

ISAE/FGV

ADVANCED INSTITUTE OF
ADMINISTRATION AND
ECONOMICS OF GETULIO
VARGAS FOUNDATION



**THE GLOBAL COMPACT, THE
MILLENNIUM DEVELOPMENT GOALS AND THE
PRINCIPLES FOR RESPONSIBLE MANAGEMENT
EDUCATION 2008 PROGRESS REPORT
ISAE/FGV**

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December 30rd, 2008
Curitiba

Dear reader,

Responsible companies, at the same time they increase value, they keep talents, attract good businesses, set the best partnerships .They get stronger in front of the market and their shareholders, minimize risks and contribute for the sustainable development of society as a whole. Within this scenery, maybe the biggest challenge of educational institutions is to prove all that. Show that this new way of thinking and doing business needs to permeate the institutions as a whole. It needs to be inserted in the organizational strategic, be part of the company "soul" and be translated into its initiatives.

The document that comes is the summary o four efforts, during the year of 2008, to transmit knowledge and values which overcome the traditional content of management teaching. As leaders' trainers, we have used our influence and relationship with the market, institutions, companies and executives to motivate the adoption of sustainability as strategic principle. Not less challenging, throughout the year we tried to establish the principle of self-reference, "to look inside" and bring those concepts to our reality. It was clear that if we did not assume the same position, it would be non-viable to teach about sustainability, management responsibility, ethics or corporate governance.

Particularly it is important to mention the adoption of the Principles for Responsible Management Education (PRME), which happened in the first days of 2008. The whole ISAE/FGV faced reformulations, from its physical structure, functioning, up to its strategic planning. By permeating in a interdisciplinary and transversal way all actions of the Institute, those values changed courses structures, their approach, subjects, works and relationship with students. Moreover, the faculty group was sensitized to become the Institutions allies in this process. Events such as lectures and seminars, besides de communication line, were also thought over under this view.

It is by the results of all those actions, and by the belief that this is our contribution to a more equal society that we go on. We do believe that we are one of the agents of this transformation process that the corporate world has been going through.

Enjoy the reading!



NORMAN DE PAULA ARRUDA FILHO

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| ISAE/FGV welcomed, on January 15, 2008, the Consul General of the United States, Mr. Thomas White, together with his wife, Theresa White, the Consulate Cultural Officer, Laura Gould, and the Cultural Assistants, César Borsa and Maria Estela Corrêa. | |
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ISAE/FGV

During its 13 years of activities as a business school, ISAE/FGV has already graduated more than 12 thousands students from its graduate and extension courses in the areas of business management, business administration, logistics, finances, project management, marketing and social responsibility.

Due to the impact it has on Paraná's corporate society and because it believes that companies are important agents for social transformation, ISAE/FGV established, in 2001, the Center for Social Responsibility and Sustainable Development, in order to meet the local demand for a professional training center as well as specific studies on the issue of social responsibility and sustainability. In the same year, ISAE/FGV joined the Global Compact, becoming a signatory of this movement.

In order to promote socially responsible management and sustainable development, ISAE/FGV counts on important partners such as the Ethos Institute and the Group of Institutes, Foundations and Companies (GIFE). ISAE/FGV is a member of the Uniethos Council, an institution focused on research, the production of knowledge and other activities related to Corporate Social Responsibility and Sustainable Development in Brazil. ISAE/FGV is also an official partner of the *Fome Zero* ("Zero Hunger") program coordinated by the Brazilian Federal Government. Since 2001, ISAE/FGV has also been a member of the Brazilian Global Compact Committee. In 2005, the institution was invited to become a member of the working group to establish the ISO 26000. In April 2006, it became a member of the Global Compact Academic Partners and, in August 2006, it joined the Pact for Integrity and Against Corruption.

At the beginning of 2007, ISAE/FGV becomes a member of a United Nations task force, by invitation of Mr. George Kell, a UN executive director. The group is formed by 50 scholars, rectors and representatives of academic associations all over the world with the purpose of developing the Global Compact Academic Principles – the “Principles for Responsible Management Education”.

These principles were launched during the Global Compact Leader Summit held in Geneva in July.

Besides inviting the Institution from Paraná to participate in the task force, ISAE/FGV was indicated as an example of good practices for the development of responsible corporate citizenship.

In 2008, besides the fact that ISAE/FGV become a signatory of the Principles For Responsible Management Education, which it helped to elaborate, the Institute, represented by its Superintendent, Norman de Paula Arruda Filho, presented, in the United Nations headquarters in New York, the case ISAE in a panel called “How to get started with the PRME”, which shows the engaging movement and the collaboration of the institution and its professionals for the formation of more responsible leaders.

**ACTIONS, POLICIES AND PRACTICES DEVELOPED BY ISAE/FGV 2008
CORRELATION WITH THE MILLENNIUM GOALS, THE
GLOBAL COMPACT PRINCIPLES AND PRINCIPLES FOR RESPONSIBLE
EDUCATION IN MANAGEMENT**

To make reading and understanding easier, the actions, policies and practices are distributed in eight groups: values; transparency and governance; generation and dissemination of knowledge; integration with the community; international partnerships; entrepreneurship; internal public; environment; and participation in organizations and events.

1. VALUES AND GOVERNANCE

| | | | | | | | | | |
|-------------------------------------------------|---|---|---|--|---|---|---|---|----|
| Millennium Goals | | | 3 | | | | 7 | 8 | |
| Global Compact Principles | 1 | 2 | | | | | | | 10 |
| Principles For Responsible Management Education | 1 | 2 | | | 5 | 6 | | | |

ISAE/FGV has a model of decentralized and participative management, which permits ISAE/FGV teams to work in a complementary way with suppliers and clients, in the elaboration of general policies and in their outspreading.

1.1. Principles / Guiding Axes

The principles which guide the ISAE/FGV actions are : **Sustainability, Ethics, Governance and Innovation**, and are stated in a formal document and in Constant spreading for the internal public, under the responsibility of the coordination of Business Responsibility and Sustainability are stated in a formal document and in constant spreading for the internal public, under the responsibility of the coordination of Business Responsibility and Sustainability, together with the coordination of Personal Management of the Institute.

The principles consist of the organizational intelligence, which form the ideas and from which the strategies leave to be used in the execution of the

different movements of the Organization, being inserted in the training sessions developed for the employees of all hierarchic levels.

For ISAE/FGV, these axes lead to the understanding of a transformation and change logic, necessary for the success of organizations in the new economy.

1.2. Mission Reformulation

“Contribute to the sustainable development, promoting personal, entrepreneurial and social evolution through innovation, generation, stimulation and dissemination of knowledge in management”.

1.3. Values

ISAE/FGV values are the expectations and understanding which describe how the people who lead and form this organization behave, and on all organizational relations are established. The creation process was interactive and reflects the contribution of all those from the ecosystem, and also the principles of a responsible institution, as well as the influence of the condition of being a signatory of the Global Compact and the PRME. Here they are:

- Ethic Relationship – honesty, integrity, loyalty and respect;
- Team Spirit – collaboration, co-responsibility and synergy;
- Clear and thorough communication;
- Transparency.

1.4. Committees

ISAE/FGV has a Sustainability Committee formed by a representative member from each of those publics related to the institution: board of directors, employees, suppliers, community and clients.

