

# OUR NUMBERS

## Annual Report

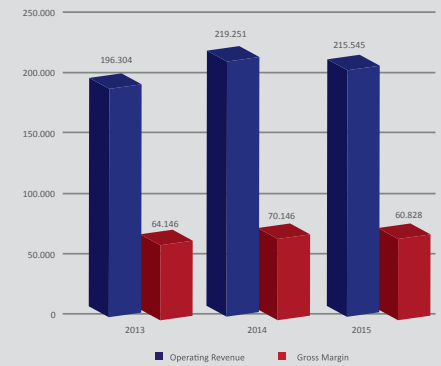
# 2015

FUNDAÇÃO DOM CABRAL

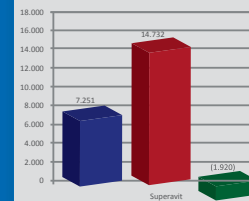
**FDC**

DEVELOPING EXECUTIVES AND COMPANIES

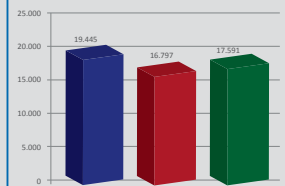
### Operating Revenue and Gross Margin (thou R\$)



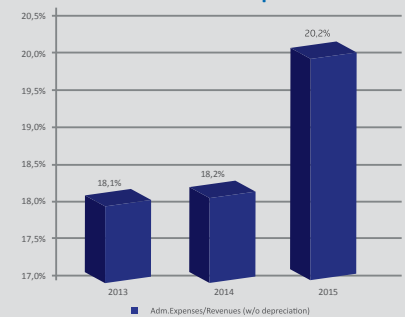
### Net profit (thou R\$)



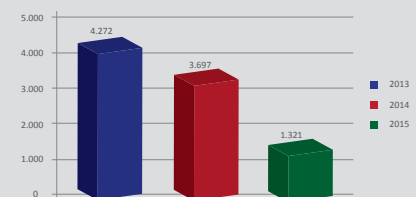
### Investments in Development (thou R\$)



### Administrative Expenses



### Funding (thou R\$)



# FUNDAÇÃO DOM CABRAL

## 39 YEARS

1973

The Catholic University of Minas Gerais Extension Center is launched

1976

Fundação Dom Cabral is created as an offshoot of the PUC/MG Extension Center  
First international alliance, with Groupe HEC (France)

1980

CEDEX - Center to Study and Develop Foreign Trade is launched

1989

CTE - Entrepreneurial Technology Center is launched

1990

Alliance with Insead - The European Institute of Business Administration  
Hosting of the 1st PGA - Advanced Management Program group

1992

PAEX – Partners for Excellence is launched in partnership with mid-sized companies

1993

Alliance with the Kellogg School of Management (USA)

1996

Hosting of the 1st Corporate MBA group and distance education methodology

1999

PDA - Shareholder Development Partnership is launched in partnership with family businesses  
The Volunteers Program is launched

2001

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

2002

The first Knowledge Generation Center is launched

2003

Signatory to the UN Global Compact

2005

Ranked 22nd in the Financial Times ranking

2006

Participation in the Latin America Cooperation Network  
DOM magazine first publication

2007

EQUIS accreditation - a system that confers international recognition on business schools

2008

Opening of the São Paulo Campus  
The COMn - World-Organizations Connections and the RDI – Integrated Development Network partnerships are launched

2009

Beginning of the cooperation network with schools from the BRIC countries (Brazil, Russia, India and China)  
Opening of the Center for the Development of Management Knowledge (CDCG), at the Aloysio Faria Campus  
Inauguration of the International Advisory Council

2010

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

2011

Ranked 5th in the Financial Times ranking  
Ranked 1st in the America Economia magazine ranking

2012

Dean succession and creation of the Board Committee  
Ranked 8th in the Financial Times ranking  
Ranked 1st in the America Economia magazine ranking

2013

Ranked 16th in the Financial Times ranking  
Ranked 2nd in the America Economia magazine ranking  
Opening of the Rio de Janeiro Campus

2014

Ranked 21st in the Financial Times ranking  
Most Reputable Educational Institution in Brazil, according to the Merco/Ibope ranking

2015

Ranked 16th in the Financial Times ranking  
The succession process involving the Dean and the Associate Deans is finalized.

## **Board of Trustees**

### **FOUNDER AND CHAIRMAN**

Cardinal Dom Serafim Fernandes de Araújo

### **BOARD MEMBERS**

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Eduardo Borges de Andrade

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Gustavo Araujo Penna

Gustavo Fabian Grobocopatel

Henrique Moraes Salvador Silva

Luiz Henrique Souza Lima de Vasconcellos

Pedro Luiz Barreiros Passos

Sônia Regina Hess de Souza

Subramanian Rangan

Wagner Furtado Veloso

Weber Ferreira Porto

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Geraldo Márcio Alves Guimarães

José Epiphânio Camillo dos Santos

Sérgio Eustáquio Pires

### **ALTERNATE MEMBERS**

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Breno de Campos

Cândido Luiz de Lima Fernandes

## ▼ Board Committee

### FOUNDER AND PRESIDENT

Emerson de Almeida

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Carlos Roberto Vasconcelos Novais

Mozart Pereira dos Santos

## ▼ Dean's Office

### DEAN

Wagner Furtado Veloso

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Antonio Batista da Silva Junior

Paulo Tarso Vilela de Resende

Roberto Sagot Monteiro

### DEPUTY EXECUTIVE DIRECTORS

Carlos Alberto Arruda de Oliveira

Luiz Eduardo Ferreira Henriques

Maria Elizabeth Rezende Fernandes

Ricardo Siqueira Campos

## ▼ International Advisory COUNCIL

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Donald Jacobs – USA

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Celso Amorim – Brazil

Fernando Orocobre Oris de Roa - Argentina

Fabio Barbosa - Brazil

Aécio Neves - Brazil

Gilberto Tomazoni – Brazil

Henrique Meirelles - Brazil

Jean-Michel Ribieras - Brazil

José Luiz Olivério - Brazil

Josué da Silva - Brazil

Luciano Coutinho - Brazil

Luis Roberto Pogetti - Brazil

Luiz Lopes - Brazil

Marcel Malczewski - Brazil

Mariano Lozano - Brazil

Marina Silva - Brazil

Mário Garnerio - Brazil

Newton Neiva - Brazil

Pedro Suarez - Brazil

Philippe Prufer - Brazil

Renato Vale - Brazil

Roberto Rodrigues – Brazil

Roberto Teixeira Costa - Brazil

Rodrigo Kede – Brazil

Sergio Foguel - Brazil

Sérgio Soares Cavaliéri - Brazil

Tadeu Nardocci - Brazil

Vania Somavilla - Brazil

Wilson Brumer - Brazil

Dezsö Horváth – Canada

Jamal Khokhar - Canada

Jorge Bunster - Chile

Alfredo Moreno Charme - Chile

Bing Xiang - China

Lu Xiongwen - China

Jeffrey Schwartz – Singapore

Goh Kok Huat – Singapore

George Sunny Verghese - Singapore

Carlos Piedrahita - Colombia

Kook-Hyun Moon - South Korea

Benjamin Akande - USA

Clifford Sobel - USA

Dominic Barton - USA

Don Defosset - USA

Donna Hrinak - USA

Duncan Niederauer - USA

J. Douglas Gray - USA

Jennie Hunter-Cevera - USA

Kevin Connelly - USA

Luis Moreno - USA

Melanie Katzman - USA

Ronald DeFeo - USA

Sally Blount - USA

Dipak Jain - France

Narayana Murthy - India

Shantanu Prakash - India  
Subramanian Ramadorai - India  
Seiji Shiraki - Japan  
Ernst Bergen - Paraguay  
António de Almeida - Portugal  
Daniel Bessa - Portugal  
Fernando Pinto - Portugal  
Guy Elliott - UK  
Julia Middleton - UK  
Mark Cutifani – UK  
Martin Sorrell – UK  
Darys Estrella - Dominican Republic  
Ruben Vardanian - Russia  
Peter Lorange - Switzerland  
Enrique Iglesias - Uruguay



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## Letter from the Dean

Our 2015 journey is now over. Our message is to report, first and foremost, on the results achieved along the year and, secondly, to bid farewell at the end of the almost four years I have spent as Dean at Fundação Dom Cabral.

The evolution of our numbers in this period presented us with two distinct moments. The results achieved in the first semester showed that virtually every family of programs reached its goals and even surpassed them in some cases. Even so, we adopted a conservative attitude, as both the political and the economic-financial scenario were full of uncertainties. The crisis worsened in the second semester and it was our main customers, the large companies, which were heavily affected. The outcome was that our Customized and Open-enrollment Programs were hit the hardest. Programs were either postponed or cancelled. The new contracts had to be written in terms that were more attractive to our clients, thus decreasing our operating margin. We have managed to reach 92% of the operating income, 100% of the costs and 77% the operating margin we had forecast. It was mainly the MBA and the business partnerships that made up for it, as they reached 91% and 84% of their operating margin, respectively, while our Affiliates contributed with over 50% of our operating income. Operating costs grew due to rising inflation, to negotiations with suppliers and to the additional cost of attracting new customers. Facing such a scenario, we sought to achieve a balance by emphasizing our control over costs and administrative expenses, as well as over investments in knowledge development, people and market.

Our expectations of not achieving non-operating revenues came true, as they only came up to 44% of the amount that had been forecast.

The final net result, which had been forecast to reach R\$ 14.163 million, presented a deficit of R\$ 1.9 million. That amounts to a R\$ 16.083 million difference that was mainly due to a R\$ 18.195 shortfall in the operational margin. Furthermore, a R\$ 1.9 million shortfall in non-operating revenues contributed to this result, besides R\$ 1.7 million in write offs and credit cancellations of doubtful debtors accounts from past fiscal years. The purpose of such account write offs is so as not to affect the results of future fiscal years.

Due to the adversities the market imposed on us, the whole team's efforts were directed at preserving our clients' satisfaction and our organization's financial health.

Nevertheless, several highlights brought us good news, such as, for example:

- The Strategic Reflections Project on FDC's Future Positioning in the Global Market is now finished;
- The ongoing succession process has appointed Professor Antônio Batista as the new FDC Dean who will be inaugurated on January 1st, 2016;
- CAPES has approved our request to run a Professional Master's program that will be launched in July 2016;
- Our position on the Financial Times Executive Education ranking has improved and we have moved up from 21st to 16th place while remaining the best business school in Latin America for the past 10 years;
- The Association of MBAs (AMBA) has reaccredited FDC for the next five years;
- Our partnership with Steelcase, a global company that makes furniture for classrooms and offices, to deploy a multipurpose room with state-of-the-art technology for educational activities.
- Our ongoing international alliances with Kellogg School of Management and with Insead, and our partnership with Skema Business School that hosted more than 60 students at the Aloysio Faria and the Belo Horizonte campuses.
- Our social programs and projects, which have become more relevant to our institution and to society as years goes by. The Programa Raízes and the Programa Dignidade are such examples, as well as the POS partnership.

To wrap it up we can state that, despite the numerous difficulties we faced due to economic-financial results that came in well below the amounts we had forecast, we evolved as regards our team's maturity, improved cost control positioning, a continuous emphasis on the quality of our programs, and in maintaining our principles and values. We also believe that we are handing over to our successors an organization that is better prepared to face its future journeys that, in the short and medium terms, will be equally or even more difficult than those of the previous two years.

We would like to thank the Board Committee, particularly Professor Emerson de Almeida, and the Board of Trustees, represented by its President Cardinal Dom Serafim Fernandes de Araújo, for the support and guidance we have received. Our gratitude extends to the executive directors and deputy executive directors, as well as to all the employees who have been with us since the first moment and who helped us to lead FDC for almost four years.



Wagner Furtado Veloso  
Dean

# Introduction

The Fundação Dom Cabral Annual Report presents the results and the main actions the institution carried out in 2015. The pages that follow were built on numbers and statistical data. And what is even more relevant, it was built based on listening sessions, interviews and group conversations with the main FDC leaders, who highlighted the most important bits of information and achievements in their areas.

The Report consists of five chapters: 1. Institutional; 2. Economic-Financial Performance; 3. Educational Solutions; 4. Knowledge Development; 5. Administration and People. The first chapter presents institutional definitions and it highlights internationalization, relations with the market, and sustainability and social inclusion actions. The most institutionally relevant achievements in 2015 were the finalizing of the 2020 Strategic Reflections and the Dean Succession processes. The second chapter breaks down the institution's economic-financial performance through numbers and charts while also summarizing the situation it went through in 2015. The educational solutions Fundação Dom Cabral offers can be found in the third chapter, which highlights the differentiated programs it delivered during the year. FDC Regional Affiliates also stood out by representing the institution throughout Brazil and making its programs available to a large audience, which has led to its bringing in an important share of the institution's annual revenue. The fourth chapter deals with knowledge development at FDC by reporting on the workings and actions of the Education Management area, the makeup of the faculty and its research activities, and the knowledge generated and published by the Knowledge Development Centers. Lastly, the fifth chapter aims to report the information offered by the HR area and the administrative actions aimed at continuously improving FDC infrastructure, with a focus on the classrooms that offer cutting-edge technology especially developed to enhance the Fundação Dom Cabral educational experience.

The 2015 Annual Report conveys FDC's commitment to transparency and dialogue with its stakeholders by seriously and clearly identifying and reporting the challenges the institution faces each year.

# Chapter 1

## Institutional



## 1.1 Basic Institutional Definitions

- **Mission**

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

- **Business**

Educational solutions for organizational development.

- **Strategic Objective**

To be an international reference in international education and in the development of executives, entrepreneurs and companies.

- **Fundamental Principles**

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

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

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

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

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

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

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

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

## 1.2 Participation and Commitment

Fundação Dom Cabral is internationally recognized as one of the main executive education institutions in Latin America, a partner of the largest and most prestigious management schools in the world, a signatory to important international agreements, and it is accredited by associations that value the quality of business management solutions.

### Rankings

Eleven years ago FDC was ranked 22<sup>nd</sup> on one of the most important executive education rankings in the world published by British newspaper Financial Times, and since then it has always been ranked among the top 25 schools in the world. For the past ten years it has been the top-ranked business school in Latin America, and it was ranked 16<sup>th</sup> on the Financial Times ranking in 2015.



**10 years as the best business  
school in Latin America**  
RANKING FINANCIAL TIMES 2015

## Accreditations

The excellence of FDC's educational solutions is attested by important international accreditations such as those offered by the European Quality Improvement System –EQUIS - and by The Association of MBAs - AMBA®.

### EQUIS

FDC has been accredited by the European Quality Improvement System – EQUIS - since 2007. EQUIS is an international accreditation and recognition system for business schools that is run by the European Foundation for Management Development - EFMD. This accreditation places FDC in the company of the most renowned executive education institutions in the world and qualifies it as a school that operates at international standards while assuring its quality is found throughout all its activities.



### AMBA®

In 2015, the FDC Executive MBA was re-accredited by AMBA® – The Association of MBAs for the next five years. AMBA® accredits the best MBA programs in the world, thus ensuring quality standards and promoting an exchange of knowledge, ideas and best practices with leading schools. The program FDC offers has been accredited by this association since 2005.

*“ Re-accreditation is not only based on the quality of our professors, content and methodology but also on our team’s commitment. ”*

**Paulo Resende**, Dean for Open-enrollment Programs and Graduate Studies.



## International Associations

FDC is a member of several international associations, such as:

- *The Association to Advance Collegiate Schools of Business - AACSB International*
- *Consejo Latinoamericano de Escuelas de Administración - CLADEA*
- *International University Consortium - UNICON*
- *European Foundation for Management Development - EFMD*
- *International Consortium for Executive Development Research - ICEDR*
- *Global Business School Network - GBSN*
- *Executive MBA Council*



## Principles and Global Compacts

Far beyond academic excellence, Fundação Dom Cabral seeks to fulfill its mission to contribute to the sustainable development of society. That is why it is a signatory to the Global Compact, a UN initiative to engage the business community in the building of a more stable, equitable and inclusive market.

FDC is also a member of two other UN initiatives to train leaders for the future: GRLI - Globally Responsible Leadership Initiative and PRME - Principles for Responsible Business Education. These documents are guidelines for business schools and FDC collaborated in the process to write them.



