in charge of preparing a portfolio and developing market strategies specifically for the public sector.

FDC developed and used innovative methodologies in its customized programs in 2012. For example, the Business and People Strategic Management Program aimed

to include a new gaze on Business and People Management when training Banco Itaú superintendents, and the choice fell on including a Mainstream Knowledge Axis dealing with the Humanities. Thus, it was hoped that participants would rethink their projects focusing on new critical-creative dispositions. Proposals for the executive development process included activities such as painting a picture together, a class at Inhotim, and a lecture on multicultural leadership.

The Braskem Global Leadership sought to prepare the company’s leaders to face the challenges posed by internationalization by ensuring its global alignment to its management model. The educational solution proposed implemented the Development Program – Braskem Global Leadership to deal with all the dimensions of the International Value Creation (CVI) model. This model was created by the FDC International Business Center and it is totally based on business knowledge applied by multinational Brazilian organizations that face challenges similar to those faced by Braskem on its road to business internationalization.

Business Partnerships

Partnerships have attracted quite a large number of organizations and FDC has been enhancing these programs’ profile as it aims to expand its geographic reach. In 2012, 751 partner companies worked with Fundação Dom Cabral in seven different partnerships and trained 7,078 participants.

| Partnership | Groups | Companies | Events | Participants |
|---------------------------|------------|-------------|-------------|--------------|
| COMn Internationalization | 1 | 16 | 1 | 29 |
| COMn Intern. Apex | 1 | 1 | 1 | 32 |
| B2B | 1 | 4 | 15 | 316 |
| RDI ** | 5 | 51 | 17 | 95 |
| PCSS | 1 | 17 | 66 | 68 |
| POS | 1 | 33 | 50 | 322 |
| PDA | 24 | 145 | 173 | 705 |
| PAEX | 71 | 501 | 752 | 5511 |
| TOTAL | 105 | 768* | 1075 | 7078 |

* The total number of companies is 751, as 17 of them are involved with more than one partnership.

** RDI was supported by BID and was incorporated into PAEX.

Partners for Excellence - Paex

As it reaches its 20-year landmark, Paex now has a portfolio of 501 client companies and it is present in 16 States, the Federal District and three countries - Argentina, Paraguay and Portugal. Up to now, 5,511 executives have attended Paex activities.

The program seeks to enhance the mid and long term results achieved by small and mid-sized companies by building knowledge together and by following up on each organization's reality individually.

The partnership has undergone a sweeping review of its processes, methodology and structure to enhance it and to enable it to support the growth it will face in coming years from both a domestic and an international point of view. Thus, it will be possible to consolidate the quality of the value proposal generated for clients while also guaranteeing standardized content throughout the country as well as abroad.

Therefore, the program continues to reach out to the international market as it aims to consolidate the international Paex business model and reinforce the "made in FDC" identity of the program.

Shareholder Development Partnership - PDA

The year saw the revitalization of the PDA value proposal to bring it closer to the partnership concept and to meet the demands made by companies. In 2012, the program reached the milestone of over 100 companies and counted 145 partner organizations, compared to 55 companies the previous year. There were 24 groups and 705 participants attending PDA at the end of 2012.

PDA works with different generations of each family, thus allowing them to build a joint vision of the future and encouraging exchanges among the generations involved.

Partnerships with Social Organizations – POS

POS was created three years ago and it has been developing as a project that offers management tools to third sector organizations such as NGOs, Oscips, community associations, philanthropic hospitals, etc. FDC subsidizes about 80% of POS resources.

In 2012, the program focused mainly on defining parameters, setting guidelines, and building and structuring management methodologies for the third sector. Throughout the year, the Partnership included 33 organizations and 322 participants from Minas Gerais, São Paulo, Rio de Janeiro and Santa Catarina. One of the highlights of the year was the affiliation of the Slums Union (CUFA), an organization based in Rio de Janeiro that brings together several social organizations focused on management and entrepreneurship. There are 40 other organizations undergoing the POS affiliation process.