2. GENERATION AND DISSEMINATION OF KNOWLEDGE

2.1. Cases, Papers e Publications

2.1.1 Case Study: ISAE/FGV

| | | | | | | | | | | |
|-------------------------------------------------|---|--|---|--|--|--|---|---|--|--|
| Millennium Goals | | | | | | | 7 | 8 | | |
| Global Compact Principles | 1 | | | | | | | | | |
| Principles For Responsible Management Education | | | 4 | | | | | | | |

In December 2008 ISAE/FGV presented the Case Study ISAE/FGV, in the Global Forum for Responsible Management Education, in the United Nations headquarters, in New York - USA.

The case study, presented in the panel “How to get started with the PRME”, shows all the initiatives developed by ISAE/FGV to put into practice the Principles For Responsible Management Education, and, as consequently, the efforts of the Institute and its professionals to effectively contribute with the formation of more responsible leaders and of a more inclusive economy.

2.1.2 Publication: Book “A Virada Sustentável / Sustainable Shift”

| | | | | | | | | | | |
|-------------------------------------------------|---|--|---|--|--|--|---|---|--|--|
| Millennium Goals | | | | | | | 7 | 8 | | |
| Global Compact Principles | 1 | | | | | | | | | |
| Principles For Responsible Management Education | | | 4 | | | | | | | |

“Sustainable Shift” is the name of the first publication about ISAE/FGV, which relates the innumerable efforts from the Institute in its 13 years of existence, to develop and transmit contents facing sustainability and business responsibility. The book, published on November 25, 2008, is published in Portuguese and in English. The English version was released, at first, during the Global Forum of Principles for Responsible Management Education, a worldwide event which brought into discussion the role of academics in the formation of conscious leaders, on December 04 and 05, in the headquarters of U.N.O, in New York City.

2.1.3. Paper: Perspectivação System: Contributing to Responsible Entrepreneurial / Business Education

Perspectivação is an exclusive teaching / learning system developed by ISAE/FGV in 2002, focused on the formation of leaderships, which aims knowledge development normally not offered in MBAs curriculum and which are settled in the sustainability and business responsibility. The system offers to students of twelve programs, five business units, projects, techniques and many tools for the development of their personal, professional competences and as a citizen who cares about the sustainable development of society. It is recognized for the capacity to ally theory to practice, and for the contribution for the development of a systemic vision of corporate environment. This paper, as an invitation from the Eastern Academy of Management, was submitted for presentation in the Eastern Academy of Management's International Conference "Managing in a Global Economy XII – Culture: Management Challenges for a New World."

2.1.4. Paper: The issue of transversality in the context of responsible management education

The transversality issue in the responsible management education is related to the understanding of different objects of knowledge, making it possible to have the reference to systems built in the reality of students, based on principles such as sustainability and ethics. The present work has as an objective to identify activities/actions which promote the integration between responsible business education and formal education. Besides that, it presents a proposition to redesign the future of education, having as background the concept of transversality in the formation of businessmen and responsible managers. This proposition is based on an exclusive system of learning in trial and under development in Brazil, focused on the formation of leaderships.

The methodology for the conception of the system is based on the definition of a set of activities which aim the responsible management education, such as

ethics and sustainability, and on the development of competences (know how to know, know how to do, know how to be, know how to live as one group).

This paper, as an invitation from Case Western University, was submitted for presentation in the Global Forum on Business as an Agent of World Benefit: “Managing as Designing in an Era of Massive Innovation”.

2.1.5. Articles and End of Course Works

The production of articles and end of course works in the period 2007-2008 involving the subject of responsible management education focusing sustainability and corporate social responsibility is summarized in the table below

Table 1 – Production of articles and end of course works of ISAE/FGV course in the period 2007-2008 in responsible management education area.

| Type | 2007 | 2008 | Total |
|----------------------------------------------------------------------------------------|------|------|-------|
| Articles published | 10 | 7 | 17 |
| End of Course works developed by MBAs students with the subject CSR and Sustainability | 10 | 17 | 27 |

From: ISAE / FGV

2.2. Interface between academics and the market

| | | | | | | | | |
|-------------------------------------------------|--|--|--|---|---|--|---|---|
| Millennium Goals | | | | | | | 7 | 8 |
| Global Compact Principles | | | | | | | 8 | |
| Principles For Responsible Management Education | | | | 5 | 6 | | | |

Fulfilling its mission of disseminating knowledge, ISAE/FGV serves strongly as an interface between the academics , society and the market through partners, companies and government, contributing to the promotion of discussions related to business social responsibility and sustainability, through the planning/making and/or effective participation in the following actions and projects:

- The Sustainability Office of ISAE/FGV was co-creator and is the articulator of the Strategic Planning Team ISAE/BOSCH, which has the

mission to promote the systematic multi-sector interaction among the professionals in charge of the area in focus, aiming to prospect, disseminate knowledge and allow the increase in the levels of maturity of strategic plans in their companies, having sustainability as guidance. Nowadays, the Team is formed by 15 companies of the greatest importance for different sectors of economic activity in the state of Paraná (Brazil);

- The following projects are developed: Municipal Economic Development Plan; Municipal Social Security and Protection Plan; Municipal Social Development Plan; Municipal Urban Transportation and Mobility Plan. All for the city of Curitiba;
- ISAE/FGV integrates the Mapping of the Third Sector Group of the state of Paraná. The group has as objective to discover how many, where they are and what the institutions of the Third Sector in Paraná do. This is a partnership with the Public Ministry of the State of Paraná.
- ISAE/FGV keeps a partnership with the City Hall Administration of Ponta Grossa /PR and the Social Stamp Coordination that certifies companies that assumed the commitment to attend their employees in the educational, health, fight against child labor and environmental areas.
- ISAE/FGV keeps a contract of rendering consulting services with SEBRAE/PR (Supporting Service to Micro and Small Companies of the State of Paraná), having as objective to render services of restructuring decisive processes for SEBRAE/PR;
- ISAE/FGV integrates the Management and Social Control Group of the state of Paraná.
- ISAE/FGV engaged in the Project from Aliança Empreendedora through the participation and support in events and in all work developed by the institution, whose area of action has as objective to inspire, disseminate and finish with the myth of entrepreneurship as effective way of economic and social transformation for people and communities. On November 23, 2008, ISAE welcomed a group of young people who participated of the Entrepreneur's Route, organized by Aliança Empreendedora, with the objective of show real cases of

entrepreneurship which became successful, in different realities and contexts.

- Since 2004 ISAE/FGV has been engaged in the project from Junior Achievement, for believing in the potential of the young people to determine and make concrete their objectives, through the guidance of their own destinies, which has as target to awake the entrepreneurial spirit in the students who are still at school, through their personal development and a full view of how companies function. Specifically, ISAE participates of the Project Businessman's Shadow, developed by Junior Achievement, which has the proposition to have students spending a whole day together with an important executive to be able to see, at site, the tribulations which involve his/her profession, and therefore, have a realistic view of the corporate world and understand in which way the knowledge acquired in the classroom can be applied to the career;
- Focus Group – what are the necessities in relation to management education. This project had the objective to do a research in Paraná State, where ISAE/FGV operates, to identify market demands and needs in the area of management education for new courses and themes, educational methodologies, adequacy of existing courses, products and solutions offered by ISAE/FGV. Focus groups have been formed with stakeholders, students and ex-students, professors, clients in company, contact network, people management groups and headhunters.