### GRLI Council

FDC joined the GRLI International Council in 2015 for a two-year mandate, and it is the only Brazilian business school sitting on the council. GRLI is made up by the UN Global Compact and by EFMD, and it seeks to engage both companies and society in high-impact collaborative initiatives that will lead to global responsibility.



## PRME and GLOBAL COMPACT

FDC took part in preparing the Brazilian Chapter of the Principles for Responsible Executive Education - PRME. The proposal was delivered to the PRME Board in a global event held in New York to celebrate the 15 years of the Global Compact.

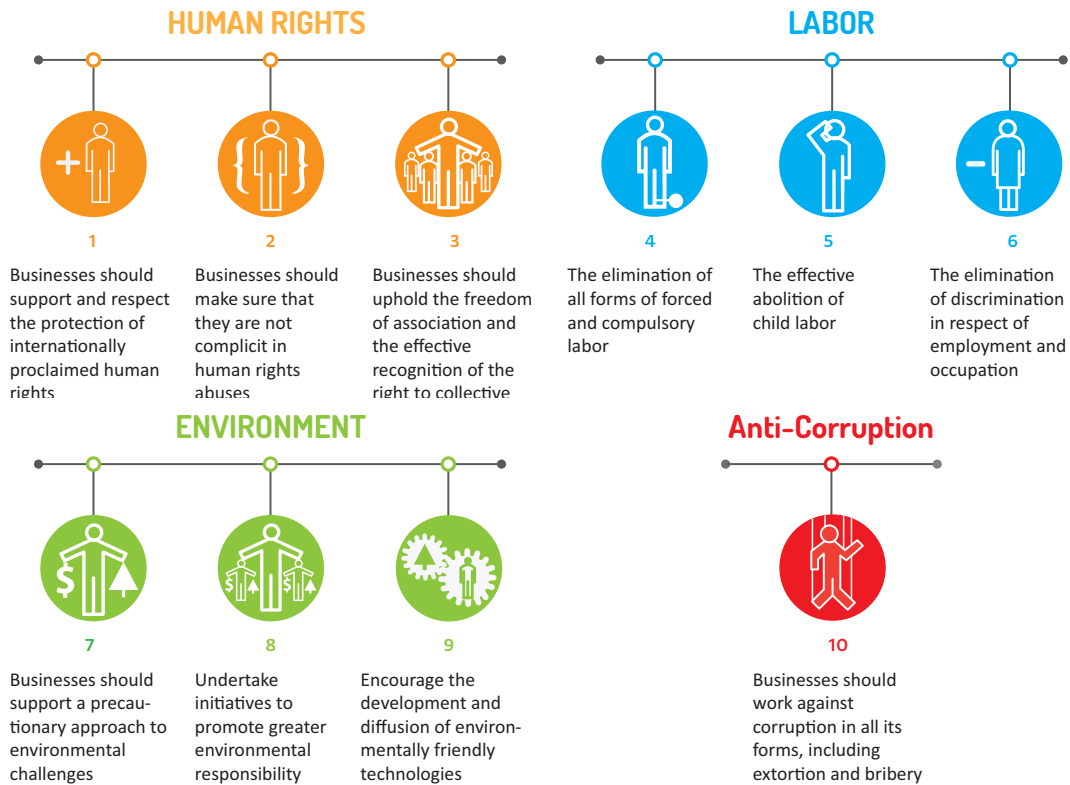


FDC was a member of the Brazilian delegation that took part in the events that celebrated the Global Compact and that discussed the role of corporate responsibility and of executive education for sustainable development. FDC is a member of the Board of the Brazil Chapter.

## Globally Responsible Initiative (GRI)



## Principles of the Global Compact





## Principles for Responsible Business Education - PRME

### Principle 1

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

### Principle 2

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

### Principle 3

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

### Principle 4

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

### Principle 5

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

### Principle 6

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

### 1.3 Board of Trustees

FDC counts on its Board of Trustees to present its results, deliberate and approve the actions that are performed throughout the year. The Board is chaired by its founder and president, Cardinal Dom Serafim Fernandes Araújo, and is made up by 15 members who meet twice a year.

The first Board of Trustees meeting in 2015 hosted a lunch that brought together some 200 guests that included businesspeople, politicians, Board members and FDC senior management to present the results the institution reached in 2014. On that occasion we also celebrated FDC's new international partnership with Skema Business School (France). Skema Dean Alice Guilhon spoke about the internationalization of business schools and presented the path the French organization has taken in international markets.

The year 2015 witnessed a renewal of the FDC Board of Trustees as four members asked to be released from their duties in of August. José Luiz Faria left the Board after contributing to it for 36 years. Ozires Silva also left the Board of Trustees in August 2015, after spending 27 years as a member. Businessman Paulo Guilherme Monteiro Lobato Ribeiro was a member of the FDC Board of Trustees from 2003 to 2015, while Maria de Fátima Henriques da Silva Barros Bertoldi sat on the Board from 2012 to 2015.

Damião Coutinho Paes, Wagner Furtado Veloso and Luiz Henrique Souza Lima de Vasconcellos were then appointed and inaugurated as new Board members.



The Board of Trustees, chaired by Cardinal Dom Serafim and attended by Board Committee President Emerson de Almeida, approves the appointment of its new members.

### 1.4 2020 Strategic Reflections

The Strategic Reflections 2020 project was launched in 2014. Its purpose was to propose a Vision for FDC's Future Positioning in the Global Market, looking to 2020 as a reference. The project's guidelines were validated by the Board Committee and approved by the Board of Trustees in the first semester of 2015. The Strategic Reflections were presented by Board Committee Founder and President Professor Emerson de Almeida at the first general meeting of the year, and he recommended that it should be disseminated to 100% of the collaborators.

Twenty-one of the institution's collaborators were organized into three groups, each one then presenting its own report. To organize the work and to write its final version, two members from each one of the groups joined a Systematization Committee that elected nine premises it considered as being essential to guide the building of FDC's positioning, and they are as follows:

- **The paradox of the new** – the proposal the group built reflected a context of constant changes: competencies, competitiveness standards, professional profiles, leadership styles, ways of competing, technologies and markets;
- **Differentiation** must guide FDC's market strategies;
- **Value propositions** that fit the different market segments;
- **Market orientation** – the products, the work processes and the structure FDC offers must be primarily guided by the needs of the market;
- **FD's presence** away from the markets where it has a strong presence will happen through the support of its associates, as they are partners who are essential to the organization's geographic expansion;
- **Internationalization** as a fundamental strategic vector for our recognition as a reference at educating and developing individuals and organizations;
- **Networking** as an aid both to identify needs and to build solutions;
- **Research & Development** – a focus on carrying out research that is relevant and that can be applied to the organizational context of FDC's clients and to its own programs. The objective here is to maintain FDC's differentiation to its clients;
- **Meritocracy** – differentiated contributions to the institution's results must be recognized in differentiated ways and their guiding thread must be the integration of all of the organization's areas and shared objectives;
- **To be among the best schools** and not necessarily among the largest ones;
- **Impactful results** – the measure of FDC's success is the impact its activities have on both its clients and society's results;
- **The end results FDC achieves must generate value to society.** Society must be the main beneficiary of our activities.

To build this proposal we identified seven future drivers that will support FDC's positioning until 2020.

**Markets** - FDC teams must focus on value added to our clients' results.

**Educational Solutions** - Our technical staff will carry out a broad and in-depth listening process and the solution it proposes will adhere to our clients' real needs.

**Internationalization** - FDC will place greater focus on its proactive internationalization activities.

**Team** - profiles, competencies, management - Our teams will be proactive as they seek to develop themselves, as long as they are offered clear policies as regards career progression and succession to key positions.

**Research & Development** - The core objective of our R&D activities will be to contribute to the differentiated positioning FDC has chosen.

**Infrastructure** - Infrastructure and technology will support education and they will be a factor of differentiation while positioning us ahead of our competitors.

**Society** - More than being a business school, FDC must be a change agent for society. Society will assess the institution by two attributes: reputation and relevance.

The conclusions reached by the Strategic Reflections project have highlighted the need to position FDC as a reference in the development of individuals and organizations so that it will be the first choice of executives and organizations. The implementation of differentiated educational solutions and the impact they generate on the results its clients achieve are the core pillars of this positioning. The ability to articulate and dialogue with senior management at organizations and with entities that represent governments and society is critical to understanding the business context, which is a fundamental requirement to be able to generate and offer applicable and relevant knowledge.

A network of relations with international partners extends the ability of the institution to develop and offer solutions that bring positive results to its reputation and recognition. Its competence at developing leaders who can contribute to changes in society completes the virtuous circle of this positioning as the first choice, to the extent that society must be the greatest beneficiary of the actions FDC undertakes.

## Dean Succession

The succession process to appoint the new FDC Dean was finalized in 2015. It began in 2014, together with the Strategic Reflections process on FDC's future positioning in the global market. It was led by the Board Committee and monitored and supported by a Board of Trustees committee consisting of the following members: Eduardo Borges de Andrade, Gustavo Araújo Penna, Pedro Luiz Barreiros Passos, and Weber Ferreira Porto.

The profile of the institution's future dean was defined by the Strategic Reflections project and, as suggested by the committee, the process was supported by a company that specializes in choosing successors.

Dean for Executive Education, Antonio Batista da Silva Junior, was appointed by the Board of Trustees to succeed former Dean Wagner Furtado Veloso as of January 2016. The names of the new Executive Directors were then announced: Aldemir Drummond – Dean for Executive Development, Professors, Education and Innovation; Paulo Emilio Carreiro – Dean for the Development of Mid-sized Companies, Associates, Marketing and Infrastructure; and Roberto Sagot - Dean for the Development of Large Organizations, Internationalization and People. The new team's mission is to implement the definitions put forth by the Strategic Reflections project that mobilized the whole institution for 18 months.

## 1.5 Internationalization

Year by year Fundação Dom Cabral has been enhancing its partnerships and its actions to develop programs together with leading business schools in the world. It has also been strengthening its actions related to knowledge generation and exchanges among professors. These initiatives play a strategic role in FDC's internationalization process as it seeks to be a global reference in developing executives and organizations.



As it is one of the pillars of FDC strategy, internationalization pervades the entire institution and it is present in several educational solutions and knowledge development areas. The internationalization seal that appears throughout the text shows which activity/area that is being described is involved in the internationalization process.

### Skema Business School

FDC began a partnership with Skema Business School (France) in 2015 that brought 61 young participants to the Belo Horizonte and Aloysio Faria campuses for an international module. Their experience in Brazil lasted for three months and the participants were students taking the final year of their undergraduate course and the first year of their Master's. About 80% of the professors who taught this module are members of FDC's international faculty.

*“ In the first year of our partnership with Skema the participants used the infrastructure of FDC's campuses and were taught by FDC professors. It is a very interesting exchange of knowledge and experiences and we hope it will yield great results in years to come. ”*

**Roberto Sagot**, Dean for Marketing and International Relations



The first group of Skema participants bids farewell to Brazil after attending a three-month course at the Aloysio Faria and Belo Horizonte campuses.

## Learning Journeys

The Learning Journeys program was another one of the highlights in 2015 as it hosted a constant stream of participants from other schools, such as Brown University and Kellogg School of Management, both from the United States, and Schulich School of Business, from Canada.

It was the first time that the program was run in partnership with Kellogg School of Management. The main objective of the topic “Global Marketplace: Consumer Growth in Brazil” was to offer participants the opportunity to understand the Brazilian economic, social and political environment while also developing a practical understanding about management and markets within the current local business context by analyzing real cases, experiencing Brazilian culture, and attending keynote speeches on how to invest and operate successfully in Brazil.



Participants from American business school Kellogg School of Management were able to experience the Brazilian business environment..

The interest shown by international schools in Brazil and in FDC has been growing and it has offered interesting learning experiences to all parties. It is a result of FDC’s ongoing internationalization process and of the recognition it has achieved among its peers throughout the world.

Partner schools	Program
Brown University	<i>Global Policy Experience Brazil</i>
Kellogg School of Management	<i>Global Marketplace Consumer Growth in Brazil</i>
University of St. Gallen	<i>Module 8: International Business - Brazil</i>
Schulich School of Business	<i>Global Strategy Seminar Brazil</i>
FDC - University of Toronto	<i>OMNIUM Global Executive MBA –</i>
South America Module	<i>Advanced Business Management International Business</i>
Skema Business School	Undergraduate and Master’s degrees

## ICEDR

March 2015 saw FDC host and take part in the ICEDR Emerging Talent Leaders Program – Latin America, in partnership with the International Consortium for Executive Development Research – ICEDR, a consortium of 40 world-renowned companies and 20 of the top business schools in the world. The program was hosted at the Rio de Janeiro campus for an audience of HR and executive education professionals. There were 76 executives present, 12 of them being foreigners. Among others, companies such as AB-InBev, Anglo American, Citibank, Coca-Cola, Danone, IBM, Pfizer, Roche Farma Brazil, UBS and Deutsche Bank were represented.

## The Enlaces Network

The Enlaces Network – Escuelas de Negocios de Latino America por el Crecimiento Económico Sostenible - is a network designed and led by FDC and it aims to promote the development of Latin American countries by producing joint knowledge and hosting integration actions among companies, governments and associations of the countries in the region.

In the first half of 2015 FDC was represented by members of the Dean's Office at a meeting of the Enlaces Network Strategic and Operational Committee in Lima, Peru. The objective of this meeting was to strengthen interaction among the business schools in the region as they also discussed ways of communicating Enlaces activities within the schools themselves, besides fostering professor exchanges and joint knowledge generation.

## International Cooperation



### USA

- 1- Cornell University
- 2- Kellogg School of Management
- 3- Olin Business School
- 4- Smith College Executive Education

### MEXICO

- 5- ITAM - Instituto Tecnológico Autónomo de México

### VENEZUELA

- 6- IESA - Instituto de Estudios Superiores en Administración

### COLOMBIA

- 7- Universidad de Los Andes

### PERU

- 8- ESAN - Graduate School of Business

### ARGENTINA

- 9- Universidad de San Andrés

### UNITED KINGDOM

- 10- University of Cambridge

### SWITZERLAND

- 11- IMD

### FRANCE

- 12- INSEAD Business School
- 13- HEC Paris
- 14- SKEMA Business School

### SPAIN

- 15- ESADE Business School

### PORTUGAL

- 16- Escola de Gestão do Porto
- 17- Universidade Católica Lisbon

### SOUTH AFRICA

- 18- University of Cape Town

### RUSSIA

- 19- Skolkovo - Business School of Management

### INDIA

- 20- ISB - India School of Business
- 21- IIMA - India Institute of Management

### CHINA

- 22- CKGSB - Cheung Kong Graduate School of Business

## International Advisory Council

The FDC International Advisory Board held its 2015 annual meeting in São Paulo and it was attended by about 70 participants, including members and guests. The chairman of the International Advisory Council and Dean Emeritus of the Kellogg School of Management, Donald Jacobs, presided over the meeting and expressed his expectations that the meeting would contribute to a better understanding of the current moment Brazil is going through. Supreme Court Minister Gilmar Mendes made a presentation about the Brazilian institutional context, and IMD Professor Carlos Braga spoke about international perspectives. Discussion groups led by the CEOs of large companies addressed aspects related to leadership and to the role of business schools. The meeting ended with a presentation made by FDC Associate Professor Marina Silva, “Brazil: The Challenge of Sustainable Development”.

The “Global Thinker’s Summit – Competing in the era of inclusive capitalism” conference was also hosted at the FDC São Paulo campus on that same occasion. The conference proposed a discussion about competitiveness and social inclusion in view of the changes in current capitalism and the new demands society now makes. Professors from FDC and from other guest schools made presentations and led discussions, among them Henry Mintzberg from McGill University, Tony Fratto, former White House Deputy Press Secretary, and Jorge Gerdau, Chairman of the Board at Grupo Gerdau. The Summit happens every two years, one day after the FDC International Advisory Council meets, and it discusses globally-reaching issues.



Board Committee President Emerson de Almeida and Chairman of the International Advisory Council Donald Jacobs are hosted by the Governor of the State of São Paulo, Geraldo Alkmin, at the governor’s palace.