Partnership for Sustained and Sustainable Growth - PCSS

By using a methodology that is 100% innovative and that was created specifically for the Partnership from studies and research carried out by different authors, PCSS sought to consolidate the work that began two years ago. Therefore, 2012 was a time to consolidate the methodology applied to organizations that wish to discuss economic-financial growth linked to social and environmental sustainability. In 2012, the partnership involved 17 companies from Minas Gerais, São Paulo, Rio de Janeiro and Paraguay.

World-Organization Connection – COMn

This partnership has been undergoing a sweeping change process that seeks to develop and implement a value proposal that is aligned to the new needs and challenges senior leaders at companies and in the country now face. This careful listening process has been listening to presidents and Board members at large companies, professors and government authorities.

B2B Market Strategic Management

This partnership, which was launched in 2012, is undergoing a market consolidation process and had managed to acquire four partner companies by the end of the year.

Postgraduate

Postgraduate programs are aimed at the personal and professional development of executives and managers in general. They include Specialization in Management (focus on Finance, Projects, People, Marketing and Business), MBA, Post-MBA and a Master's in Professional Administration with PUC Minas. There were 3,089 participants in these programs in 2012.

SPECIALIZATION

Specialization programs were attended by 2,355 participants in 2012, and there were 1,568 of them in the open category and 787 in the in-company category. Data include new students and those who had already begun the programs in previous years.

In 2012, the spotlight was still on the growing demand for in-company specialization programs, the category that topped sales. Demand for this kind of program grew fivefold in the last three years. Among our 2012 clients, we find companies such as Vale, Hospital Sírio Libanês, Cardif, Souza Cruz and Algar.

Furthermore, the year saw the consolidation of the Specialization program offered in São Paulo, which mainstreams the sustainability theme in its curriculum. The End of Course Assignment was turned into an Application Project aimed at NGOs, preferably. From an innovation point of view, we should highlight an exhibition that was held to display projects aimed at NGOs and micro companies.

A project named Teaching for Change was set up in the Open Specialization program held in BH. This project brings together the program's faculty to discuss the challenges of educating adults as it aims to improve teacher's performance and make it easier for students to learn. An Investment Simulator was also implemented as an extracurricular activity that aims to enable participants to understand stock markets with educational and market objectives. FDC also carried out individual orientation activities and meetings to discuss current themes related to Career Management.

MBA

This program has been restructured to meet the demands placed by innovation and by international accreditation. Demand for the MBA program rose after these enhancements were put in place. In the last five years, the number of enrollments rose by 73% while the number of students accepted into the program rose by 20%. Such data show the program has become more attractive to students and more selective in its choice of students. There were 665 executives attending the MBA program in 2012.



New disciplines were introduced, such as Philosophical Provocations, 21st Century Environments and Scenarios, Management Economics, The Humanities and Contemporary Management, Business Risk Management, Power, The Decision-Making Process and Negotiations, and others. As a result, course workload increased from 1,145 hours in 2011 to 1,300 hours 2012, with 410 hours being dedicated to classroom modules and 890 hours to distance learning (DL) modules for a total of 30 disciplines.

Furthermore, actions were developed to carry out international MBA modules at FDC. Executives from the Indian Business School, Johns Hopkins University – Carey Business and Skolkovo attended classes at the Aloysio Faria Campus.

MASTERS

FDC seeks to offer a continuous learning perspective to its clients by developing the Professional Master's in Administration course in partnership with Pontifícia Universidade Católica de Minas Gerais (PUC Minas). The course is only for students who have graduated from the Executive MBA course and it is dedicated to three research streams aimed at business management: Strategic People Management in Workplace Relations, Strategy and Innovation, and International Management.

The Professional Master's in Administration course is recommended by CAPES and lasts 24 months, at most, in the Strategic Organizational Management Focus and in the Organizational Strategy and Competitiveness Research Stream.