2.2.1. Ozires Silva Award of Entrepreneurship

ISAE/FGV in partnership with RPC – Communication Network of Paraná, presents in 2006 the “Ozires Silva Award of Entrepreneurship”, which is an award ceremony and the recognition to those entrepreneurs whose performance serves for reference to the sustainable development, promoting innovative solutions. It is the chance that the entrepreneur has to see his work recognized and awarded, having the deserved notoriety in the corporate community. It is named after Dr. Ozires Silva, former minister, for appreciating

him as a great entrepreneur who has gone through countless difficulties to create EMBRAER.

The award ceremony took place on February 14, 2008, having as the main theme “Entrepreneurship and Sustainability”. It received registrations from public and private companies, incubated projects and organizations of the Third Sector.

Those which received the awards in the following categories:

- Public Entrepreneur :**Empresa Brasileira de Correios e Telégrafos;**
- Sustainable Entrepreneur: **Bricabrás;**
- New Entrepreneurs: **Reparte;**
- Entrepreneur of the Year: **Unicenp.**

2.3 BUSINESS UNITS

| | | | | | | | | | | |
|-------------------------------------------------|--|--|---|---|---|--|---|---|--|--|
| Millennium Goals | | | | | | | 7 | 8 | | |
| Global Compact Principles | | | | | | | | 8 | | |
| Principles For Responsible Management Education | | | 4 | 5 | 6 | | | | | |

2.3.1. Management Responsibility and Sustainability Group

The ISAE/FGV Management Responsibility and Sustainability Group, has the objective of creating, fostering and motivating programs, projects and activities for the generation of knowledge, and for information exchange and practical experiences which offer the common welfare and the social development of Paraná. The Group also helps with the improvement of the social picture in the state, through articulation and institutional cooperation, measuring and monitoring the different social indicators. Besides that, it generates and disseminates knowledge, formats training and capacity programs for NGOs and companies, as well as developing and supporting social action programs, events on social responsibility and business ethics.

2.3.2 Sustainability Office

The **Sustainability Office** has as objective to render consulting services for the high management of companies (administration councils and board of

directors) focusing on the development in the strategies of corporate sustainability. Since its establishment, the works developed focus on ISAE/FGV itself, developing consulting activities of sustainability to its ecosystem, mainly in the consulting services to the Group of Business Responsibility and Sustainability, through the guidance of works of ISAE/FGV Sustainability Committee.

2.3.3 Business Innovation Center - CIEM

CIEM – Centro de Inovação Empresarial / Business Innovation Center was established in 2001, it is the first Incubator in Brazil in the area of Services and the only one of FGV System. The general objective is to support creation, development and consolidation of micro and small companies, through the improvement of business management and technical, technological input, searching for modernizing their activities, reducing failure risks and increasing their possibilities of success. Among the criteria that integrate the selection program for the development of projects, is the respect to the concepts of Social Responsibility and Sustainable Development. The main results obtained in the last three years are:

- Incubation and graduation of 13 companies which act in the market;
- Agreements and partnerships with SETI – Secretariat of Science and Technology of Paraná, REPARTE – Net of Incubators and Technological Parks of Paraná, Federal University of Paraná, INTUEL/ State University of Londrina, UTFPR – Federal Technological University of Paraná, Unilheu – Free University;
- Generation of about 90 job positions of technological background;
- About 82 lectures were given to the community about issues such as entrepreneurial skills, innovation, generation of sustainable undertakings, generation of products and processes, projects management, partnerships, among others.

2.3.4. International Affairs

The International Actions Group has as objective to promote and articulate integrated ISAE/FGV actions with national and international institutions, in Brazil and abroad. The students and partners have the possibility to interact with highly important international professionals and institutions, besides acquiring knowledge and experiences which will make the difference in their careers and in their lives. The main actions are:

- Study periods in famous institutions abroad, such as Ohio University (USA); Columbia University (USA); ISCTE / INDEG (POR); Washington (USA);
- Provide students with knowledge to understand and participate of the international business world;
- Participation in international missions and events, seminars, lectures, living periods with people from other countries.

2.4. Courses offered

2.4.1. Corporate Responsibility and Sustainability Courses

| | | | | | | | | | |
|-------------------------------------------------|---|--|---|--|--|--|--|---|----|
| Millennium Goals | | | | | | | | 8 | |
| Global Compact Principles | 1 | | 3 | | | | | | 10 |
| Principles For Responsible Management Education | 1 | | 3 | | | | | | |

ISAE/FGV offered a Programming for the Competences Updating in Corporate Responsibilities and Sustainability in 2008. The courses, called GBA – *Global Business Administration*, are offered to professionals who are searching for constant updating. The classes are held in ISAE/FGV, with 16 and 24-hour programs. The courses present exercises and analysis of real cases which aim to stimulate practical solutions for students' day-by-day problems.

ISAE/FGV had the following courses:

Moral Harassment Prevention, an Effective Strategy

Promote a discussion about moral harassment, and provide fundamental subsidies to effectively face moral harassment at work, as well as promoting preventive actions.

Elaboration and Evaluation of Social Projects and Programs

Develop, offer tools, improve and qualify professionals from different areas of social management in the preparation, elaboration and evaluation of social projects.

Corporate Sustainability: Actions which promote Actions

Provide the participants with what is available in terms of stakeholders engaging mechanisms, of structuring the social responsibility areas and the migration for a strategic sustainability, besides the processes of surveys and monitoring of indicators.

Ethics and Human Values

Analyze which competences are necessary for the development and measurement of ethical conducts and postures, as well as the concepts of human being and cultural evolution; identify the scientific and utopian components of Ethics, discussing the institutional hegemony of the productive organization and the correspondent ethic commitment.

Eco-design

Improve activities involving planning, development and innovation of processes, services and products, having as the main basis the principles of Eco-design.

Social Entrepreneurship – Innovation, Strategy, Professionalism and Leadership for Acting and Social Impact

It is very different and far beyond assistance, sharp and local social action or philanthropy for charity, the social entrepreneur's action is a social action, but with vision, management and processes which are very similar to the ones of an economic or business entrepreneur. This GBA shows how to plan, structure and organize a Project or a social organization in order to act in a professional way, become sustainable and spread social impact with results and quality.

Financial Management for Third Sector Organizations

Transparency, accounts, good, adequate and structured management of resources (financial and non-financial) of a NGO or social initiative, are basic requirements and are given more value as time goes by as differentials which create belief and reputation for the continuation and expansion of these initiatives. This GBA presented good practices, concepts and practical tools to show how to set and guarantee the good financial management of projects and social organizations.

Inclusive Businesses - Companies which are on the basis of the Social-Economic Pyramid

Course taught on March 20, 2008, with the facilitator Luis Paschenda, one of the founders of the NGO Aliança Empreendedora, presented the participants the business opportunities in the market of low-income population (social classes C, D and E), and how the companies can attend this range of consumers with no access to products and services of quality, in a profitable way, at the same time of promoting the economic and social inclusion of low-income publics and communities, promoting their development. .

Management through Projects in Public Administration

Instruct participants in the initial aspects of projects management, applied to public administration. Provide tools which make the decision to manage through projects easier. Master methods which indicate if a project will be successful, will be due in time and with the resources previously established. Learn to deal with risks and knowledge about financial and human resources through the analysis of project results.

Sources and Mechanisms for Financing Public Projects

Provide tools to capacitate and facilitate the decision to make projects viable as well as implementing them. Introduce the main sponsors and supporters, national and international, indicating their characteristics and supporting conditions to various projects. Learn how to deal with risks about financial resources through the analysis of projects results.