## 1.6 Institutional Image

To disseminate and consolidate the Fundação Dom Cabral brand, FDC develops actions to broaden the institution’s visibility among its target audience – partner companies and prospective partners, government agencies, business schools, associations, social organizations and institutions - through forums, events, national and international seminars and institutional visits to the Fundação Dom Cabral campuses. In 2015, FDC took part in approximately 90 events in which its professors presented lectures and held debates, and it hosted about 20 institutional visits.



“ It was a year in which we managed to strengthen our relations with leaders, organizations and large corporations. This caused an impact on our image and led to a significant increase in the number of invitations to present lectures at events that were aligned with our values and objectives. ”

Ricardo Siqueira Campos, Dean for Institutional Relations

## Marketing

The FDC Marketing area launched a review of the way it communicates with the institution’s target audience, and the first step taken was to understand its clients’ purchasing behavior. Participants attending open-enrollment, specialization, and domestic and international programs were invited to attend interviews during which they were asked about their expectations for the course, how they had learned about FDC, and what improvements could be made. These conversations helped to improve our offer of programs as well as FDC’s communication with the market.

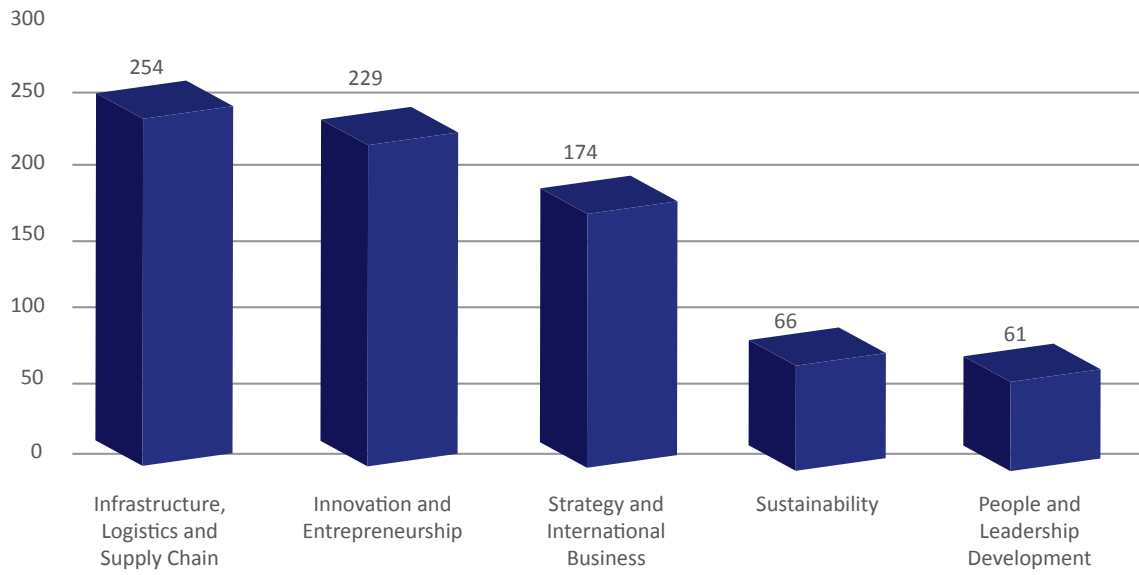


## FDC in the Media

FDC remains an important source for the general and specialized press regarding debates on the main issues and challenges both current society and the business environment face.

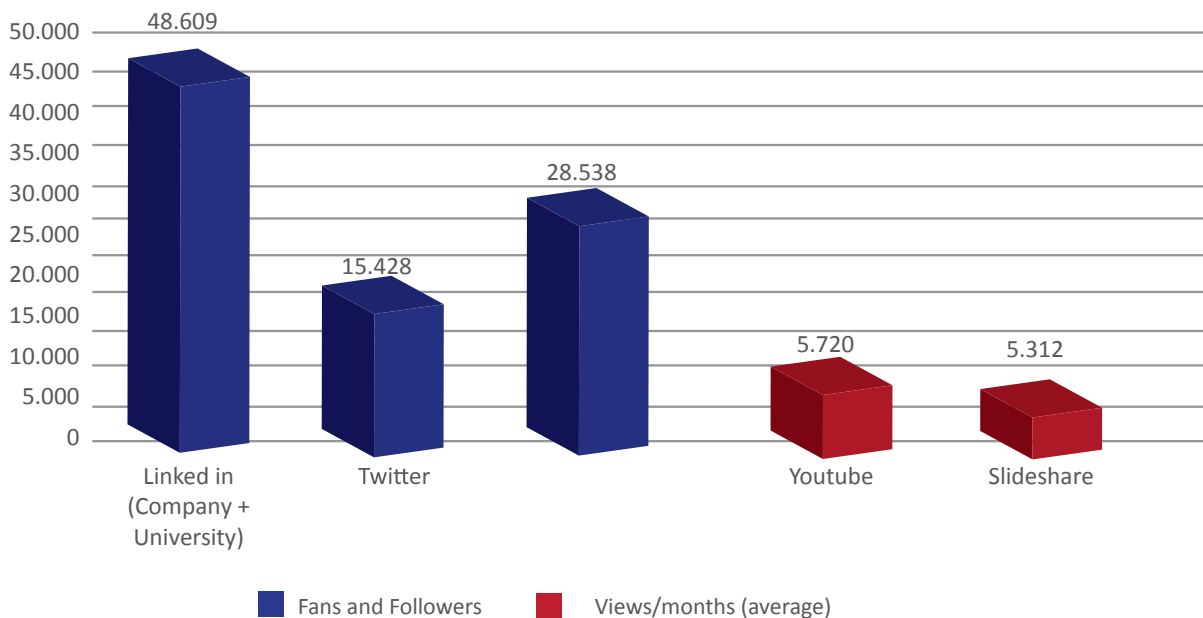
In 2015, FDC was quoted in 2,734 reports in various media. The most often quoted Knowledge Centers were Infrastructure, Logistics and Supply Chain, and also Innovation and Entrepreneurship, which were mentioned 784 times.

### Participation of the Knowledge Centers in the Media

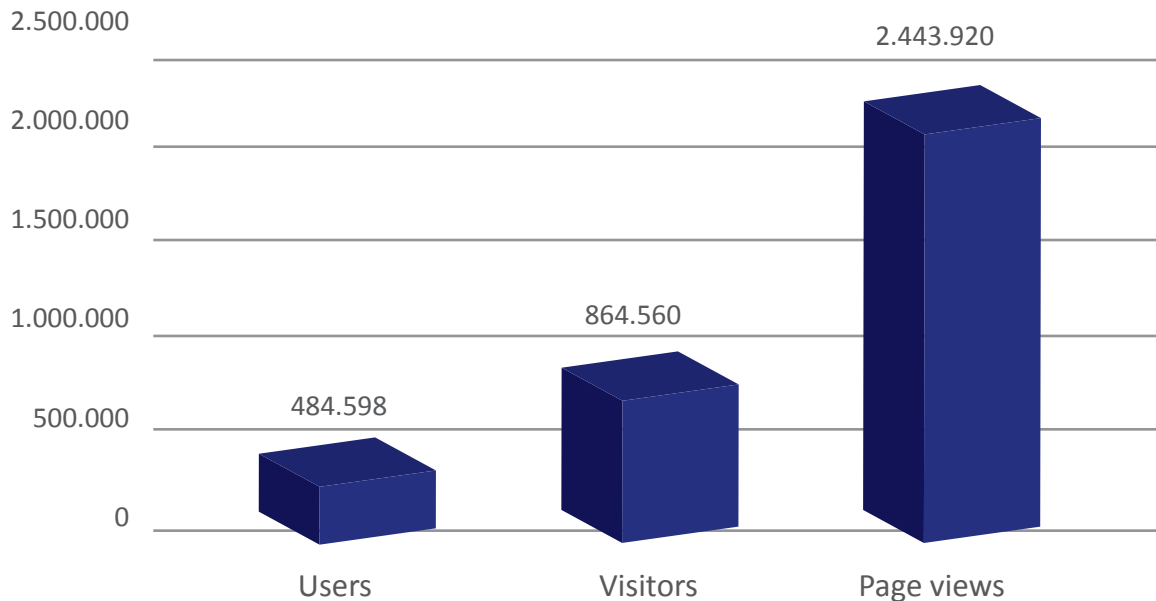


FDC’s participation in social networks grew in 2015, having increased in relation to 2014 in the numbers of fans, followers and views per month in the various networks in which FDC publishes profiles and content.

### Social Networks



## FDC Portal



### 1.7 Sustainability and Social Inclusion

*Fundação Dom Cabral believes that educating for sustainability means offering inspiration so that every individual and every organization feels responsible for building a better society. To FDC, sustainability involves promoting social innovation, with opportunities for all, protecting the environment, and developing effective organizations that are committed to ethical and healthy business practices.*

*FDC has formulated its sustainability vision for 2026:*

*“Sustainability at the core of our business, and being a reference in the world through executive education and by generating applicable knowledge as a change and articulation agent among entrepreneurs, public managers and social organizations to build a sustainable world”.*



*Sustainability at FDC is understood as a mainstream topic that integrates with practically all areas of the institution, from educational solutions to management and to knowledge generation, into which FDC invests so that its production will grow increasingly integrated with sustainable development trends. In this report, the Sustainability Seal will be shown at the top corner of all issues that are related to this topic.*

## Sustainability and Social Inclusion Committee

The sustainability and social inclusion committee presided by FDC's Dean and formed by high level executive leaders that represents all FDC.

Four strategic objectives were deployed based on the vision that was set out, and they guide the activities of the Sustainability and Social Inclusion Committee:

1. **PRACTICE:** To be an example in sustainability practices throughout the organization.
2. **EDUCATE:** To educate organizations, executives and public managers to generate sustainable value in business and in society.
3. **KNOW:** To generate and add knowledge regarding sustainability in the various areas of management and apply them to companies, governments and organizations.
4. **ARTICULATE:** To promote articulation and integration among government, organizations and society on issues related to sustainability.

In 2015, the Strategic Planning Committee set 29 goals, 83% of which were reached according to plan, 14% were surpassed, and only 3% were not reached. The same year saw the FDC 2015/2018 Strategic Plan define the goal of implementing at least 80% of some chosen projects, and the final result achieved stood at 97%.

## Social Projects

FDC both supports and carries out various initiatives focused on education, management, social inclusion and citizenship. Each year the institution invests approximately 2% of its revenue in these projects.

*“ We have achieved maturity in developing these projects due to our awareness of what they represent to FDC and to the institution's mission. We can be relevant to society not only in the classroom but also through social projects. FDC's protagonism in this field is beginning to flourish. And we have already gained enough experience to lead this wave because we are able to articulate actors and organizations by using our management experience. ”*

**Nádia Rampi**, Executive Manager for Social Projects

## Raízes – Social Innovation Program

This program is held every year and it was developed for young people between 16 and 18 years of age who study at government-run schools and/or who live in a socially vulnerable environment. The Roots program offers access to humanistic content from different fields of knowledge that are not accessible at traditional schools, so that young people can not only broaden their vision of the world around them but also become actors and authors of their own process of inclusion. The program is held over seven weeks and encompasses 112 hours of activities.



In 2015, FDC received 33 participants from the Jardim Canadá district and also young people working at partner institutions: TV Globo Minas, PCX computers and FAPEMIG – Fundação de Amparo à Pesquisa do Estado de Minas Gerais.

To celebrate the program’s five-year anniversary, a meeting was held at the Aloysio Faria Campus with young people from all the participants groups. They used the Design Thinking methodology to spend the day answering the challenge “How can we improve the way we learn”? Of the 101 young people who took part in the Programa Raízes (2011 to 2015), 12 are taking college courses in different fields, 63 are attending high school, and two have already graduated. Sixty-one of them have gone into the labor market.

The second stage of the Programa Raízes was developed along the year and its pilot testing stage will begin in early 2016. By using a fully online e-learning methodology platform, the program will expand the reach and impact of this social initiative to beyond the communities surrounding the Aloysio Faria campus.

**The Dignity Program:** this educational solution created by FDC offers training in management for social entrepreneurs who have businesses or projects that contribute to reduce inequalities in Brazil. The Dignity Program helps turn budding projects into effective and self-sustaining enterprises that will have a greater chance to expand and thus influence more people. Entrepreneurs develop their businesses and initiatives together with professors and experts while experiencing an environment of exchanges of experiences about the most advanced thinking in the world of business management, social businesses and inclusive markets. This year sees the wrapping up of two groups: the second one, which was hosted at the Belo Horizonte campus, and the third one, which took place at the São Paulo Campus.

**The Garden of Opportunities:** FDC develops a set of structuring projects focused on education, innovation and social management in the Jardim Canadá district in Nova Lima, a neighboring community to the Aloysio Faria Campus.

**Jardim Canadá and its region Observatory:** the constant dialogue between FDC and Associação de Condomínios Horizontais - ACH, led to the idea of creating an observatory which aims at generating knowledge about the district and that would contribute to social dialogue and sustainable

development. In August 2015, given the water crisis scenario the whole country faces, the 2nd Forum on Climate and Water Resources was held and it was attended by approximately 50 people, including experts, business people, public authorities and residents of the region, to discuss issues related to water management within the local context and to propose joint solutions for their common welfare.

**Program to Develop Companies and Social Organizations – PDEOS:** it encourages the local sustainable development of the Jardim Canadá district based on responsible management and on promoting partnerships between the private sector and the third sector. FDC develops a social and investment policy with companies and, working together with social organizations, it draws up strategic plans, mobilizes resources and prepares a plan to monitor and assess the results achieved. The group grew in 2015 and it now includes 20 companies and 16 social organizations for a total of 133 partnerships that benefit more than 20,000 people. Over the past four years PDEOS has given rise to 343 partnerships focused on local development.

**Social Value Program:** FDC has partnered Instituto Cultural Flávio Gutierrez in the Social Value Program, a qualification course in conservation for young people, since 2010. The course offers technical training in the conservation of artistic heritage objects to young people from government schools and low-income families. They are selected in Belo Horizonte and in the Jardim Canadá district in Nova Lima and take part in activities outside school hours. The course offers practices in citizenship, art and culture as it aims to promote human development and create opportunities to bring young people into the labor market.



Young graduates of the Qualification Course in Conservation offered by the Social Value Program.

**Jardim Canadá Library:** in partnership with Associação de Condomínios Horizontais – ACH, FDC maintains a library in the district. It is open from Monday through Friday and it serves the whole community.

**Scholarship Program:** FDC supports a Scholarship Program for the Specialization in Management Program held at the Belo Horizonte Campus. There is an annual selection process that benefits professionals who, preferably, work at social organizations that belong to the Partnership with Social Organizations – POS or to other social projects carried out by FDC, such as Instituto Cultural Inhoré, from which two grantees have already been accepted. Grantees are mentored by an FDC professor to develop a project throughout the

program so they can apply their project at their own organization. Twenty-six grantees have benefitted from the program between 2009 and 2015, and one scholarship was granted in 2015.

**Fundação José Fernandes de Araújo:** FDC invests approximately 50% of its social projects budget in Fundação José Fernandes de Araújo – FJFA, which was designed and founded by Cardinal Dom Serafim Fernandes de Araújo, founder and president of the FDC Board of Trustees. FJFA aims to assist in the development of underserved youth, and 205 young people have received scholarship grants through this initiative this year.

**Instituto Cultural Inhoré:** the institute was created with the mission of encouraging social, cultural and economic development in the community of Capão Grosso, in Jaboticatubas, MG. The 3rd Instituto Cultural Inhoré cultural meeting was hosted at Parque Ecológico Geraldino José de Almeida, in Capão Grosso, in 2015. A varied program featured handicraft displays, stalls offering typical local food, robotics and crayon painting workshops, musical attractions, and the Folias de Reis religious celebration. There was also a graduation ceremony for the 34 participants of the Assistant Seamstress and Tailor course taught by Escola Móvel SESI/SENAI, in partnership with Instituto Inhoré and supported by Fundação Dom Cabral. Instituto Cultural Inhoré also offered a course in Assistant Building Electrician.

**The Brasileirinho Project,** which was developed by FDC as an extension of the support it offers Instituto Inhoré, held six educational meetings in 2015. They were attended by teachers from Don Orione, Padre Candinho and Benfica Moreira Marques municipal schools. Brasileirinho is a project that seeks to improve local schools and improve their results in the basic education index - IDEB. Together, the three schools teach over 150 students and indirectly influence about 600 people.