The program is offered every two years for a single group of 20 participants. There were 18 participants attending the Professional Master's in Administration course in 2012.

| Programs | No. of participants |
|----------------|---------------------------|
| Specialization | 2.355 |
| MBA | 665 |
| Post-MBA | 51 |
| Master's | 18 |
| Total | 3.089 participants |

Open Enrollment Programs

Open Enrollment Programs received 2,092 participants spread over 55 groups in 2012. Open Enrollment Programs are aimed at executive education and focus on developing competencies and skills to build efficient organizations that are well prepared deal with the new challenges facing the corporate world. FDC offers both domestic and international open enrollment programs. The latter were the ones that suffered most from the economic crisis that affected part of the world in 2012.

During the year, FDC restructured the open enrollment program model by integrating them closer to the languages and to the expectations of both companies and individuals. This perspective aims to lead participants to recognize FDC is a reference in their development throughout their careers. Furthermore, the institution created Road to Knowledge, which aims to draw a map to develop and enhance people, organizations and careers, all of it based on integrated educational solutions. Road to Knowledge makes it possible to find out about the next Program that meets executives' career needs and interests by theme or by the level of challenge they are inserted in.

Three new programs were offered to the market: Health Care Strategic Management, Strategy and Execution, and Contemporary Public Management. This initiative is aligned with the institution's strategic plan, which calls for renewing its product portfolio by 10% and offering at least one educational solution aimed at senior management at organizations.

Besides the Programs hosted in Minas Gerais and São Paulo, it was the first time open enrollment programs were held in other cities: Rio de Janeiro, Brasília, Fortaleza, Manaus, Curitiba, Goiânia and Cuiabá. There were 16 programs hosted throughout the country.

We should also highlight a strategy that was introduced as regards educational practices that encourage cutting down on paper use. Teaching material is no longer printed and handed out - it is now available on each program's webpage so it can be accessed and downloaded.

An innovation that was introduced in the delivery of Open Programs led to the elimination

of paper by using the moleskin type of notebook. It was first used at the STC (Skills, Tools and Competencies) program and then later on at all Open Enrollment Programs. Such innovation generated an in-house drive towards the conscious and sustainable use of classroom resources.

The FDC Experience 2012 was held in September and it remained true to the conceptual pillars of the program that was one of the previous year's highlights. The event hosted about 300 participants who reflected about the leading edge in management through experimental learning and by learning about other knowledge fields such as history, philosophy and the humanities.

Furthermore, 2012 brought in the 'Fireside Chat' dynamics developed within STC to encourage participants to reflect about quality of life and about how to improve it. Such reflections are supported by the sandbox (a place filled with dreams, desires and pleasures) and the toolbox (a place for actions to make dreams come true) metaphors. Setting off from the fireside chat, participants reflect about how their desires evolve into concrete actions.

The Room of the Future was another innovation introduced at the STC program and it represents an enabling context to develop strategic thinking driven by the arts in ongoing exchanges with scientific knowledge. The Program's professors and its director developed such innovations by working together with the Pedagogic Center that supported the Open Enrollment Programs in all moves towards innovation.



Annex

A table with projects and principles

FDc seeks to align its actions to meet the principles and indicators put forward by GRI, the Global Compact and PRME. The table below allows an overview of the initiatives FDC develops and their relationship with all these indicators and principles.

| Projects/ Programs/ Policies | FDC Shared Challenges for Sustainability | | | | | | Global Compact Principles | | | | | | | | | | GRII | | | | | | PRME | | | | | | Start | End | Page | | | | | |
|--|--|-------------------|--------------|-----------|-----------------------|---------------------------|---------------------------|---|---|---|---|---|---|---|---|----|------|---|---|---|---|---|------|---|---|---|---|--|-------|-----|------|---|--|------|------------|--|
| | Responsible Management | Social Innovation | Transparency | Knowledge | Companies and Society | Individual Responsibility | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 1 | | 2 | | 3 | | 4 | | 5 | | | | | 6 | | | | |
| | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 5 | 6 | | | | | | | | | | |
| Market GT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sustainability indicators to manage customized projects | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2011 | 2013 | |
| Responsible resource use in open enrollment programs Preferred use of digital material and distribution of thermos mugs to replace disposable cups | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | continuous | |
| Institutional GT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annual Board of Trustees Meeting - lunch with the community | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1990 | continuous | |
| José Costa Award: a partnership between FDC and Diário do Comércio | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2007 | 2012 | |
| Good Example Award - A partnership between FDC and Rede Globo Minas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | 2012 | |
| Hugo Werneck Sustainability & Love of Nature Award: A partnership between FDC and Ecológico magazine Technical supervision | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | 2012 | |
| Stakeholder mapping | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2011 | 2013 | |
| Materiality Matrix | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2011 | 2013 | |
| Presence in open profile social networks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | continuous | |
| Sustainability Space on the Intranet | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2011 | continuous | |
| Sustainability Committee Bulletin | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2011 | continuous | |