Sales and Marketing for the Low Income

Being one of the major market opportunities, little accessed by medium and big companies, the Pyramid Basis, or rather, the great number of consumers from Social Classes C, D and E, have not been considered as priority to business and are little, or not perceived by them, having customs, cash flows, values and specific and different tastes from consumers from Classes A and B. Therefore, for any kind of businesses willing to develop and establish business in this market and population, it is necessary to broaden the understanding and the means of communication, sales, distribution and approach to those clients. This program focused on issues,, methods and techniques on how to sell, communicate and distribute products and services facing the low income market, designing profiles, introducing examples and tools for the planning and adequate structuring of strategies and actions aiming this public. .

Strategic, Institutional and Operational Strengthening of Social Organizations

Starting a NGO, initiative or social project is something simple and quick. The great challenge, as in any other undertaking that begins, is to generate the expected results, give continuity and broaden its capacity, performance and social impact, mainly ahead of a social sector every time more competitive and professionalized. Having as objective approaching the growth continuity, focusing the three pillars / aspects which have to be in tune and balance for the maintenance, sustainability, growth of any kind of initiative and social undertaking, as well as the Strategic, Institutional and Operational aspects. Approaching from the clear definition of causes and objectives, team setting up and training, up to aspects of sustainability, innovation and evaluation of impact and results of initiatives and social organizations for them to grow, develop and effectively make improvements and high quality social transformations.

2.4.2 Subjects involving the principles of corporate responsibility inserted in MBAs

For the program of ISAE/FGV MBA (Master Business Administration) courses in 2008, guiding concepts were worked upon and inserted, such as: **corporate sustainability, social responsibility and corporate governance, ethics in business, leadership, creativity and innovation**. They are now part of the curriculum of ISAE/FGV MBAs.

Each of the themes is offered to students at different moments of the program, making the transversality of contents possible in such a way that they can be perceived as a competitive differential in students' personal and professional development.

Table 2 – Number of students per subjects oriented by principles of corporate responsibility in 2008 at ISAE / FGV

| Subject | Number of students |
|-----------------------------------------|---------------------------|
| Corporate Sustainability | 682 |
| Éthics in Business | 360 |
| Leadership | 280 |
| Creativity and Innovation | 120 |
| Corporate Responsibility and Governance | 682 |

From: ISAE / FGV

2.5. Didactic Material

| | | | | | | | | |
|---------------------------|---|--|---|--|--|--|--|---|
| Millennium Goals | | | | | | | | 8 |
| Global Compact Principles | 1 | | | | | | | |
| PRME | | | 3 | | | | | |

Since 2006, all didactic material produced and distributed to students for the courses offered by ISAE/FGV contains information on the Global Compact, the Global Compact Principles and the Millennium Goals with the objective of making the public with relations with the institution aware of the importance of these propositions. In 2008, information on the Principles for Responsible Management Education was included.

2.6. ISAE/FGV Site

| | | | | | | | |
|-------------------------------------------------|---|--|---|--|--|---|---|
| Millennium Goals | | | | | | 7 | 8 |
| Global Compact Principles | 1 | | | | | | |
| Principles For Responsible Management Education | | | 3 | | | | |

ISAE/FGV keeps available in its site, in a systematic way, information related to responsible management, corporate sustainability, including events about the subject, institutional programs, projects done, cases developed, besides in attendance and online courses offered by the institution.

In 2007 we created a *hotsite* with information on the Global Compact. The link is: <http://www.fgvpr.br/novo2/default.asp>.

3 INTEGRATION WITH THE COMMUNITY

3.1. UANÁ Voluntary Management Consulting Program

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| Millennium Goals | 1 | 2 | | | | | 8 |
| Global Compact Principles | 1 | | 3 | | | 6 | |
| Principles For Responsible Management Education | 1 | 2 | 3 | 4 | 5 | 6 | |

UANÁ Voluntary Management Consulting Program has the objective to stimulate the ISAE/FGV community of students to use, in practice, their

theoretical knowledge acquired in the classroom, in the generation of solutions to overcome the dissimilarity and social exclusion in Brazil. The Program helps in the development and definition of solutions which support small companies, businessmen, Non-Governmental Organizations – NGOs, social solidary undertakings, by means of voluntary consulting services provided by ISAE/FGV students or former students.

The program also makes the exchange between different cultures of a same region possible. It counts on the recognition of UNESCO, Extra-ordinary Ministry of Food Security and the City Hall of Curitiba. The main objective is to offer the exercising of a voluntary activity. The main results are:

- Number of students involved: 3.384;
- Number of effective volunteers: 44;
- Number of consulting hours donated by volunteers: 1,436 hours;
- Number of Business Plans developed: 06.

Testimony by one of the entrepreneurs who benefited from the Uaná Program: In the classes, they showed and corrected many things that we were doing in a wrong way. Nowadays, I am in the same area of work with a more positive way. They helped me correct the organization of the business as a whole. I've learned, for example, to buy things paying in cash, to avoid paying interests and improve the accounts." Leonardo Kovalski, Malharia CS.

Testimony by one of ISAE/FGV volunteer students of the Uaná Program:

"In the beginning it was very hard because, as everybody worked in a big company, the level of knowledge was very high and the micro entrepreneurs did not understand what we said. But when we noticed that our vocabulary was not compatible, little by little we were adapting to the situation." Wyk Nissen, Contracts Manager of Perkons.

"I felt fed back by their happiness. This is the highest pay I could have." Nissen.

The organizations for which UANÁ Voluntary Management Consulting Program has worked with are:

1. **Elo Agency (www.eloagencia.org.br)**: Offers training and inserts into the labor market teenagers in situation of social risk and obtains sustainability by delivering social-environmental services.

2. **Aliança Empreendedora / Entrepreneurial Alliance (www.aliancaempreendedora.org.br)**: the organization works towards the formation of strategic collaborative networks, training and education activities, consulting and orientation in management, organization of events and projects designed to encourage and foster the entrepreneurial culture in economically underprivileged communities.

3. **CUFA/PR (www.cufapr.com.br)**: The Central Única das Favelas / Single Shantytown Center (CUFA) is a national organization that was born from young people's meetings, most of them being black, from several "favelas" in Rio de Janeiro searching for some space in the city to express, in different ways, their attitudes, questionings or merely their desire for living. Most of these young people belonged to the Hip-Hop Movement and found out, from the meetings, that they, together, could have more dreams and, consequently, formed a single ideal for themselves: transform the "favelas", their talents and potentials in a society in which racial, social class and "origin" prejudice have not been outgrown yet.

4. **Desembargador Alceu Conceição Machado Institute (www.amb.com.br)**: The Institute was born from the desire of a group of friends to improve other people's welfare. Among them, magistrates, prosecutors and lawyers who, having as an example the deceased Supreme Court Judge Alceu Conceição Machado, wanted to accomplish even more for society and, particularly, for our children. The Institute, bearing the title of a Public Interest Non-Governmental Organization (OSCIP), is focused on the promotion of welfare of human beings, as well as the practice of social responsibility, by sponsoring researches and encouraging the development of social, educational and cultural projects;

5. **Junior Achievement (www.japr.org.br):** present in 112 countries, it offers educational programs through partnerships between schools and volunteers from companies with the objective of awakening the entrepreneurial spirit in young people who are still at school, as well as stimulating personal development, providing a clear view of the business world and facilitating access to the work market.
6. **MNREB (www.mnreb.com.br):** National Movement for the Recovery of Brazilian Companies created to defend the need to have conditions for recovering ventures and business owners as well as proposing concrete measures that allow the revitalization of small and medium companies in difficulty and provide an opportunity for the recovery of business owners, families and jobs.
7. **Non-Violence Project (www.naoviolencia.org.br):** The non-violence project® is an International Non-Governmental Organization, non-profitable, founded in 1994, in Geneva (Switzerland), under the name Non-Violence Project Foundation. The project was introduced in Brazil (Curitiba, Paraná) in 1998 by the businessman from Paraná Roberto Demeterco who, along with other businessmen, founded the Non-Violence Project Association Brazil (APNVB).