**Student Experiences:** In partnership with Common Purpose, a non-government organization from England that works to develop leaders around the world, Fundação Dom Cabral hosted the Student Experiences initiative in Brazil for the second time. The program addressed the theme “How to Make a City Intelligent” and mobilized about 100 young university students and participants of the FDC Specialization in Management Program who experienced three days of intense activities.



Mozart Pereira, a professor and member of the FDC Board Committee, opens the initiative with the English NGO Common Purpose.

## Partnerships to value and encourage sustainability practices

FDC aims to be a facilitating agent of dialogues on sustainability among the various sectors it deals with. Thus, it takes part in forums, associations and partnerships so that it can discuss and disseminate social inclusion and sustainability issues and always be aligned with one of its principles, which is to be useful to the building of society, Fundação Dom Cabral's reason for being.

FDC has contributed to the development of methodologies and awards that promote institutional sustainability:

- **Good Example Award** - This Award is offered in Minas Gerais and in Paraná. In Minas Gerais, FDC partners TV Globo, Federação das Indústrias de Minas Gerais – FIEMG, and O Tempo newspaper. In the State of Paraná, FDC partners RPC TV, the Globo affiliate in the State. The award seeks to value people and institutions and encourage initiatives that contribute to the development of society



The jury of the Paraná Good Example Award gets together in Curitiba to analyze the candidates.

- **Fecomercio SP Sustainability Award** - As a methodology to assess projects, the award uses the 16 Principles of Sustainable Retailing that was developed by the FDC Center for the Development of Sustainability in Retailing.
- **José Costa Award** – It is awarded in partnership with Diário do Comércio newspaper and it seeks to highlight actions in several sectors that mainstream sustainability.
- **Social Entrepreneur Award** - This award is offered by Folha de São Paulo newspaper and it seeks to bring visibility to social entrepreneurs who have innovative ideas on the topic.



## 1.8 FDC Memory Center

The FDC Memory Center was launched in 2014 and it was fully active from the very beginning. It aims to preserve, value and facilitate knowledge and access to Fundação Dom Cabral's history. In February, it launched a site targeted at FDC collaborators to assist them in their research projects and to encourage them to send in documents to add to the Center's collection so that it can fulfill one of its main roles, that is, to provide services to the institution's various areas and to contribute to the preservation of historic moments.

### The Memory Center Collection

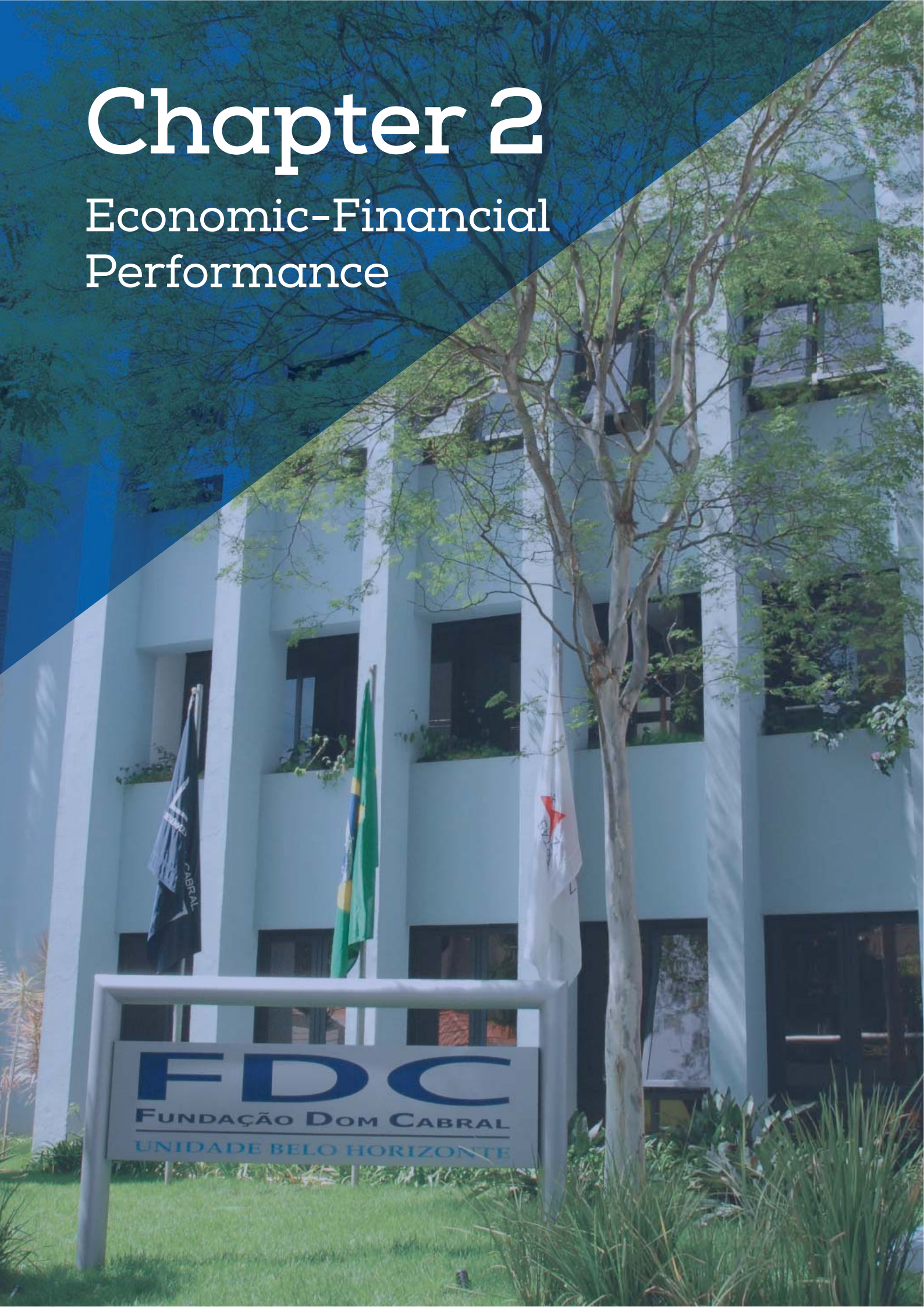
Collection	Items registered in 2015	Total files / documents
Audio-visual archives	_____	325
Map archives	1	1
Photography archives	115	884
Newspapers and periodicals archives	29	30
Text archives	_____	2.165



Board Committee President Emerson de Almeida speaks to FDC collaborators during the launching of the Memory Center website.

# Chapter 2

## Economic-Financial Performance



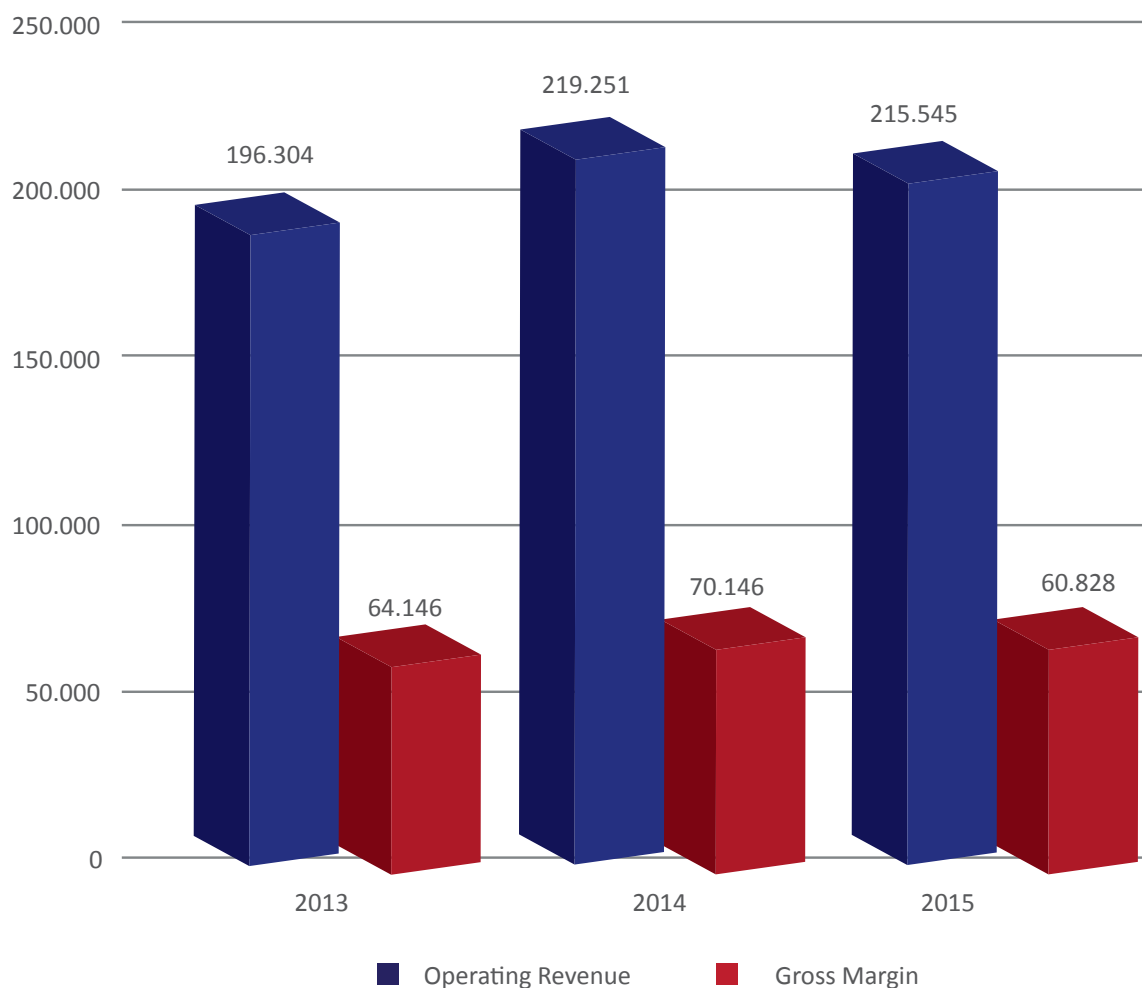
The year 2015 began well for FDC and its operating revenue for the first semester reached the amount that had been forecast. At the end of the period, operating revenue reached 92% of the amount budgeted, and so it did not reach the final result that had been proposed, which reflected the country's restrictive scenario. Actions were undertaken to ensure the results expected for the year were met, such as the consolidation of REFIS and the renegotiation of contracts with suppliers as regards costs and expenses.

Throughout the year FDC invested R\$ 13.7 million in knowledge generation, R\$ 5.8 million in improvements at its campuses, R\$ 3.7 million in social projects, and R\$ 2.2 million in people development. FDC signed a partnership with Steelcase, a global leader in classroom and office furniture making, to the tune of R\$ 2.2 million in equipment, furniture and improvements at all four campuses. FDC also acquired six new units at Hotel Mercure, for a total amount of R\$ 1.4 million, and the institution now owns 104 units. Property worth R\$ 948 thousand was donated by Fundação José Pedro de Araújo.

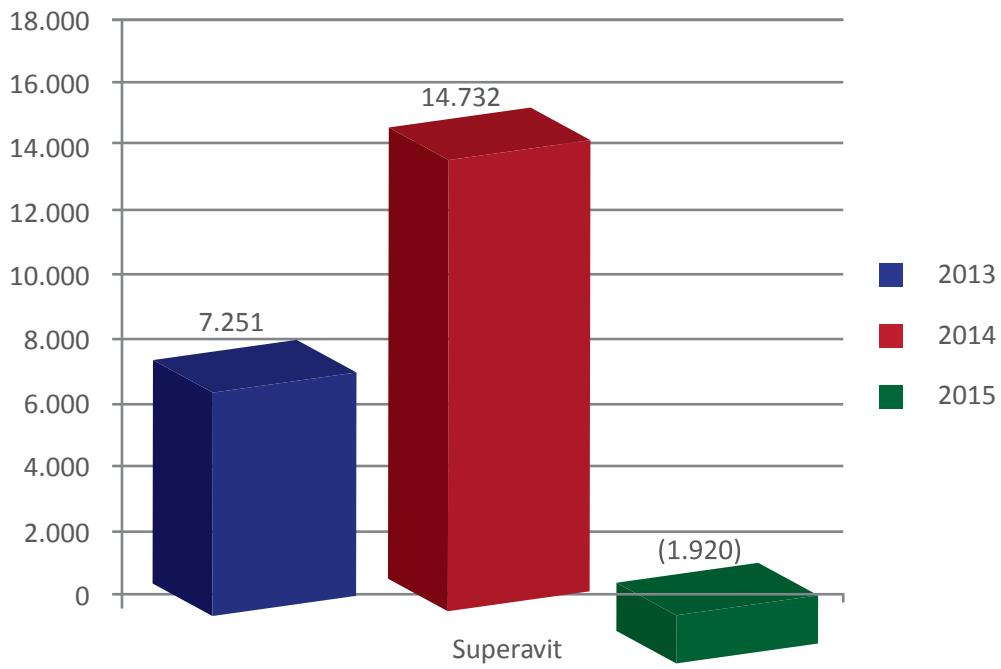
The amount of R\$ 3 million was budgeted for fundraising in 2015, and R\$ 1.3 million were raised, namely a R\$ 600 thousand sponsorship contract with CCR to generate knowledge and R\$ 514 thousand from Banco Alfa for naming rights for the Centro Banco Alfa building at the Aloysio Faria Campus. Sponsorship contracts with the Sustainability and Innovation Center and with the Entrepreneurship Center also stood out..

## 2.1 Performance Indicators

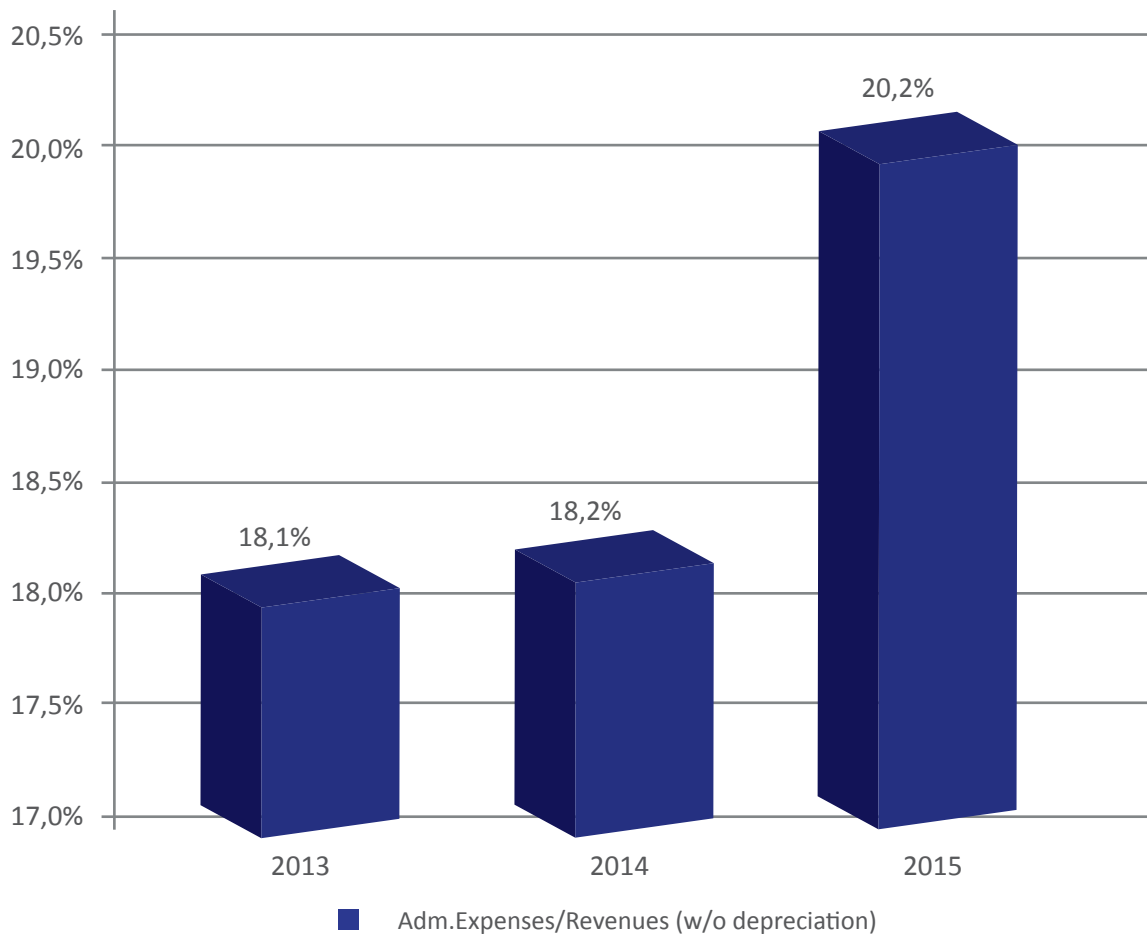
Operating Revenue and Gross Margin (thou R\$)