| Projects/ Programs/ Policies | FDC Shared Challenges for Sustainability | | | | | | Global Compact Principles | | | | | | | | | | GRII | | | | | | PRME | | | | | | 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 | 5 | 6 | 1 | 2 | 3 | 4 | 5 | | | | 6 | |
| | | | | | 1 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Book: <i>Estratégia Empresarial – Promovendo o crescimento sustentado e sustentável</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | |
| Article/ Book chapter: <i>Educação de Lideranças para a Sustentabilidade</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | |
| Book chapter: A Theoretical Framework for Voluntary Corporate Governance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | |
| Article in domestic magazine: <i>Benefícios das práticas Sustentáveis nas multinacionais brasileiras</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | |
| Article in domestic magazine: <i>Teoria U - Como liderar pela percepção e realização do futuro que emerge, através da mente aberta, coração aberto e vontade aberta</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | |
| Article in domestic conference annals: <i>A responsabilidade da administração na contribuição efetiva para uma gestão sustentável e socialmente responsável: uma análise da formação ideal em estruturação do ensino da administração</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | |
| Article in international conference annals: <i>Maximizing Triple Bottom Line Benefits Abroad: The Quest of Brazilian Multinationals</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | 28 |

| Projects/ Programs/ Policies | FDC Shared Challenges for Sustainability | | | | | | Global Compact Principles | | | | | | | | | | GRII | | | | | | PRME | | | | | | 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 | 5 | 6 | 1 | 2 | 3 | 4 | 5 | 6 | | | | |
| European Foundation for Management Development (EFMD) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | continuous | | |
| United Nations Development Program (UNDP) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | continuous | | |
| ENLACES Network | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2011 | continuous | 14 | | |
| Fundação AVINA | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2009 | continuous | | | |
| Presence in Committees and Boards | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Itaú Social Excellence Fund (FIES) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2006 | continuous | | |
| Exame Sustainability Guide Board | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | continuous | | | |
| Global Compact Brazilian Committee | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2006 | continuous | 44 | | |
| Globally Responsible Leadership Initiative | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2006 | continuous | 44 | | |
| Rede Cidadã Board of Directors | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | continuous | | | |
| Brazilian Institute for Ethics in Business Board | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2010 | continuous | | | |
| 4 th International Conference - Profits and Social Values – Closing the Gaps | | | | | | | | | | | | | | | | | | | | | | | | | | | | 2012 | 2012 | 26 | | |

FUNDAÇÃO DOM CABRAL



DEVELOPING EXECUTIVES AND COMPANIES

ALOYSIO FARIA CAMPUS

Av. Princesa Diana, 760

Alphaville Lagoa dos Ingleses

34000-000 – Nova Lima – MG – Brazil

Tel.: 55 (31) 3589-7200

BH OFFICE

Rua Bernardo Guimarães, 3.071

Santo Agostinho

30140-083 – Belo Horizonte – MG – Brazil

Tel.: 55 (31) 3299-9700

SP OFFICE

Av. Dr. Cardoso de Melo, 1.184 – 10th,

15th floor

Vila Olímpia

04548-004 – São Paulo – SP – Brazil

Tel.: 55 (11) 3513-4700

Signatory



PRME Principles for Responsible
Management Education