3.2. Technology Transference Project for a low economic development community

The ISAE/FGV Center for Management Responsibility and Sustainability and the Business Innovation Center received on November 28, 2008, a project approval from the State Secretariat of Science , Technology and Undergraduation / Graduation Teaching - SETI, to transfer the technology of building furniture in PVC (polyvinyl chloride), to a municipality with low social economic development.

The project will start on January 5, 2009 and is part of Program Universities without Frontiers, of Business Technological Extension, from the State

Secretariat of Science , Technology and Undergraduation / Graduation Teaching , having as objective to make a group of poor people capable to the management of the productive process, the organization of a working group and the production of PVC furniture, adapted to children with neural- motor malfunctions, generating, in this way, income and contributing for the sustainable development of the region where they live.

According to Lígia Pupatto, the State Secretary, the partnership with ISAE/FGV is of “extreme importance due to its educational and research level the institution offers”.

4 INTERNATIONAL PARTNERSHIPS

4.1. “Doing Business in Brazil” Program

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| Millennium Goals | | | | | | | | | | 8 |
| Global Compact Principles | | | | | | | | | | |
| Principles For Responsible Management Education | 1 | | | | | 5 | | | | |

Every year, ISAE/FGV promotes an educational program with North-American learning institutions.

On January 7, 2008, ISAE/FGV welcomed in Curitiba four master’s degree students from Moore *School of Business*, South Carolina (USA), for the 6th edition of the program **Doing Business in Brazil - A Global Latin American and Brazilian Economy Overview: Formulating a New Strategic Purpose.**

The program is organized by the coordinator of ISAE/FGV International Actions Group, Sérgio Póvoa Pires, with the objective of promoting the visit of foreign post-graduate students to Curitiba, for them to know the corporate universe of the region. After three months learning Portuguese at Centro Cultural Brasil Estados Unidos de Curitiba (Interamericano), the students and future executives spend about a month at ISAE/FGV, where they effectively learn the way to think and do business in Curitiba and region.

They attend lectures with specialists from different areas, such as taxes, social assistance, agri-business, cultural profile, management responsibility and others.

Grace Thiel, the teacher from Interamericano who developed the Portuguese Language course taught to students, believes that this is a great opportunity to take back to other countries a different image of Brazil from what is generally “sold abroad”. “I believe Curitiba has a lot to benefit from this exchange. After all, in a near future, these students will work in big companies and will be able to spread this vision to people and corporations”, concludes Thiel.

The students stay in the city until May, month that they take the language proficiency exam CELPE-Bras (*Certificate of Proficiency in Portuguese Language for Foreigners*). After that they choose from going back to their country or have an internship period in a Brazilian company, as happened in other editions of the program.

4.2. Trip for Business Prospection in the Arab World

ISAE/FGV had a Trip for Business Prospection in the Arab World – Arab Emirates, Qatar and Saudi Arabia. The schedule included:

- **Saudi Arabia:** Brazilian Embassy, Riyadh Chamber of Commerce and Industry e Ministry of Higher Education; in Dubai: Dubai Knowledge Village/Academic City, Zayed University and the Distribution Center of APEX – Brazilian Trade and Investment Promotion Agency;
- **Abu Dhabi:** Brazilian Embassy, UAE Academy - Abu Dhabi Chamber of Commerce and Industry e Zayed University;
- **Al Ain:** United Arab Emirates University – College of Business and Economics; e
- **QATAR:** Brazilian Embassy and Qatar Chamber of Commerce and Industry.

4.3 Visits from Foreigners and Representatives from foreign institutions

ISAE/FGV welcomed in January 29, 2008 Professor José Félix Bogado Tábacman from Universidade Autónoma de Assunción, to discuss issues about the partnership already established and development of future courses together.

ISAE/FGV welcomed, on January 15, 2008, the Consul General of the United States, Mr. Thomas White, together with his wife, Theresa White, the Consulate Cultural Officer, Laura Gould, and the Cultural Assistants, C ezar Borsa and Maria Estela Corr ea.

The party knew very closely the program and projects developed by ISAE/FGV with American institutions.

5. INTERNAL PUBLIC

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| Millennium Goals | 1 | 2 | | | | | 8 | | |
| Global Compact Principles | 1 | | 3 | 4 | | 6 | | | |
| Principles For Responsible Management Education | | 2 | | | 5 | 6 | | | |

5.1. Personal and Professional Development

The personal and professional development program has as objective to make all ISAE/FGV collaborators sensitive and develop their competences. It stimulates five development axes: Leaders Formation; Technical Capacitation; Competences Development (result of competences evaluations); Integration and Continued Education.

It attends the perspective of learning and growth of the internal community, aiming to make the collaborator sensitive about the necessity to change paradigms and to develop new competences attached to the strategic objectives of the organization. The program is being executed and has presented results such as more responsible and creative leadership, new projects being Born, more harmonious working groups, end of "r dio pe o", the number of people searching for abilities increased, among others.

As part of the program ISAE gives scholarships to its team of collaborators for undergraduation and graduation courses, language courses, including short term programs or master's degree.

In 2008 ISAE/FGV made the first PDG (Programa de Desenvolvimento de Gestores/ Managers Development Program) for the 18 managers of the institution. The program was directed by Carmen Sant'Anna and Maria  ngela

Kafrouni, members of the Brazilian Society of Management Knowledge, and a Schedule with a total of 60 hours.

The program was divided into four parts, with the following themes:

- Managerial attitudes and group processes;
- Manager Challenges: interpersonal dynamic and the communication process;
- Searching for excellence in management; and
- Leader Competence: past, present and future.

The methodology used privileged the practical activities, within the presupposition of Andragogy, which promotes impact, thinking and self-knowledge.

Some real life simulations gave value to the group experience in connection to the theoretical input and the reality of each participant's personal and professional life.

5.2. Quality of Life Program

The ISAE/FGV Quality of Life Program has as a goal to make available a healthy working environment for the professionals of the Institute. It is a part of a responsible business management policy. Knowledge Field Days, labor physical exercises, stretching, relaxation, walking, strength exercises for the arms, dancing beats, massages, outdoor activities, among other actions, are developed for the professionals of ISAE/FGV. The professionals all benefit from having medical and odontological assistance.

Also, as part of the program, the board of directors of ISAE/FGV has a monthly breakfast with the institution collaborators. This strengthens the relationship among employees of different hierarchic levels, and creates an open space for everybody to talk about opportunities, risks, suggestions and ideas, aiming to contribute for the evolution of the institution as a whole.

5.3. ISAE Talk

The ISAE Talk is a monthly breakfast with the ISAE/FGV Board of Directors and the Institution collaborators, with the objective of integrating the collaborators from many different hierarchic levels among themselves as well as with the board of the directors.

The subjects dealt are diverse, creating an open space for every person to talk about opportunities, risks, suggestions and ideas, willing to contribute to the evolution of the institution as a whole.