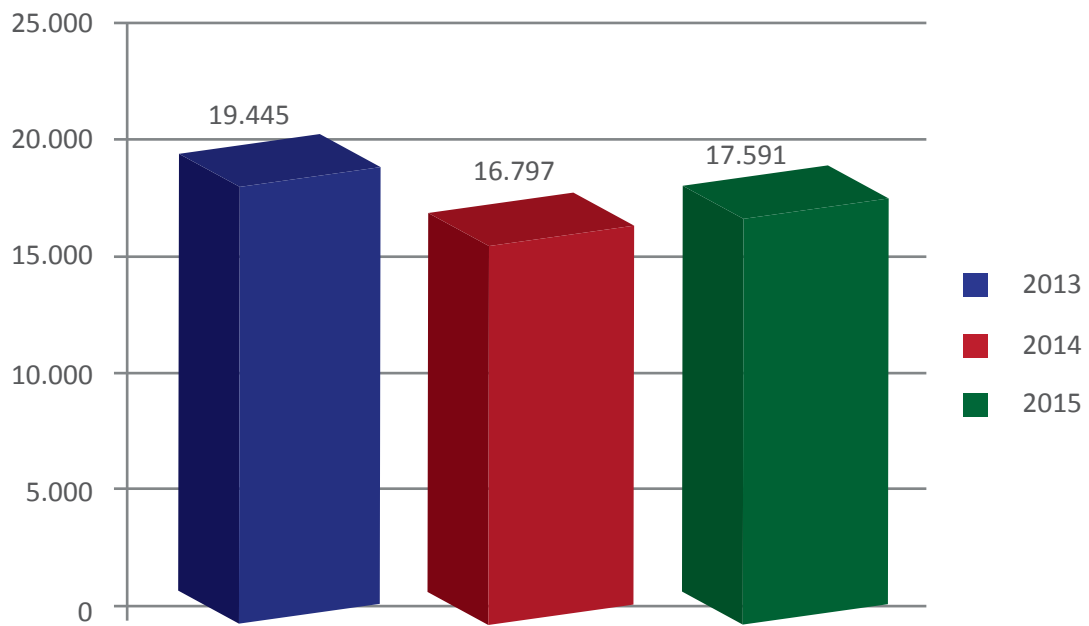
### Net profit (thou R\$)



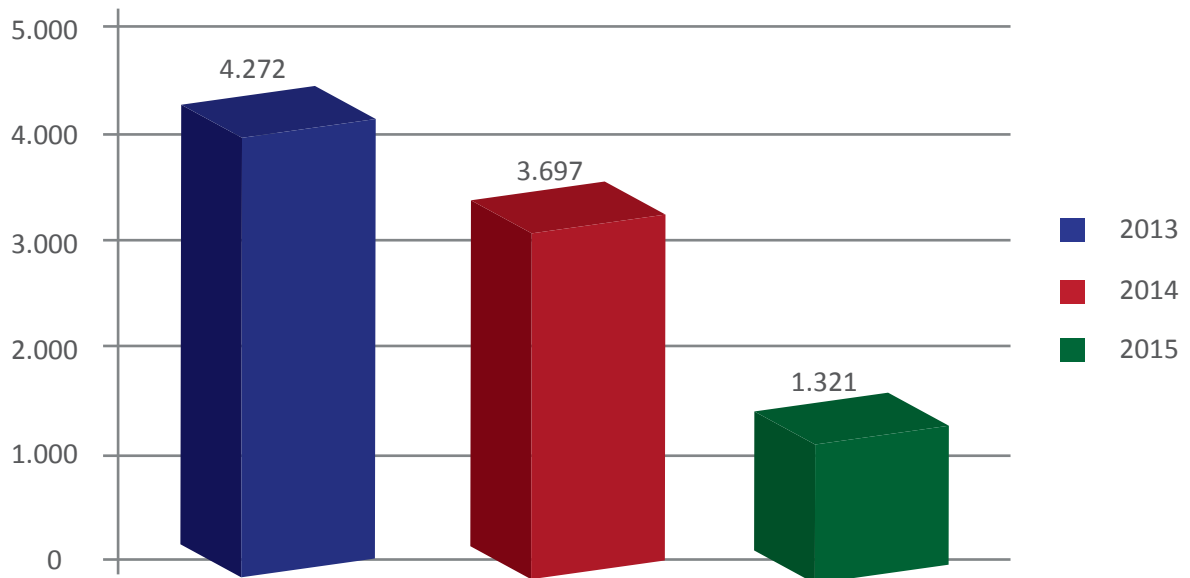
### Administrative Expenses



### Investments in Development (thou R\$)

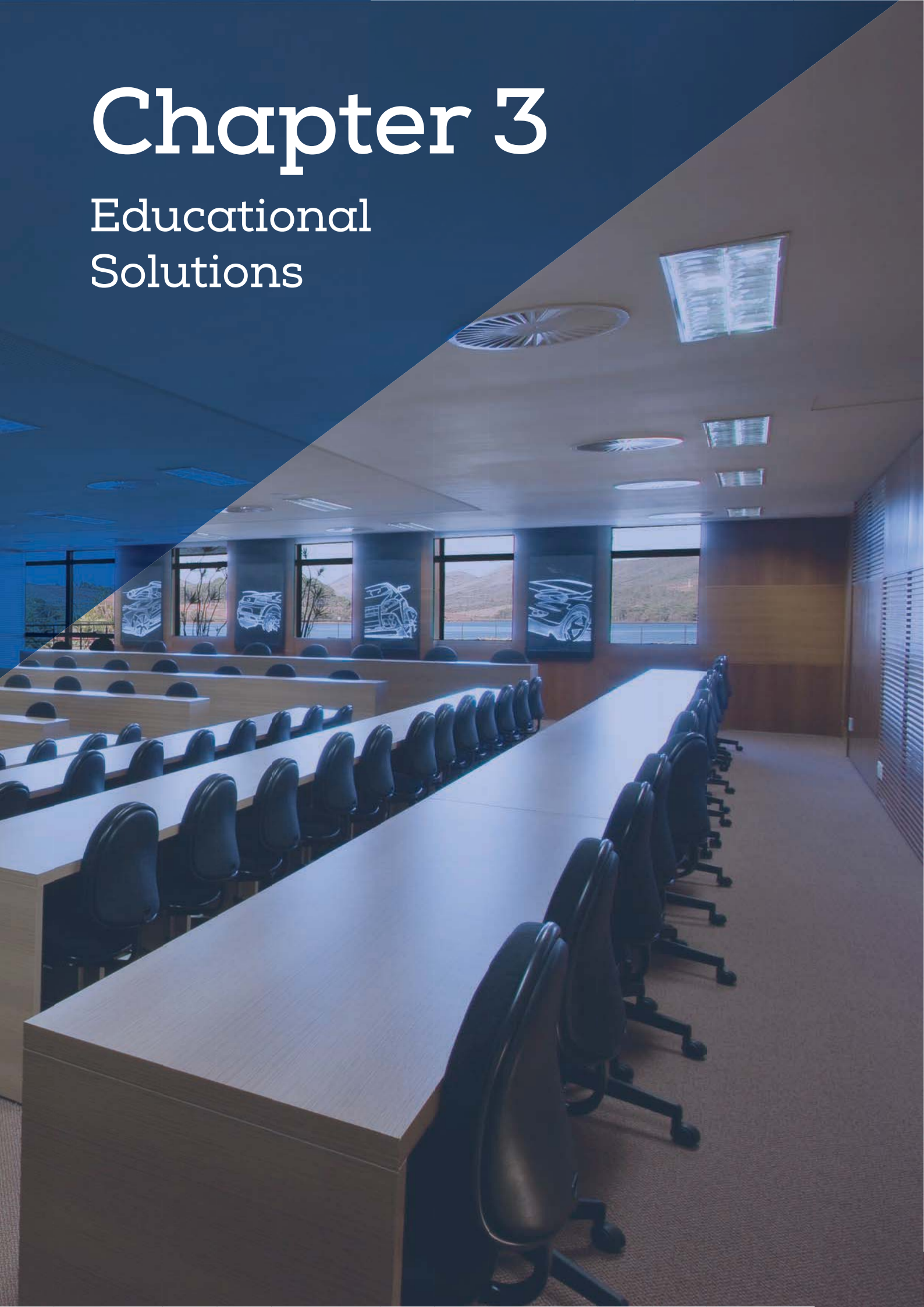


### Funding (thou R\$)



# Chapter 3

## Educational Solutions



FDC educational solutions supported the development of executives and companies, public managers, organizations and institutions, both in Brazil and in the world, to help them to face the challenges and opportunities society current deals with. FDC Educational Solutions consist of three families of programs - Customized Programs | Business Partnerships | Open-enrollment and Graduate Programs – that are offered at the FDC campuses and at the facilities of FDC Regional Affiliates throughout Brazil. In 2015, they developed 1751 client companies and more than 40 thousand participants.

Program	Number of Participants
Customized	28.994
Business Partnerships	7.314
Open-enrollment Programs	1.171
Specialization Programs	2.635
MBA	561
Learning Journeys	194
Professional Master's	24
Post-MBA	29
<b>Total number of Participants</b>	<b>40.922</b>
<b>TOTAL NUMBER OF CLIENT COMPANIES</b>	<b>1.751</b>

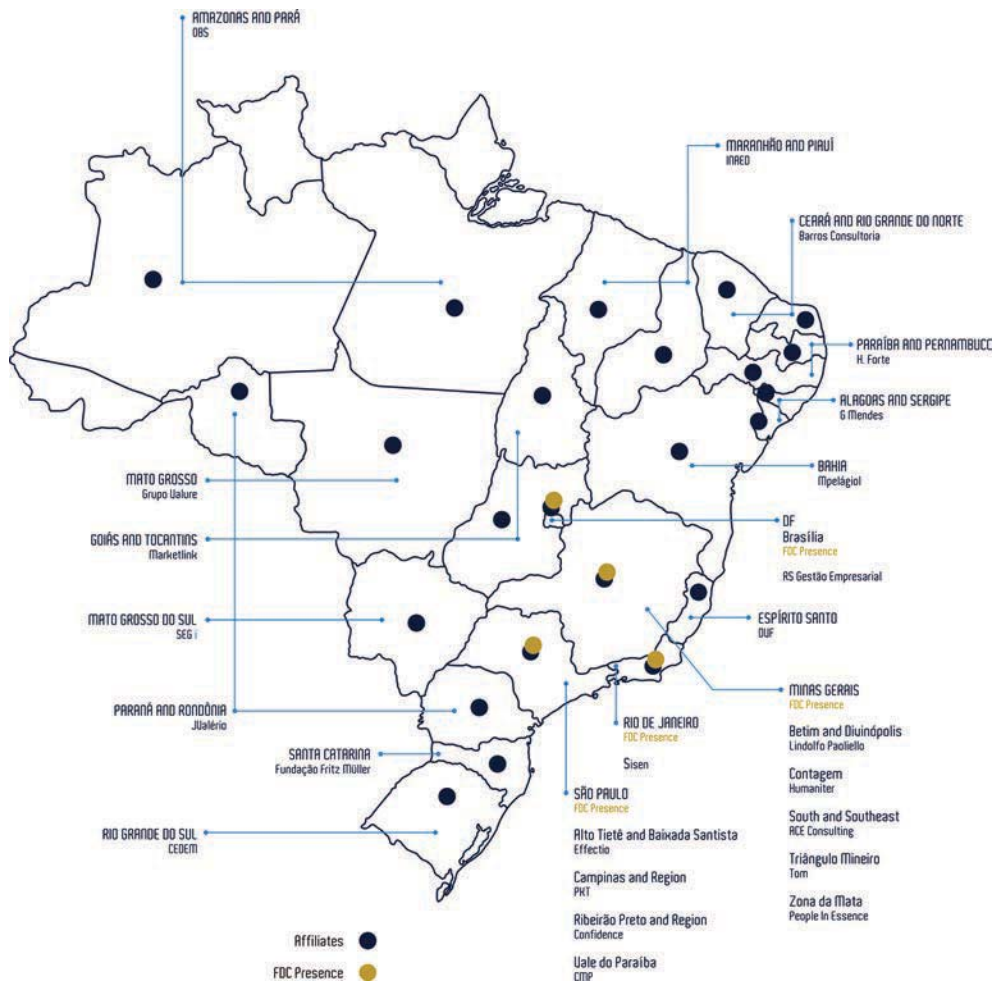
### 3.1 Regional Affiliates

Fundação Dom Cabral ensures its presence and performance throughout Brazil by acting directly and, mainly, by means of its Regional Affiliates that take the brand, the identity and the entire FDC portfolio of programs to executives, managers and organizations in the country and abroad.

There are 25 affiliates who are present practically all over the Brazil - except for the States of Acre, Amapá and Roraima – and they account for about 50% of total FDC revenue. They represent the path chosen by the institution to fulfil one of its strategic objectives: to be a Brazilian school at international-level standards and performance.

The 5th Meeting with Affiliates was held at the Aloysio Faria campus in 2015. It was attended by 28 representatives from 24 out of the 25 affiliated companies, and they discussed the challenges they will face in 2016 amid the transition moment FDC is going through and the backdrop of the global economic crisis. The meeting aimed to provide integration and alignment among the teams.

## National Presence



### 3.2 Customized Programs

FDC Customized Programs follow unique methodologies FDC has especially created for each client according to its needs, demands and context, and these methodologies always offer quality content that the FDC Knowledge Center teams develop for each of the areas and subjects involved.

In 2015, due to the difficult scenario that Brazil faced, revenue from Customized Programs was about 10% lower than the planned goal. Commercial strategies were implemented to gain customer loyalty and acquire new buyers. The average ticket fell by 14% in 2014, which meant a return to the same amount as in 2013.

Nevertheless, the year also brought positive results. Several international programs were hosted with partners such as the Kellogg School of Management and Cambridge, and they generated R\$ 10 million in revenue. Fifty-three customers have purchased programs once again after a few years' break.

“ It was a year of repurchasing by old clients, which shows how loyal they are. We also ran important projects for strategic clients such as Embraer, Bunge, Monsanto, Sicredi, Ambev, Itaú, BNDES, ANP, L'Oréal, Mercedes Benz and the City Halls of Belo Horizonte and Rio de Janeiro. ”

Antonio Batista da Silva Junior – Dean for Market and for Customized Programs



Numbers of customized programs	
Clients	262
New Clients	53
Participants	28.994
International Programs	44
Foreign participants	351

## HIGHLIGHTS

### Monsanto Leadership Excellence

FDC was the partner Monsanto selected to develop their Leadership Competencies program for more than 400 managers – directors, managers and coordinators – in the organization.

The Monsanto Leadership Excellence program stands out not only for the comprehensiveness and depth with which leader development is dealt with but also for an innovative methodology that uses the reverse classroom model in which conceptual content is developed within a Virtual Learning Environment (VLE) and classroom teaching is used to practice the knowledge that has been acquired.



Fundação Dom Cabral and Monsanto: developing 400 company leaders.

## HIGHLIGHTS

### Executive Education Program – PEEEX Itaú

The Executive Education program FDC developed for Banco Itaú aims to develop senior leaders so they will gain a strategic vision on Banking, Clients and Leadership topics.

The program's innovative approach lies in the organic structure of its content, which is developed in parallel with its fixed content by using the participants' knowledge and experience to design the program and by using art – workshops that deal with the theater, sculpture, etc. – as a teaching tool.