5.4 ISAE/FGV Team Meeting

ISAE/FGV exercises its corporate governance always aiming the value and participation of employees in the institution management. Therefore, it promotes Strategic Planning and ISAE Team Action Plan meetings, set in 2006, counting on the participation of area coordinators for the definition of ISAE/FGV strategic purpose. The participation by means of opinions, suggestions and propositions are opened for participants, independently from their area of action.

5.5. ISAE CHALLENGE: harmony with the business social and environmental context

One of the fundamental issues in a business school is its harmony with the business social and environmental context. This project had the objective to harmonize all ISAE/FGV's internal community with its business social and environmental context. Specific objectives were: internalize concepts, products and services; get to know ISAE/FGV, its business, the global context, new directives for a responsible management education; develop team works, integrating in concern to complementing and creativity. The results were: eight challenges, of which nearly 85 people participated, forming eight teams; revelation of new talents; generation of innovative contents and integration of all organizational levels.

6. ENVIRONMENT

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| Global Compact Principles | | | | | | | | 8 | 9 |
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6.1. ISAE/FGV Eco-efficiency Project

The project established in 2007, has the objective to implement the concepts of eco-efficiency in ISAE/FGV ecosystem. It aims the sustainable management of resources with:

1. **reduction of energy intensity used in goods and services** – where the actions done were: readequating the illumination and acoustics in the classroom; establishment of illumination and acoustics solution; rules and policies for the conscious use of energy; use of permanent mugs or glasses, use of boxes for draft paper;
2. **intensification of materials recycling** – where as actions done were: institution façade built with recycled material; use of recycled paper – paper produced from sugarcane bagasse; all paper used goes for recycling ; use of paper glasses; service of litter public collection for the organics; promotional material in recycled paper; acquisition of a machine to recycle lamp bulbs; use of selective litter bins;
3. **maximization of natural resources sustainable use** – the actions taken are: use of rain-collected water; sewage collection; establishment of “Carbon Free” events ; establishment of equipments with timing device; campaigns for making students and supporters sensitive and motivate towards the issue; realization of environmental education courses / lectures ; use of sustainable concepts in new constructions;
4. **dissemination of concepts related to eco-efficiency and respect to diversity** in the Perspectivação System and its programs, as the UANÁ Voluntary Management Consulting Program , in the CIEM Incubation

Program, in the Campaign “Personal Management for a global Solution”, in the didactic materials and in the graduation programs (MBA and extension courses;

5. **creation of a “healthy habitat”** – through the establishment of the Quality of Life Program - VALORISAE/FGV, of having labor gym, the Environmental Comfort Project, the Cultural Space Marcantonio Vilaça, the landscaping implemented actions – gardens and the parking area being discontinued and not used.

7. PARTICIPATION IN ORGANIZATIONS AND EVENTS

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| Millennium Goals | | | | | | | | | 8 |
| Global Compact Principles | | | | | | | 7 | 8 | 9 |
| Principles For Responsible Management Education | 1 | | | 4 | 5 | 6 | | | |

7.1. Representation in organizations

ISAE/FGV knows that the active participation in councils from other organizations is an opportunity to disseminate the social responsibility and sustainable development.

| Organization | Position | Representative |
|-----------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------|
| Aliança Empreendedora | Member of Strategic Council | Norman de Paula Arruda Filho – Superintendente. |
| Paraná Commercial Association– ACP. | Member of Superior Council | Norman de Paula Arruda Filho - Superintendent |
| National Association of Organizations which promote Innovative Undertakings – ANPROTEC. | Member of Editorials and Capability Council | Norman de Paula Arruda Filho – Superintendente. |
| Brazilian Global Compact Committee | Member of Committee | Norman de Paula Arruda Filho – Superintendente. |
| Commission of Education of Global Compact Brazilian Net | Co-coordinator | Norman de Paula Arruda Filho – Superintendente. |

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| National Federation of Sales and Marketing Executives of Brazil – FENADVB | Member of Superior Council | Norman de Paula Arruda Filho – Superintendente. |
| GT Ethos – ISO 26000. | Member of GT Ethos. | Norman de Paula Arruda Filho – Superintendente. |
| Desembargador Alceu Conceição Machado Institute - IDAM | Member of Audit Committee | Ligia Coelho Martins – Center of Business Responsibility and Sustainability |
| Cristiano Becker Institute | Member of Strategic Council | Norman de Paula Arruda Filho – Superintendente. |
| Project Management Institute – PMI/PR. | Member of Consulting Council | Norman de Paula Arruda Filho – Superintendente. |
| Incubators and Technological Parks Net - State of Paraná – REPARTE. | Member of Audit Committee | Roberto Caneppele Pasinato - Director |
| Brazilian Society of Knowledge Management | Member | Norman de Paula Arruda Filho – Superintendente. |
| Uniethos – Education for Social Responsibility and Sustainable Management | Member Of Consulting Council | Norman de Paula Arruda Filho – Superintendente. |
| Free University of the Environment– UNILIVRE. | Administrative Council | Norman de Paula Arruda Filho - Superintendent |

7.2. Participation in events

ISAE/FGV was represented in many events held in Brazil and abroad. Here, there are pieces of information about the events, organizations in charge, dates and name of participants who represented the institution.

| Event | Organizer | Venue and date | Participants |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------|------------------------------|
| 1st Meeting – Environment Commission of Brazilian Global Compact Committee. | Environment Commission of CBPG. | Petrobras Headquarters, São Paulo/SP Jan 30,2008 | Rubens Mazzali |
| Ethos-Valor Award, 8th Edition – Contest for professors and college students about Business Social Responsibility and Sustainable Development. | Ethos Institute of Companies and Social Responsibility | São Paulo/SP Feb 08, 2008 | Norman de Paula Arruda Filho |
| Receiving of Congratulations and high honors. | State Deputy Fernando Carli Filho | Legislative Center Presidente Aníbal Khury. | Norman de Paula Arruda Filho |

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| | | FEB 13,2008 | |
| World Conference about the Development of Cities - "City Rights: Local Policies about citizens' rights and responsibilities". | | Pontifícia Universidade Católica, Porto Alegre/RS Feb 15,2008 | Norman de Paula Arruda Filho |
| Lecture "Tributary Pack 2008 and Alterations in the Corporation Law (LSA), main changes and impacts". | | Hotel Rayon, Curitiba/PR Feb 20, 2008 | Norman de Paula Arruda Filho |
| General Ordinary Meeting of Free University of the Environment – UNILIVRE. | Free University of the Environment– UNILIVRE. | Curitiba/PR Feb 31,2008 | Norman de Paula Arruda Filho |
| Opening of Room Alexandre de Gusmão, na a place for reading and specialized research in International Relations | Ministry of External Relations | Federal University of Paraná – UFPR, Curitiba/PR Mar 11,2008 | Sérgio Povia Pires. |
| Meeting of Brazilian Global Compact Committee. | Ethos Institute | São Paulo/SP Mar 13,2008 | Norman de Paula Arruda Filho |
| Research: Social Responsibilities of Companies in the Election Process | Ethos Institute and the organization International Transparency | São Paulo/SP March 21,2008 | Norman de Paula Arruda Filho |
| "The new phasis of ISO 26000, future International Standards for Social Responsibility". | Brazilian Association of Technical Regulations– ABNT. | Carlos Alberto Vanzoline Foundation, São Paulo/SP Mar 26,2008 | Naiana Lomando de Paula Arruda. |
| Meeting of Administrative Council of Free University of the Environment – UNILIVRE | Free University of the Environment– UNILIVRE. | Curitiba/PR Mar 31, 2008 | Norman de Paula Arruda Filho |
| Pré-Releasing of new site of Global Compact in Brazil and the official release of communication campaign, with Soren Petersen, chief of Global Compact Nets around the world. | Ethos Institute | São Paulo/SP Apr 14, 2008 | Norman de Paula Arruda Filho |
| Lecture "7 Habits of Highly Efficient People". | Frankin Covey | ISAE/FGV, Curitiba-PR Apr 15, 2008 | Norman de Paula Arruda Filho |
| International Conference, Companies and Social Responsibility | Ethos Institute of Companies and Social Responsibility | São Paulo/SP May 27,28,29/2008 | Norman de Paula Arruda Filho |
| "Blind Dinner" | Social Action Foundation of Curitiba. | Curitiba/PR Jun 11,2008 | Norman de Paula Arruda Filho |
| Conference "Social Nets and Sustainability". | Federation of Industries of the State of Paraná | Curitiba/PR Jun 20,2008 | Rubens Mazzali |
| Breakfast Morning Star | Association of Sales and Marketing Executives of Brazill – ADVB. | Curitiba/PR Jun 20, 2008 | Norman de Paula Arruda Filho |
| Regional Forum : Leaders | Federation of | Curitiba/PR | Norman de Paula |

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| Thinking about Brazil. | Industries of the State of Paraná – FIEP. | Jul 29, 2008 | Arruda Filho. |
| Breakfast with U.S. Ambassador in Brazil, Clifford M. Sobel. | American Chamber of Commerce– AMCHAM. | Curitiba/PR Aug 04,2008 | Norman de Paula Arruda Filho and Sérgio Povoa Pires. |
| 7th Exhibition of Voluntary Action in Paraná and 1st Congress “ We can Paraná”. | Center of Voluntary Action in Paraná. | Curitiba/PR Aug 07,2008 | Ligia Coelho Martins and Daiany Uliana Mormino. |
| Dinner debate of Lide Sul, having the theme: Education speeding Brazil. | Lide Sul | Castelo do Batel, Curitiba/PR Aug 13/2008 | Norman de Paula Arruda Filho |
| Expo ABRH, Solutions for Managing People fair, simultaneously with the 34th CONARH – National Congress on People’s Management with the main theme “Value Culture: Inspire, Engage, Overcome”. | Brazilian Association of Human Resources – ABRH. | São Paulo/SP Aug 19 to 22 / 2008. | Norman de Paula Arruda Filho |
| Lecture Education for Sustainability, with the founder and President of BAWB – Business as an Agent of World Benefit, Mr. David Cooperider | FGV-EAESP | São Paulo Aug 20, 2008 | Norman de Paula Arruda Filho |
| Breakfast for Accounts Checking | Elo Agency of Social and Environmental Support | Curitiba/PR Aug 21, 2008 | Ligia Coelho Martins |
| 18th Annual Convention of Federation of Commercial and Business Associations in the State of Paraná – FACIAP, with the subject: “Social Responsibility”. | Federation of Commercial and Business Associations in the State of Paraná – FACIAP | Foz do Iguaçu/PR Aug 27 to 29, 2008. | Norman de Paula Arruda Filho |
| 18th National Seminar of Technological Parks and Companies Incubators | National Association of Organizations Promoters of Innovative Undertakings - ANPROTEC | Aracaju/SE Sep 24, 2008 | Rebecca Oliveira Pereira Giese, Regina Maria Joppert Lopes and Cleusa Asanome. |
| “19th ENANGRAD – The Undergraduate Teaching in Business Administration within the Brazilian Context of Diversity and Change”. | National Association of Business Administration Undergraduate Courses – ANGRAD. | Curitiba/PR Oct 01 to 03/ 2008. | Norman de Paula Arruda Filho |
| 2nd Meeting – Board of Directors of Superior Council and Deliberative Council Of Paraná Commercial Association | Paraná Commercial Association– ACP. | Curitiba/PR Oct 21,2008. | Norman de Paula Arruda Filho |
| Opening of a new area of Pequeno Príncipe Hospital. | Pequeno Príncipe Hospital – HPP. | HPP, Curitiba/PR. Oct 27, 2008 | Norman de Paula Arruda Filho |
| 2nd Meeting, Science and Technology in Paraná. “Business Round, Products Fair from Incubated Companies and Patente | State Secretariat of Science and Technology and High Education (SETI), Net of Incubators and | Center of Events Pahy | Cleusa Asanome |

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| Pannel”. | Technological Parks of Paraná (REPARTE) and Nucleous of Technological Innovation of Paraná (NITPAR). | Oct 28,2008 | |
| Expotalentos - Internships and Professions Fair 2008.The objective was to introduce the market trends and opportunities in the business area, inform about careers and undergraduate courses. Also, to approach the innovations in educational areas and stimulate the permanent dialogue about the formation of young talents for the sustainable development. | Euvaldo Lodi Institute- IEL | Integrated Center of Businessmen and Workers of the State of Paraná – CIETEP Curitiba/PR Nov 04 to 06,2008 | Danielle Gilardi Hernandes |
| Breakfast Morning Star, with the lecture of Mr. Mário Castelar, director of Innovation of Brazil. | Association of Sales and Marketing Executives of Brazil – ADVB. | Estação Embratel Convention Center, Curitiba/PR Nov 05, 08 | Roberto Caneppele Pasinato |
| 1st Evaluation Board of Top de Marketing Award, promoted by Junior Achievement Paraná. | Junior Achievement Paraná | Mário de Mari Auditorium Curitiba/PR November 8, 2008 | Ligia Coelho Martins |
| Expomanagement | HSM Management | São Paulo/SP Nov 10 to 12,2008 | Norman de Paula Arruda Filho and Roberto Caneppele Pasinato |
| Meeting of Brazilian Global Compact Committee. | Brazilian Global Compact Committee | FIESP São Paulo/SP Nov 12, 2008 | Ligia Coelho Martins |
| “Education in the year 2030”, by José Luis Cordeiro – Millennium Project. | Federation of Industries of the State of Paraná – FIEP | LACTEC, Curitiba/PR Nov 13, 2008 | Ligia Coelho Martins and Cleusa Asanome. |
| Release of Summary “Creating values for all: strategies to do business with the poor” | United Nations Program for the Development – PNUD and Dom Cabral Foundation– FDC. | São Paulo/SP Nov 17,2008 | Ligia Coelho Martins |
| Forum “Communication: the responsibility of building a better world”. | Center of Voluntary Action of Curitiba | Curitiba/PR Nov 22, 2008 | Ligia Coelho Martins |
| Breakfast Lecture, promoted by the Brazilian Association of Human Resources, with the subject “Management of Actions of Social Responsibility”. | Brazilian Association of Human Resources – ABRH. | Hotel Lizon, Curitiba/PR Nov 27, 2008 | Ligia Coelho Martins and Rubens Mazzali. |
| Global Forum For Responsible Management Education. | United Nations. | New York/NY Dec 04 and 05, 2008 | Norman de Paula Arruda Filho |
| Evaluating Team of Eco 2008 Award. The award | American Chamber of Commerce – Amcham | São Paulo/SP Dec 08, 2008 | Norman de Paula Arruda Filho and |

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| valorizes and recognizes companies governance, management and operation practices, which as a whole set, are aligned to the concept of Sustainable Development | and Valor Econômico Newspaper | | Lígia Coelho Martins |
| The Road to Credibility: A Survey of Sustainability Reporting in Brazil. | SustainAbility, UNEP and FBDS. | São Paulo/SP Dec 09,2008 | Ligia Coelho Martins |