### Supplementary Health Care Employers' Committee

The Supplementary Health Employers' Committee - a group made up by Ambev, Braskem/Odebrecht, Embraer, General Motors Brasil, Gerdau, Sindipeças, Globo, Grupo Abril, Grupo Pão de Açúcar, Itaú, Raízen, TAM, Thyssenkrupp, Vale and Votorantin, and articulated by law firm Pinheiro Neto – invited FDC to research issues related to the impact of Supplementary Health Care on business competitiveness, which is the topic of its discussions with the Board of Standards and Registration of Supplementary Operators at the National Health Care Agency - ANS.

This work led to a report that offers ANS the conditions it needs to articulate new practices or to improve existing ones in order to maintain the sector's sustainability.

### Mercedes Benz Business Culture

FDC develops a business culture project named "You Make a Difference" with automaker Mercedes Benz. This project aims to engage the multinational company's employees in a change movement that will define a new philosophy for the company in Brazil by taking into account the current and the long-term economic environments and a new social contract (Employee Value Proposition) agreed with its collaborators.

This aim will be achieved through a process to analyze and identify critical points where action is required in order to cause positive impact on internal levels of motivation, engagement and organizational climate, taking into account the reality of the multinational, the opinion of all its collaborators at all levels and the best practices that can be found in the market. The project's great differential lies in the company's staff being involved at all levels, from the automaker's president to the employees working in its factories.

### Banco do Brasil Business School and MAPFRE

This executive education program is fully customized and built together with a working group from the company. The organization's senior executives (directors, for the most part) are trained to teach classes at Escola de Negócios BB and MAPFRE, thus adding their own reality and experience to the content. When it comes to a more technical content, FDC professors are allocated to partner these executives-teachers.

### 1st CCR Leadership

This program was built together with Grupo CCR to develop new managers – most of them acting as first-time managers at CCR – and their mentors - senior managers at the organization who were chosen to assist the younger ones by mentoring them and exchanging experiences.

The program was made up by workshops in which individual actions were defined to be applied in the gaps between meetings. At the end of the program, an Action-sharing Forum was hosted and both mentors and mentees displayed works of art they had crafted to express what they had learned during the process.

## 3.3 Business Partnerships

As an educational model designed by FDC, Business Partnerships seek to develop executive management at mid-sized companies and organizations that are present in various sectors of the economy. These programs are developed in partnership with companies that identify the most appropriate tools for growth, efficiency and results improvement. It is through this proposal that Fundação Dom Cabral achieved a large part of the positive results in its history and established itself throughout the country and in various sectors of the economy. Partnerships are currently the program family that most contributes to FDC's economic-financial results.

*“ PAEX – Partners for Excellence - grew because of its geographic expansion and the nature of the program: it is designed for mid-size companies and it has a large target audience in a market segment that seeks to develop and professionalize its management skills. ”*

Carlos Arruda – Dean for Business Partnerships

In 2015, Business Partnerships sought flexibility and adaptation to a market that had weakened due to an unstable economic scenario. Programs were reframed to seek differentiation and new clients. The results achieved along the year stemmed from the work carried out by the whole team that dedicated itself to marketing the partnerships by developing new businesses and market intelligence.

### New partnerships developed experimentally in 2015

#### Partnership for Productivity

The development of 61 suppliers in the aviation chain sponsored by Inova Aerospace (MDIC – ABDI) and supported by Cecompi, from São José dos Campos.

#### Capable Start-up

A program sponsored by the Minas Gerais government that builds the skills of entrepreneurs from 24 local start-ups in the IT and biotechnology fields.

Partnership	# of groups	# of companies	# of participants
Paex	91	545	5995
PDA	32	220	866
POS	1	38	866
PCS	1	11	44
CEO's Legacy	1	12	12
Partnership for Network Development	1	22	22
Partnership for Productivity	1	61	61
Capable Start-ups	1	24	48
<b>TOTAL</b>	<b>129</b>	<b>933*</b>	<b>7314</b>

\* 20 companies took part in two or more partnerships at the same time.

### Partners for Excellence - PAEX

The PAEX partnership between FDC and mid-size companies from different sectors of the economy was created in 1992. This partnership focuses on managerial skills-building and competitiveness enhancement to seek constantly improving results. The number of companies taking part in PAEX in 2015 was the highest ever as there were 600 companies, distributed into 90 working groups located throughout Brazil and in other countries like Portugal and Paraguay. A contract between FDC and CMP Business Solution was signed in the United States to implement PAEX in the Orlando, FL, region.

Some companies did not renew their contract during the year as they struggled through the economic downturn. Nevertheless, PAEX managed to retain a high number of participating companies by making its programs and contracts more flexible.

As it tried to shine some light on this scenario of uncertainties in the country, PAEX hosted events such as Feed Competitiveness, which brought 80 participants together at the Aloysio Faria and São Paulo campuses, and the Extraordinary Meeting of PAEX CEOs, which saw 65 participants gather at the Belo Horizonte Campus to discuss the topic "How to Grow in Times of Crisis?".



FDC CEO Wagner Furtado Veloso at the 18th Annual Paex Meeting that debated the topic Managing Uncertainties, Maximizing Opportunities.

### Partnership with Social Organizations – POS

POS offers social organizations the tools they need to improve their management skills, along the same lines as PAEX does, but its methodology is adapted to the reality found in the third sector.



The partnership worked with 38 social organizations in Belo Horizonte, Rio de Janeiro, São Paulo, Bahia, Espírito Santo and Santa Catarina in 2015. The drop in the number of companies when compared to 2014 (when 40 organizations took part) was due to the smaller amount of sponsorship companies invested in social organizations, a factor that was partly offset by adjusting the program and making it more flexible to fit the reality of the sector.

### Partnership for Sustainable Growth - PCS

This partnership program works with two fundamental FDC principles: attention focused on the needs, demands and particularities of each client, and commitment with the sustainable growth of the companies. Program methodology underwent a process of debate and review in 2015 that included all of the program's managers and professors, as well as the FDC Sustainability Center. The objective here was to propose new ways to integrate and mainstream sustainability concepts across all PCS tools.

Another highlight of the year of 2015 was the event “Brazil: Challenges for Development”, in Asuncion, Paraguay, to more than 100 participants. The partnership ended the year with 11 member companies.

### Partnership for Shareholder and Business Family Development - PDA

The PDA program - which focuses on business families – hosted 505 participants from 89 companies, divided into 15 groups through 12 Brazilian states, thus covering all five of the country's regions. There were 173 events involving participants along the year. During 2015,

the partnership's management underwent improvements, redefined responsibilities and realigned the programs it offers in the various regions so as to adapt them better to local markets.

The great differential PDA offers to business families is the building of a new mental model by means of 14 modules of content, debates, and exchanges of experiences among the various families present; all of which is then followed by exclusive monitoring assistance for every family. This monitoring aims to meet some family-specific need. That is, it is the sum of theory and practice that will develop a business family and so contribute to business longevity.

PDA has brought together more than 500 families and about participants in the 16 years it has been offered.



The 6th PDA Meeting held at the Aloysio Faria Campus in Nova Lima discussed the topic “How much is your happiness worth? Values, emotions and wealth in the business family”.

## CEO's Legacy

The CEO's Legacy partnership was created in 2013 and it aims to bring together the presidents of large domestic and multinational companies who seek to leave a relevant legacy to their companies and to society. The program's first cycle ended in 2015. In March, 12 Brazilian CEOs attended the first international meeting in Switzerland, hosted in partnership with IMD.

A number of studies named “The CEO's Vision” were held during the year to assess the prospects and expectations of Brazilian business leaders regarding the current and the future stages of the country's economy and their impact on their business strategies.

### 3.4 Open-enrollment and graduate programs

#### Open-enrollment Programs

FDC Open-enrollment Programs stand out because they deal with the management topics companies, executives and entrepreneurs are most concerned about in the current business scenario, and they focus on developing skills and abilities that will enable the building of organizations for the future. Domestic and international programs prepare participants for the challenges they face in the corporate world, from a regional scenario to global trends.

One of the highlights of the year was the expansion of the offer of open-enrollment programs in partnership with our Regional Affiliates, thus consolidating FDC's presence and teaching throughout the country.

#### Domestic Open-enrollment programs (hosted by FDC)

Programs hosted	
<b>PDC - Councilor Development Program</b>	
Corporate Finance	
PDE - Executive Development Program	
PCR - Skills-building for Results Program	
Change Leadership	
Strategy & Execution	
GEF – Economic-Financial Management	
Corporate Governance	
Marketing for Results (ABRASCE)	
B2B Market Management	
Total number of Participants	<b>547</b>

#### Open-enrollment regional programs (hosted by Regional Affiliates)

Programs hosted	
LcP - Leadership with People	
GEF – Economic-financial Management	
Corporate Governance	
GPC - Contemporary Public Management	
PDG - Management Development Program	
Agribusiness Management	
Total number of Participants	<b>491</b>

## Open-enrollment International Programs



Programs hosted	
PGA - Advanced Management Program	
Post-PGA	
Executive STC	
FDC / Smith Women's Global Leaders Program	
International Module in Innovation and Entrepreneurship for the Specialization in Management Programs	
Total number of Participants	<b>133</b>



The Councilor Development Program – PDC was one of the highlights of the year.

## Postgraduate Programs

FDC offers the following graduate courses to executives and companies interested in individual skills-building in management:

- Specialization (either open-enrollment or in-company)
- Executive MBA (either open-enrollment or in-consortium)
- Post-MBA
- Professional Master's in Business Administration – MPA

### Postgraduate Programs

Program	Total number of Participants
Executive MBA	561
<i>Learning Journeys</i>	194
FDC / PUC Master's Degree	24
Post-MBA (with the Kellogg School of Management)	29
<b>TOTAL</b>	<b>808</b>





### Executive MBA

The Executive MBA course FDC offers is one of the mostly highly regarded (by the students themselves) ones in the institution and it is valued and recognized throughout Brazil.

This year it launched the FDC MBA Alumni Network at an event in São Paulo with more than 300 participants and a lecture by Henry Mintzberg. The alumni community was created for EMBA alumni in order to offer a differentiated value proposition to former MBA participants and so promote networking, continuing education and experience in projects and actions aimed at sustainable development, while also introducing participants to new FDC educational solutions.



Twenty participants of the Fundação Dom Cabral 1997 / Eletropaulo Executive MBA program get together at the São Paulo Campus.

### Post-MBA

The Post-MBA program FDC offers in partnership with the Kellogg School of Management hosted a class with 29 participants in 2015. The Post-MBA program at the Kellogg campus lasts for six days and its 14 disciplines deal with leadership, marketing, strategy, communication, negotiations and people topics.

### Professional Master's

The Master's program FDC offers together with PUC Minas wrapped up its final class in the first semester of 2015. That was because the FDC Professional Master's in Business Management program was approved by MEC and received grade 4 from Capes (5 is the top grade). As the project has been approved - and recognized for its excellence - the FDC Professional Master's in Business Management program will teach its first class in 2016.

### Specialization

FDC Specialization programs went through an expansion process in 2015 and they are now offered throughout Brazil by its Regional Affiliates. This national coverage takes the FDC name and its quality to places the institution had not previously reached.



Graduates of the Specialization group in Porto Alegre, a program offered by CEDEM - Regional Affiliate in Rio Grande do Sul.

## HIGHLIGHTS

### **Specialization Program in Business Management in SP**

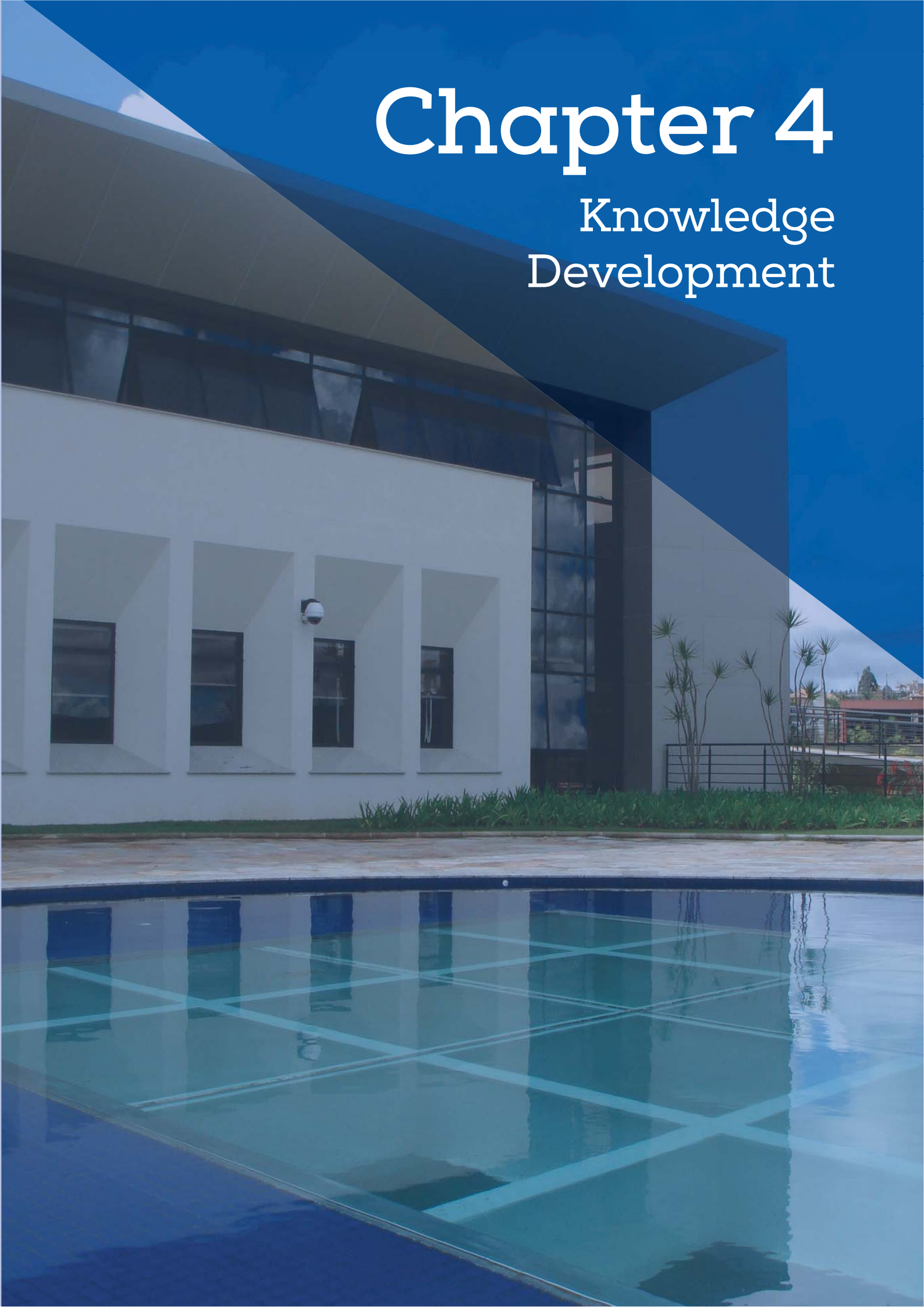
Once again the program was one of the highlights of the year due to its consolidation, as it offered two classes. What draws the most attention in the specialization program is that it mainstreams Sustainability across all its disciplines, which makes it a unique program in Brazil.

### **Specialization in Transportation Management - SEST/SENAT**

Eight groups attended this specialization program in 2015, and contracts have been renewed for five more groups.

# Chapter 4

## Knowledge Development





Knowledge generation and management are fundamentally relevant to Fundação Dom Cabral's reason for being. As a teaching and research institution that focuses on executive education that can influence and change both organizations and society, FDC invests in knowledge development as one of its main sources of wealth and as a tool for change.

## 4.1 Education Management Area

The FDC Education Management Area was set up in 2014 and consolidated in 2015 as an “FDC partnership in the ways to carry out ethical, aesthetic and sustainable executive education that is aligned with the institution’s identity and strategy.” The roles assigned to the Education Management Area are:

- **Consultant:** to support managers and professors to build educational solutions while ensuring internal consistency, quality, suitability, and innovation that complies with international standards;
- **Disseminator:** to promote the dissemination and internalization of educational processes and methods to be applied to FDC educational solutions;
- **Radar:** to be attuned to executive education movements and innovations and so identify, adapt, enhance, develop and innovate the processes and methods FDC adopts, and to identify opportunities to purchase, partner or develop methodologies;
- **Implementer:** to make available, in an amicable, updated and interactive way, methodologies, learning strategies and resources to be used by the Technical Staff.