7.3 Lectures Given

Spreading knowledge and exchange pieces of information related to the implementation of responsible and sustainable practices in companies, ISAE/FGV provides professionals from its team work to present or mediate lectures from the most diverse organizations.

| Event | Promoted by | Venue | Theme | Lecturer |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------------|------------------------------|
| "The Governing and Sustainability as Strategy for Companies Appreciation". | ISAE/FGV | Londrina/PR Feb 28, 2008 | "The Governing and Sustainability as Strategy for Companies Appreciation". | Norman de Paula Arruda Filho |
| Lecture | Griots Group | February 2008 | Corporate Social Responsibility | Rubens Mazzali |
| ExpoparLog | | Londrina/PR May 29,2008 | Social Logistics | Rubens Mazzali |
| MaterDei | | Pato Branco/PR Jun 30,2008 | Sustainable Governance | Rubens Mazzali |
| Semalin | Unicamp – University of Campinas | São Paulo/SP Jul 21,2008 | Social Logistics and Corporate Responsibility | Rubens Mazzali |
| 6th Fair of Social Stamp of City Hall of Ponta Grossa. | Secretariat of Social Action – City of Ponta Grossa. | Ponta Grossa/PR Aug/2008 | Social Responsibility in Companies | Yvy Karla B Abbade. |
| Entrepreneurs Fair | SEBRAE | Londrina/PR Aug 16,2008 | Corporate Sustainability and the Tragedy of the Common Ones | Rubens Mazzali |
| Business Administration Week of Faculdades Camões. | Faculdades Camões | Curitiba/PR Sep 11, 2008 | Global Compact Agenda – Teaching and Sustainability | Norman de Paula Arruda Filho |
| 19th ENANGRAD – The Undergraduate Teaching in Business Administration in the Brazilian Context of Diversity and Change. | National Association of Undergraduate Business Administration Courses – ANGRAD. | Curitiba/PR Oct 01 to 03, 2008 | "Global Compact Agenda – Education and Sustainability". | Norman de Paula Arruda Filho |

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| Unimed Strategic Planning Team | ISAE/FGV | Londrina/PR Oct 04,2008 | Sustainable Governance | Rubens Mazzali |
| Breakfast with the Market | Rede Paranaense de Comunicação – RPC. | Londrina/PR Oct 08,2008 | “Sustainable Entrepreneurship in Innovation Environment”. | Norman de Paula Arruda Filho |
| Unifeb | | Oct 13,2008 | Corporate Sustainability | Rubens Mazzali |
| Federation of Junior Companies of Paraná Meeting. | Federation of Junior Companies of Paraná - FEJPAR | Nov 01,2008 | Sustainability and the Tragedy of the Common Ones | Rubens Mazzali |
| “10th National Meeting of Business and Environmental Management”. | Federal University of Rio Grande do Sul – UFRGS. | Porto Alegre/RS Nov 09,2008 | “Sustainability, the professional of the future”. | Norman de Paula Arruda Filho |
| Interview for Gazeta do Povo Newspaper. | Rede Paranaense de Comunicação. | Curitiba/PR Nov 16,2008 | “Entrepreneurship – Participation is challenge in companies”. | Norman de Paula Arruda Filho |
| Sustainability and its Relations with Architecture | Environmental Institute of Paraná - IAP | Curitiba/PR Dec 11,2008 | Sustainability and its Relations with Architecture | Rubens Mazzali |
| Global Forum For Responsible Management Education. | United Nations. | New York/NY Dec 04,2008 | How to get started with the PRME. | Norman de Paula Arruda Filho. |

7.4. Organization of Events

ISAE/FGV promotes, during the whole year, events to disseminate knowledge and bring consciousness to themes such as social responsibility and sustainable development.

| Event | Venue and Date | Action Accomplished |
|--------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ozires Silva Award of Entrepreneurship | Curitiba/PR Feb 14, 2008 | Award Event |
| Good Morning FGV. | Curitiba/PR Feb 19, 2008 | ISAE/FGV Board of Directors' breakfast with collaborators |
| Launching of book “Corporate Experiences that Teach”. | Curitiba / PR Feb 26, 2008 | The book has a collection of articles produced by students in the ISAE/FGV Scientific Production of Perspectivação Forums. There was also the lecture: “Corporate Education – a talk between academics and market”. |
| Good Morning FGV. | Curitiba/PR Mar 25, 2008 | ISAE/FGV Board of Directors' breakfast with collaborators |
| Exhibition “Brazilian Nature”by photographer Zig Koch. | Cultural Space Marcantonio Vilaça - ISAE/FGV, Aug 14,2008 | Work related to environmental conservation, has 28 pieces that impress, guiding the visitor to understand better the matters of |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | conservation and fragility of our planet. |
| 2nd Meeting of Education Commission of Brazilian Global Compact Committee | Curitiba/PR Oct 02,2008 | Educators and representatives from teaching institutions got together to discuss the importance of education in the development of more conscious professionals and citizens. |
| Breakfast with lecture. | ISAE/FGV Sep 30,2008 | Breakfast with lecture by Professor Ulisses Reis, and presentation of Sustainability Office. |
| Meeting with ISAE/FGV professors Who teach Corporate Knowledge Management | ISAE/FGV Jul 28, 2008 | The Academic Principles- PRME- and the Guiding Concepts were introduced, besides the kinds of works for seminars, orientations and forums, and adjustment of End of Course works, aiming to fulfill the legislation 01/2007. |
| Launching of Strategic Planning Group. | Robert Bosch of Brazil, Curitiba/PR Aug 14,2008 | Meeting and Lecture. |
| First training on Processes Management for ISAE/FGV collaborators | ISAE/FGV Curitiba/PR Aug 20,2008 | The company Rayla, with proved experience in the market about the development and establishment of Quality Management System, had the first training with ISAE/FGV collaborators. |
| Walk "Start walking, against hunger, misery and for the entrepreneurship". This event was part of the agenda of the Entrepreneurship Global Week and of Stand Up for the Millennium Goals. | XV de Novembro Street Curitiba/PR Nov 15,2008 | The movement was a calling for the government, companies and society to get together against poverty and support entrepreneurship as income generator and vector of sustainable development. |

8. CONCLUSION

ISAE/FGV as an academic Institution has emphasis, every time more, on the development of Globally Responsible Leaderships, based on the Ethics of relations and inspired by the challenges of Innovation and Corporate Sustainability, being the North to which we direct with intense determination.

More than determined, we are sure that our guiding concepts for a Responsible Management Education have been collaborating with the formation of new generations of leaders, corporate or institutional, ready for the noble mission of repositioning people and organizations for the present time they will draw, with innovation, the sustainable development. Our future.

Globally responsible leaders are generators of value. They value companies, their brands and their actions; they value people and their relationships; they value the environment and its resources. They give value and value themselves as intellectual assets, on whom the organizations with vision will surely invest.

The set of initiatives developed by ISAE/FGV tries to demonstrate that it is not always easy to put into practice what we desire, but to give the necessary importance to the theme, especially to the benefits of adopting this model in relation to the Millennium Goals, to the Global Compact Principles and to the Global Compact Academic Principles – the “Principles for Responsible Management Education” is the way for the construction of a more equal and sustainable world.

Whoever answers is responsible. Responsible Management Education is our answer to the future.