As a consultant, the Education Management Area has supported several programs: open-enrollment, specialization, customized, and internal FDC projects. It has designed the platform on which it will operate, as it has identified and mapped the sources it will work with. Communities of Practice were hosted with the Technical Staff to understand the challenges they faced, what it was they needed in terms of innovation, to find enhanced solutions, to build team skills, etc. It was based on these meetings that a work plan was set up with each FDC area of operations. EDUC – a digital platform to share teaching methodologies and strategies - was rebuilt by using some of the data it already contained and reformulating the way the knowledge FDC generates is entered: the fundamentals of executive education, educational solutions designed for clients and that may be interesting to reuse, learning methodologies and strategies, and a series of proposals dealing with the topics FDC receives the greatest number of requests for.

“ A proposal was developed to structure our entire online education model. It was through EDUC that we centralized services to the various internal audiences at FDC and built up the skills of all the actors involved. This was all done so that online education would not be a sideline but something that definitely belongs to our *modus operandi* in education. ”

Elizabeth Fernandes – Dean for Development and People

## 4.2 Development

The challenge FDC faced in 2015 was to set up and internalize the bases and the criteria to generate knowledge at FDC. On average, full-time FDC professors dedicated 50% of their time to education and the other 50% to knowledge development and generation, keeping to Fundação Dom Cabral's principle that it must be applicable and high-quality knowledge. Synergy and integration were also two aspects that were worked on with the professors along the year.

## 4.3 Faculty

Fundação Dom Cabral considers its faculty to be one of its greatest assets. Its faculty is made up by local and international professors who can offer a high level of academic learning as well as experience in the executive environment in Brazil and in the world.

FDC professors can be hired either as full time or on demand, as in the case of associate, guest and visiting professors.



The number of professors working for Fundação Dom Cabral increased in 2015 due to the need for content diversification because of new partnerships and demands for customized programs. Thus, it was necessary to look for and hire professionals whose experience encompassed a variety of subjects. There was also an increase in the number of foreign professors due to an intensified internationalization movement that hosted several international programs at the FDC campuses in Brazil.

Professors who taught in 2015	
Full-time Professors	37
Associate Professors	156
Guest Professors	369
Visiting Professors (foreigners)	20
Managers - Professors	18
<b>TOTAL</b>	<b>600</b>

## 4.4 Knowledge Development Centers

FDC Knowledge Development Centers carry out studies and research to develop useful, applicable and innovative content as they seek answers to the current challenges facing organizations and society in Brazil and in the world. Knowledge generated by the Centers feeds methodologies, technologies and solutions to the various programs offered on the FDC portfolio.

The main topics in executive education, the ones of primary importance to organizations at all levels, have led to five Knowledge Development Centers:

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

The publication strategy of the knowledge produced by the Knowledge Development Centers placed greater focus on the international level in 2015. The result was that there was a continuous growth in the number of articles published in journals and conference proceedings, for a total of 31 international articles.

2015 Technical - Scientific Production	
Total Publications	91
International articles	31
Publications in Portuguese	56
Publications in English	34
<b>Lattes Publications</b>	49

### People and Leadership Development Center

The People and Leadership Development Center aims to be a world-class reference in the development of leadership knowledge. Thus, the Center's team relies on FDC professors and guest professors to develop research related to leader development by taking into account individual, organizational and societal dimensions that focus on producing and disseminating models, methodologies and tools to develop Leadership competence. There are three action streams: Leadership and Sustainable Development; Leadership and Organizational Environment, and Leadership Skills Development.

It should be highlighted that, besides their publications in domestic and international journals and academic conference proceedings in 2015, the Center's professors took part in several forums and business meetings while also disseminating the knowledge generated to the media. As knowledge generation projects worth mentioning we should point out studies supported by CNPq – Conselho Nacional de Desenvolvimento Científico e Tecnológico, FAPEMIG – Fundação de Amparo à Pesquisa de Minas Gerais, and FAPERJ – Fundação de Amparo à Pesquisa do Rio de Janeiro. There were also partnerships with professors from institutions such as Southern Illinois University, EBAPE-FGV, and Puc-Minas. It should also be noted that initiatives were undertaken that were related to the FDC Leadership Observatory, which led to the production of content and a rich interlocution with executives and managers regarding the main issues and challenges related to leadership and to innovative ways to develop it.

### Strategy and International Business Center

In 2015, the Strategy and International Business Center team developed two new methodologies to support the activities FDC carries out at organizations: Strategy Implementation at Large Organizations, and Organizational Architecture for Mid-size Organizations. The Center's team has also collaborated to review the methodology used in Business Projects for Mid-Size Organizations.



An analysis of domestic and international economic policies was the subject of 45 articles published in newspapers and journals. This work culminated in the launching of the Economic Policy Observatory that was published on the FDC website. The 10th edition of the FDC Ranking of Brazilian Multinationals was developed and released with great repercussion in the Brazilian press. The last stage of the AL-LAs project on the internationalization of Belo Horizonte was also completed.

Five articles were presented in important international conferences in the field of management and three articles were published in international journals, while two books were published in the Brazilian market.

### **Innovation and Entrepreneurship Center**

The Center carried out several research projects in 2015 together with domestic and international partners, with an emphasis on a research on industry digitalization that was designed in partnership with Siemens. It brought to the Brazilian context an investigation into how the new digital trends will influence the modus operandi of markets and industries. It also carried out a research project named “Innovation in the energy sector”, with Votorantim, “Innovation in the food sector”, with Nestle, and “Innovation in health care”, with Johnson & Johnson.

Another highlight among research projects was named Analysis of New Trends in entrepreneurial education and it was run together with Sebrae Minas. The Innovation and Entrepreneurship Center continued to prepare its Competitiveness Reports, which are written every year, and also worked with the Innovation Reference Centers (CRIs) through their groups in Minas Gerais and in São Paulo. The highlight of the Reference Centers was that it was the first time they opened their doors to start-up companies and to companies from both the Minas Gerais and the Federal governments. Together with the large companies that already belonged to CRI, these new participants helped to create a fuller innovation ecosystem.

A volunteers project was launched in 2015. It is named iLO - Innovation and Entrepreneurship Center at Colégio Loyola, a private school in Belo Horizonte. The project is an idea incubator in which students from the 6th to the 12th grade can experience innovation and through this process develop values that will lead them to becoming more entrepreneurial.

### **Logistics, Supply Chain and Infrastructure Center**

The Center positioned itself as one of the main references for the Brazilian media and for some of the main publications in the United States and in Europe about logistics and infrastructure in Brazil. In addition to this visibility, the Infrastructure, Logistics and Supply Chain Center stood out as a generator of content in those topics, which were applied to FDC programs such as the customized ones for AMBEV and Bunge senior management, the FDC MBA, and the SEST/SENAT Specialization in Transportation Management program, among others.

The main research project the Center carried out in 2015 was the updating of logistics costs in Brazil, and this index has become a reference in Brazil as regards the relationship between transportation and storage costs and the gross revenue numbers of companies. This index has been used not only within the context of the country’s main productive chains, including the design of strategies for internal and external product distribution, but also in government policies to define investments in logistics infrastructure.

## Sustainability Center

The Sustainability Center carried on with two essential surveys that contribute to Brazilian sustainable development. The “Future of Corporate Sustainability in Brazil” survey is inspired by international surveys and offers an insight into the current and future relevance of social and environmental issues to Brazilian companies.



The “Inclusive Markets” survey is developed under the Incluir initiative, in partnership with PNUD. The “Inclusive Markets in Brazil: challenges and opportunities of the business ecosystem” report was released at events in São Paulo and in Brasília. It is the first report produced by UNDP in order to highlight strategies and opportunities to leverage the inclusive business ecosystem in Brazil. The study includes 19 case studies on inclusive business, 28 in-depth interviews with opinion makers, and the survey results with 530 respondents.

A Sustainability Benchmarking study sponsored by Michelin was launched for the tire industry, and the 2030 Mining Company of the Future Benchmarking was also produced.

## 4.5 FDC Library System

The FDC Library System consists of the main Walther Moreira Salles library at the Aloysio Faria campus and of information centers at the Belo Horizonte, São Paulo and Rio de Janeiro campuses. In 2015, the system made 31,928 loans, assisted 96,645 people and acquired 1,219 books and 6 DVDs.

## 4.6 DOM Magazine

DOM magazine is a Fundação Dom Cabral quarterly publication that aims to contribute to the dissemination and the practical improvement of the management field through articles and material that will promote debate, academic reflections, and management experience.

The magazine is evaluated by Capes (which coordinates personal improvement at college level) and classified as B5 by Qualis (a set of procedures used rank the quality of intellectual production in graduate programs). DOM published issues 26, 27 and 28 in 2015.



# Chapter 5

## Administration and People



## 5.1 People

The HR Manager's Office enhanced its operational model in 2015 by developing actions that are aligned with FDC's business, mission, principles and strategic positioning. The guidelines and references of the model were detailed in the HR Development Plan – PDRH.

One of the main functions of the HR Manager's Office is to permanently monitor collaborators and teams through individual conversations, conflict mediation, coaching, counseling/guidance and interviews. As a result of this process, FDC counts on better-integrated teams, a good internal climate and effective individual or team improvement training.

The Career Transition program was consolidated in 2015, and it is designed to prepare employees for this stage in their professional lives while also preparing the organization for succession. Four employees went through the career transition process and 13 other employees continued in the process that began in 2014.

The program to build the skills of 100% of the managers so they can play the role of facilitators in the Individual Development Plan was finalized. There was also a Project Director Career Axis Review whose goal was to improve individual, team and organizational development. The need to structure and implement this project stemmed from the relevance and specificity of the role project directors play at FDC and from the need for greater clarity regarding the competencies required and the access requirements that will guide the possibilities of career and development moves.

### Workforce

The workforce privileges the quality of work and the valuation of the people who make up the institution's greatest asset. In December 2015, FDC employed 339 collaborators – in December 2014 that number stood at 338. Out of this number, 269 worked at the Aloysio Faria Campus. There is no wage differentiation by gender among employees who perform the same function.

#### Average of salaries

Gender	Average
Women	R\$ 8.089,50
Men	R\$ 13.532,17

#### Employees by gender

Gender	Administrative Center		Technical Staff		Total	
Women	160	72%	66	56%	226	67%
Men	62	28%	51	44%	113	33%
<b>Total</b>	<b>222</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>339</b>	<b>100%</b>

### Employees by level of education

Level of education:	Núcleo Administrativo		Núcleo Técnico		Total	
Fifth grade elementary education	1	0%	-	0%	1	0,3%
Full elementary education	2	1%	-	0%	2	0,6%
Full secondary education	33	15%	-	0%	33	9,7%
College graduates	93	42%	13	11%	106	31,3%
Full postgraduate education	92	41%	34	29%	126	37,2%
Full Master's Degree	1	0%	49	42%	50	14,7%
Full Doctoral Degree	-	0%	18	15%	18	5,3%
Full Post-doctoral Degree	-	0%	3	3%	3	0,9%
<b>Total</b>	<b>222</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>339</b>	<b>100,0%</b>

### CLT employees by length of service

Length of Service:	Total Number of Collaborators	%
Up to 2 years	58	17%
From 3 to 5 years	107	32%
From 6 to 10 years	84	25%
From 11 to 15 years	52	15%
From 16 to 20 years	19	6%
From 21 to 25 years	3	1%
From 26 to 30 years	12	4%
Over 31 years	4	1%
<b>TOTAL</b>	<b>339</b>	<b>100%</b>

### Collaborators by age group

Age Group	Administrative Center		Technical Staff		Total	
Up to 25 years	18	8%	0	0%	18	5%
From 26 to 35 years	95	43%	14	12%	109	32%
From 36 to 45 years	61	27%	40	34%	101	30%
From 46 to 55 years	33	15%	35	30%	68	20%
Over 55 years	15	7%	28	24%	43	13%
<b>Total</b>	<b>222</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>339</b>	<b>100%</b>

Center	Average Age
Administrative Center	38,1
Technical Staff	48,4
<b>FDC Average</b>	<b>41,7</b>

### Diversity

As it bases itself on the principle of People Valuation, FDC believes that each person contributes in his/her own way and no one should be excluded. That is why its selection processes seek to identify not only the basic competencies the function demands but also diversity inclusion, including different social levels, religious beliefs, genders, races, sexual orientation and disabilities. Currently, FDC employs six people with disabilities in its workforce, distributed over several areas, both as part of the Technical Staff and of the Administrative Area.

### Quality of Life Benefits

FDC cares deeply about the health and the welfare of its collaborators and so it maintains a benefits plan that contributes to the safety, convenience and ease of access to health care services and education, while also carrying out social and financial actions.

### Education

In 2015, FDC invested R\$ 1,025,677.51 in education that ranged from kindergarten level to secondary school and benefited 154 collaborators. It invested R\$ 282,407.49 at the undergraduate level, which, benefited 54 employees. The investment made in English and Spanish language courses amounted to R\$ 151,768.70 and benefited 82 employees. The amount of R\$ 80,005.28 was invested in school supplies and benefited 36 collaborators.

### Health Care

Investment in refunds for medical consultations, medicine, therapies and treatments amounted to R\$ 967,686.34. Investments in refunding dental treatments for collaborators and their dependents amounted to R\$ 634,615.27 and benefited 105 collaborators.

The Health Care Forum offered medical appointments to 412 collaborators that included clinical and periodic consultations, and it represented an investment amounting to R\$ 110,847.96.

In 2011, FDC implemented a benefit to encourage the practice of physical activities. Sixty collaborators took part at first, and this benefit was expanded in 2014. In 2015, 210 employees benefited from it and FDC invested R\$ 232,081.86.

To bring greater peace of mind to its collaborators, FDC created a Nanny Allowance in 2010. This year, R\$ 178,510.92 were invested and it benefited 29 employees.

The 10th Health Week was hosted in May 2015 and it addressed the topic “Time to take care of myself”. The week included actions to encourage health self-care and wellness, clinical examinations, vaccination, therapeutic massages, and others. In all, there were 1.787 participations during the five days event that was hosted at the Aloysio Faria, Belo Horizonte, São Paulo and Rio de Janeiro campuses.

To prepare parents for a new child’s arrival, the Get Ready for Baby’s Arrival Program was hosted once again in June 2015 to offer information on breastfeeding, postpartum care, and dealing with newborns.

The health care awareness and support campaigns continue to be carried out at all FDC campuses: Summer Care, Disc Hernia Prevention, Influenza Care, Breast Cancer Prevention, Prostate Cancer Prevention, Heart Disease Prevention, Dengue Care, and others.

Benefits distributed in 2015	
Health Care (including Health insurance)	R\$ 5.419.669,78
Education	R\$ 1.539.858,98
Group Life Insurance	R\$ 613.202,80
Nanny allowance	R\$ 178.510,92
Medical Leave Complement	R\$ 57.360,51
Personal Accidents	R\$ 2.050,86
Private Pension Plan (FDC's share)	R\$ 1.838.913,76
Fuel Allowance	R\$ 798.833,30

### Support for People Development

In 2015, the amount of R\$ 8,690,000.00 was invested in people development actions:

- Career Transition Process - \$ 177,000.00
- Administrative Center Development - R\$ 370,000.00
- Technical Staff Development - R\$ 1,247,000.00
- Research and Development – R\$ 6,900,000.00

Development efforts were directed towards actions with immediate impact on FDC operations such as FDC Virtual Learning Environment training, disseminating the results of Strategic Reflections, the Negotiation Skills Development Program, the Customized SP Executive Coordination Development Program, and the Business Writing course. A total of 460 collaborators took part in these actions and customized programs.

Support for collaborators and associates was also offered through 32 training programs (six Doctoral degrees, two Master's degrees, five MBAs, 16 Specialization programs, three Updating courses). FDC open-enrollment programs accounted for 40 of these programs and there were 52 courses at other institutions.



### **Volunteers Program**

In 2015, the FDC Volunteers Program kept up its actions focused on mobilization and management actions. Nine actions were carried out throughout the year and they mobilized 81 volunteers in all. Among the main actions carried out we would like to highlight the involvement of volunteers in FDC Social Projects such as Programa Raízes and Brasileirinho. Children's Day at FDC saw 36 volunteers take part.

## **5.2 Internal Communication**

Internal communication aims to engage internal stakeholders through consultation and involvement in all its actions while bringing collaborators and their families increasingly closer to the institution.

The monthly "Café com Brigadeiro" event gathers collaborators from all campuses to celebrate the birthdays of the month. The 12 annual events were attended by 250 collaborators.

Between 2013 and 2015, internal communication led a total of 84 campaigns and

24 internal events, besides carrying out actions to honor special dates and to support events other areas coordinated. One of the campaigns that stood out was the mobilization of the internal public for the FDC I Care Campaign aimed at encouraging kindness and caring deeds regarding the institution and our co-workers through three steps: organization, kindness and resource savings.

The internal events that deserve highlighting are the Essay Competition for collaborators' children and stepchildren that is hosted during the celebration of Book and Library Week at FDC, and Children's Day at Clube Minas Náutico, when our collaborators' children and children who attend the schools supported by the Brasileirinho project in Capão Grosso get together to celebrate the date. Children's Day was also hosted at the São Paulo and Rio de Janeiro campuses for the first time. The 2015 Christmas Bazar also deserves mention for its record-breaking number of exhibitors, thus bringing visibility to the handcrafted products produced by the relatives of FDC collaborators and by the NGOs that are part of FDC's social projects.



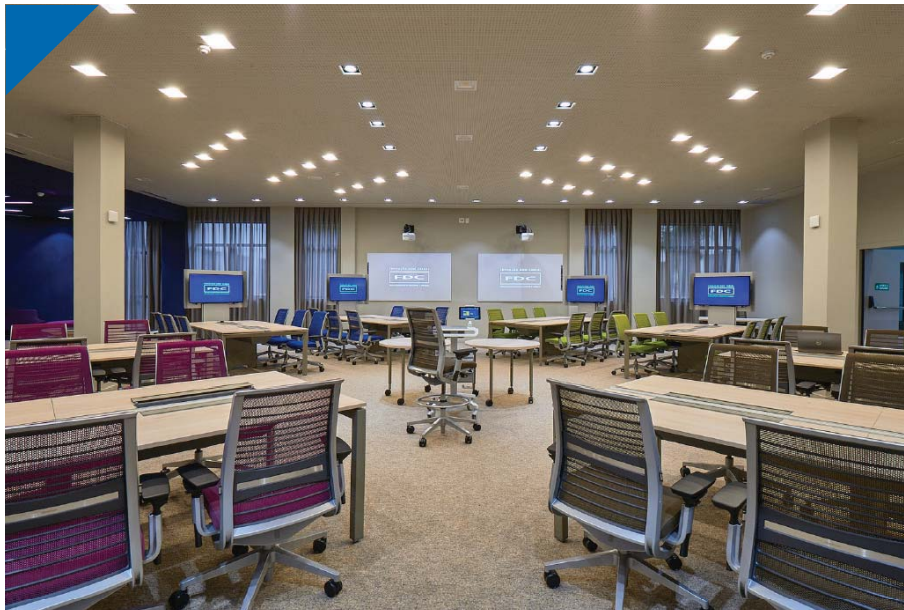
Children of FDC collaborators taking part in Children's Day at the São Paulo Campus for the first time.

### 5.3 Administration and Infrastructure

The year 2015 was notable for advances in technology and integration that lead FDC towards the future. The greatest example here is the creation of the first “concept room”, named Xperience Room, at the Aloysio Faria campus. This classroom of the future was set up through a partnership between Fundação Dom Cabral and Steelcase and it offers participants, professors and collaborators a differentiated and innovative space in which to learn and share experiences. The room has four interactive whiteboards – where a professor can write comments and automatically save them in the students’ computers – and eight collective desks, each one with a microphone and a built-in video projection system, besides a 46-inch screen to display data from up to six networked notebooks at the same time. There are also new furniture solutions such as whiteboards that do not use paper, tables that can turn into flip charts, and several comfortable and ergonomic chairs and armchairs.

The Rio de Janeiro and São Paulo campuses were furnished with cutting-edge furniture to offer greater comfort and safety to participants.

The leasing of spaces and classrooms at the four campuses generated revenue amounting to R\$ 1,850,000.00 to Fundação Dom Cabral.



The Xperience Room sits 48 participants in classes that provide a new concept in interactive learning.

## Supplier Management



Since 2014 the HR area has followed up on labor and social security compliance on the part of suppliers that work at the FDC campuses. Monthly reviews are made to ensure fiscal compliance on the part of ten resident suppliers. Should any irregularity be found, work is carried out directly with the supplier to correct the situation.

Our intention is to assist suppliers in solving any pending legal matters. Currently, all suppliers comply with their legal obligations.



# ANNEXES



# List of Publications – External

## Tecnical-Scientific production — external Articles in Internacional journals

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

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

## Tecnical-Scientific production — external

### Articles in domestic conference annals

Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
Tecendo conversações entre Lefebvre e Foucault: à guisa de insights para futuros estudos sobre o espaço organizacional articulando estudos urbanos e organizacionais.	In: ENCONTRO DE ESTUDOS ORGANIZACIONAIS DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 8., Gramado, 2014. VIII Encontro de Estudos Organizacionais da ANPAD 2014. Rio de Janeiro: ANPAD, 2014. 16 p.	Artigos em Anais de Congressos Nacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza	2014
As Cidades sustentáveis como drivers de inovação corporativa para processos e serviços sustentáveis	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Artigos em Anais de Congressos Nacionais	Núcleo de Sustentabilidade	SEIXAS, Brenner; SPITEZECK, Heiko	2014
Traços constituintes das culturas brasileira e portuguesa, cultura organizacional e confiança: uma análise comparativa entre matriz e subsidiária brasileira de multinacional portuguesa	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Artigos em Anais de Congressos Nacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	MORAES, Lúcio Flávio Renault de; SANT'ANNA, Anderson de Souza	2014
A influência da história de vida na tomada de decisões sustentáveis por lideranças corporativas: um estudo de caso	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Artigos em Anais de Congressos Nacionais	Núcleo de Sustentabilidade	ÁRABE, Mônica Poggiali; SPITEZECK, Heiko	2014
Investigação de processo de reconversão de funções econômicas de cidades: contribuições aos estudos sobre empreendedorismo	In: ENCONTRO DA ASSOCIAÇÃO NACIONAL DE PÓS-GRADUAÇÃO E PESQUISA EM ADMINISTRAÇÃO, 38., 2014, Rio de Janeiro. Rio de Janeiro: Anpad, 2014.	Artigos em Anais de Congressos Nacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza	2014

## Tecnical-Scientific production — external

### Articles in international conference annals

Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
Structuration and community context among entrepreneurial types in two Brazilian communities	In: 17th International Academy of Management and Business Conference, 2014, São Paulo. 17th International Academy of Management and Business Conference. São Paulo: IAMB, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	NELSON, Reed Elliot; SANT'ANNA, Anderson de Souza	2014
Women's values: a study in the Brazilian marketplace	In: BALAS ANNUAL CONFERENCE, Port of Spain, 2014. 2014 BALAS Annual Conference. Seattle: BALAS, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins	2014
Professional competencies and organizational modernity in Brazil and Taiwan: a comparative study	In: BALAS ANNUAL CONFERENCE, Port of Spain, 2014. 2014 BALAS Annual Conference. Seattle: BALAS, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins	2014
The role of digital networks in contemporary public demonstrations	In: ANNUAL INTERNATIONAL CONFERENCE OF GLOBAL BUSINESS AND TECHNOLOGY ASSOCIATION, 16., Baku, Azerbaijan, 2014. Global Business and Technology Association's Sixteenth Annual International Conference. New York: GBATA, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza; Et al	2014
The interplay between traits of Brazilian national culture and transformational leadership	In: EUROPEAN GROUP OF ORGANIZATIONAL STUDIES COLLOQUIUM, 30., Rotterdam, 2014. 30th EGOS Colloquium 2014. Berlin: EGOS, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza; REIS, Rosana Silveira; QUENTAL, C	2014
The State as a network in co-evolution: an analysis of the State through network theory, complexity theory, co-evolution, and cycles of hegemony and technology	In.: INTERNATIONAL RESEARCH SOCIETY FOR PUBLIC MANAGEMENT CONFERENCE, 18., 2014, Ottawa. 18th IRSPM Conference. Berne: IRSPM, 2014. 19 p.	Artigos em Anais de Congressos Internacionais	Núcleo de Estratégia e Negócios Internacionais	ALVES, Paulo Vicente dos Santos	2014

Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
The game of energy: a classroom game of cooperation and competition simulating the global energy Market	In: ASSOCIATION FOR BUSINESS SIMULATION AND EXPERIMENTAL LEARNING ANNUAL CONFERENCE, 41., 2014, Lake Buena Vista, Florida. 2014 ABSEL 41th Annual Conference. Charleston: ABSEL, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Estratégia e Negócios Internacionais	ALVES, Paulo Vicente dos Santos	2014
Culturas brasileira e portuguesa, cultura organizacional e confiança: uma análise de impactos	In: TMS ALGARVE 2014: MANAGEMENT STUDIES INTERNATIONAL CONFERENCE, 2014, Olhão. Anais... Olhão: Escola Superior de Gestão, Hotelaria e Turismo da Universidade do Algarve, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	MORAES, Lúcio Flávio Renault de; SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins	2014
Innovative efforts in Brazilian firms and implications for competitiveness	IAMOT 2014 Washington	Artigos em Anais de Congressos Internacionais	Núcleo de Inovação e Empreendedorismo	CARVALHO, Flavia Pereira de; RIGHI, Herica Morais ; ALANATI, Uri Abelson	2014
A liderança no contexto da nova administração pública: uma análise sob a perspectiva de John Friedman	In: JORNADAS LUSÓFONAS DE COMPORTAMENTO ORGANIZACIONAL E GESTÃO, 1., 2014, Funchal, Madeira. I Jornadas Lusófonas de Comportamento Organizacional e Gestão. Funchal: Universidade da Madeira, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza	2014
Competências individuais e ambiência organizacional: um estudo junto a projecto de inovação	In: JORNADAS LUSÓFONAS DE COMPORTAMENTO ORGANIZACIONAL E GESTÃO, 1., 2014, Funchal, Madeira. I Jornadas Lusófonas de Comportamento Organizacional e Gestão. Funchal: Universidade da Madeira, 2014.	Artigos em Anais de Congressos Internacionais	Núcleo de Desenvolvimento de Pessoas e Liderança	PRADO, G. ; SANT'ANNA, Anderson de Souza	2014

# List of Publications – Internal

## Tecnical-Scientific production — internal Ideas Workbook

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

## Tecnical-Scientific production — internal FDC cases

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

## Tecnical-Scientific production — internal FDC Executive

Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
Carência de profissionais: um desafio para as grandes empresas brasileiras.	Nova Lima, Fundação Dom Cabral, FDC Executive, FE1401, 4p.	FDC Executive	Núcleo de Infraestrutura, Logística e Supply Chain	SOUSA, Paulo Renato de; RESENDE, Paulo Tarso Vilela	2014
Intraempreendedorismo e sua conexão com o Jazz	Nova Lima, Fundação Dom Cabral, FDC Executive, FE1402, 4p.	FDC Executive	Núcleo de Sustentabilidade	SPITZEZECK, Heiko	2014
Gestão pública contemporânea e os desafios para além de 2015.	Nova Lima, MG: Fundação Dom Cabral, 2014. (FDC Executive ; FE1403)	FDC Executive	Núcleo de Estratégia e Negócios Internacionais	PAIVA, Paulo	2014



Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
Serviços Compartilhados: principais conceitos e práticas	Nova Lima, MG: Fundação Dom Cabral, 2014. (FDC Executive ; FE1403)	FDC Executive	Núcleo de Estratégia e Negócios Internacionais	LÓTFI, Samir; CASTRO, Maria Clara Castro; GOMES, Victor Vianna	2014
Panorama da Inovação no Brasil	Nova Lima, MG: Fundação Dom Cabral, 2014. 4p. (FDC Executive ; FE1405)	FDC Executive	Núcleo de Inovação e Empreendedorismo	TADEU, Hugo Ferreira Braga	2014

## Tecnical-Scientific production — internal Research Report

Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
Estado da gestão para a sustentabilidade - 2014.	São Paulo: FDC Núcleo de Sustentabilidade, 2014. 19 p.	Relatório de Pesquisa	Núcleo de Sustentabilidade	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITZECK, Heiko	2014
Gestão da inovação no contexto brasileiro.	Nova Lima, MG: FDC Núcleo de Inovação, 2014. 20p.	Relatório de Pesquisa	Núcleo de Inovação e Empreendedorismo	TADEU, Hugo Ferreira Braga	2014
Estado da gestão para sustentabilidade nas empresas brasileira - 2014.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 36p. 2014.	Relatório de Pesquisa	Núcleo de Sustentabilidade	LAURIANO, Lucas Amaral; BUENO, João Henrique Dutra; SPITZECK, Heiko	2014
Reflexos da Construção das Identidades Brasileira e Portuguesa na Expressão Organizacional do Construto Confiança	Pedro Leopoldo: FPL/CNPQ	Relatório de Pesquisa	Núcleo de Desenvolvimento de Pessoas e Liderança	SANT'ANNA, Anderson de Souza; MORAES, Lúcio Flávio Renault de; Et al	2014
Relatório de pesquisa: aprendizagem organizacional no PAEX	Nova Lima, MG: Fundação Dom Cabral, 2014. 163 p.	Relatório de Pesquisa	Núcleo de Estratégia e Negócios Internacionais	VAZ, Samir Lótfi; MONTEIRO, Nelson Reis; DINIZ, Daniela Martins; VERSANI, Angela França; OLIVEIRA, André	2014
Panorama da inovação no Brasil.	Nova Lima, MG: Fundação Dom Cabral, 2014. 21 p.	Relatório de Pesquisa	Núcleo de Inovação e Empreendedorismo	TADEU, Hugo Ferreira Braga	2014

Title	Reference	Tipo da publicação	Núcleo	Author(s)	Year
Estado da gestão para a sustentabilidade de uma liderança engajada 2014.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014.	Relatório de Pesquisa	Núcleo de Sustentabilidade	Et al	2014
Mudanças climáticas: o que conselheiros precisam saber.	Nova Lima, MG: FDC Núcleo de Sustentabilidade, 2014. 41 p.	Relatório de Pesquisa	Núcleo de Sustentabilidade	SCACCHETTI, Ricardo Muscari; HOSOMI, Maris; SPIITZECK, Heiko; FIGUEIREDO, Fernando Eliezer	2014
FDC Ranking of Brazilian Multinationals: the strength of the Brazil brand at creating international value.	Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2014.	Relatório de Pesquisa	Núcleo de Estratégia e Negócios Internacionais	CRETOIU, Sherban Leonardo; BARAKAT, Livia Lopes; CÔRTEZ, Ana Paula Roscoe; NOTINI, João Paulo Notini; CARDERNUTO, Helen	2014
RANKING FDC das Multinacionais Brasileiras 2014: a força da marca Brasil na criação de valor internacional.	Nova Lima, MG: FDC Núcleo de Negócios Internacionais, 2014.	Relatório de Pesquisa	Núcleo de Estratégia e Negócios Internacionais	CRETOIU, Sherban Leonardo; BARAKAT, Livia Lopes; CÔRTEZ, Ana Paula Roscoe; NOTINI, João Paulo Notini; CARDERNUTO, Helen	2014
Custos logísticos no Brasil 2014.	Nova Lima, MG: Núcleo de Logística, Supply Chain e Infraestrutura, 2014	Relatório de Pesquisa	Núcleo de Infraestrutura, Logística e Supply Chain	RESENDE, Paulo Tarso Vilela; SOUSA, Paulo Renato de	2014

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[www.fdc.org.br](http://www.fdc.org.br)

[atendimento@fdc.org.br](mailto:atendimento@fdc.org.br)

+55 31 3589-7300

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