

# SUSTAINABILITY

## Report 2010

FUNDAÇÃO DOM CABRAL

**FDC**

DEVELOPING EXECUTIVES AND COMPANIES



### SIGNATORY



**PRME** Principles for Responsible  
Management Education



# FDC Shared Challenges for Sustainability

## Strategic Challenge: Being Relevant to Society

### Challenge 1 - Individual Responsibility

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

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

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

### Challenge 3 - Responsible Management

- (I) Create an internal environment (culture) of awareness by collaborators towards sustainability and social innovation at FDC;
- (II) Include corporate responsibility in the organization's management, in product development, in its operations and throughout its value chain, thus encouraging innovation in business and in operations while focusing on sustainability

### Challenge 4 - Knowledge

- (I) Develop the competencies needed to structure educational solutions through centers, products and events that will enable the institution to respond to the demands put forth by society;
- (II) Engage in research and facilitate dialogue among investors, companies, the government, civil society organizations and other stakeholders on how to overcome the challenges related to corporate responsibility and sustainability.

### Challenge 5 - Companies and Society

- (I) Generate and implement educational solutions that will create sustainable results for companies and for society;
- (II) Incorporate into its programs the values of corporate responsibility and the development of effective managers who will generate sustainable value for business and for society.

### Challenge 6 - Transparency

- (I) Continuous interaction with stakeholders on the ethical, environmental and socio-economic aspects involved in developing the institution's activities, disseminating its philosophy and the initiatives it has signed, as well as accounting for the commitments undertaken and the activities carried out;
- (II) Institutionally support initiatives in the areas of sustainability and corporate responsibility.

<sup>1</sup>An expression that refers to new strategies, concept and solutions that meet all kinds of social needs - from working conditions to education and also to the development of communities, solutions for social exclusion and health issues - that will develop and strengthen civil society.

<sup>2</sup> Global Compact (UN), Principles for Responsible Management Education (PRME) and Globally Responsible Leadership Initiative (GRLI).

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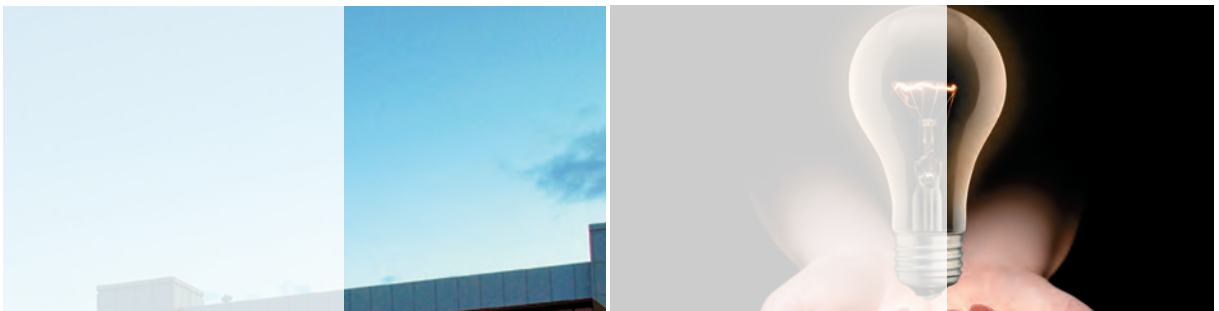
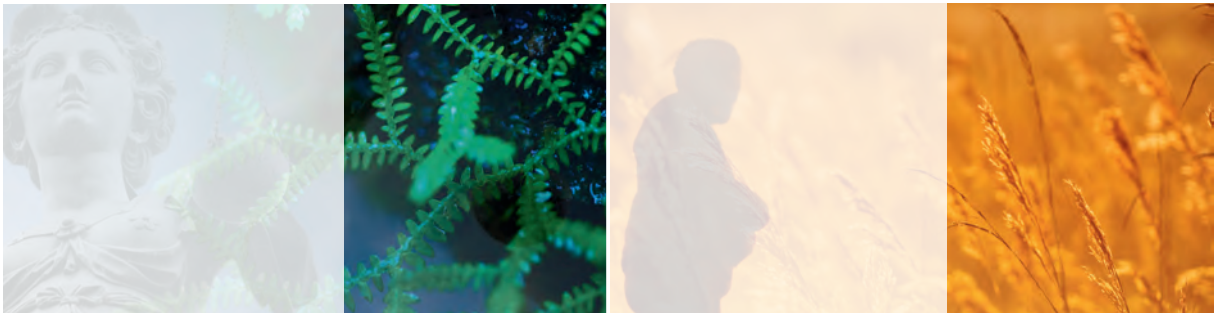
Wagner Furtado Veloso

Administration Process



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# Summary



# 1. Welcome letter

The Fundação Dom Cabral team believes that executive education necessarily involves the development of responsible leaders and organizations. The Institution's mission is to contribute to the sustainable development of society by educating and building the skills of executives, entrepreneurs and public administrators. Thus, our point of view is that educating for sustainability means inspiring each organization to feel responsible for building a better society.

FDC considers that sustainability includes social innovation, with an emphasis on opportunities for all, protection for the environment, and the development of effective organizations - to generate economic results, jobs and income - that will be committed to the concepts mentioned above and to ethical and healthy business practices.

FDC is concerned about not only social aspects but also environmental and economic ones, and this can be found throughout the years in the institution's daily processes and activities. Long before we talked about sustainability, our principles already reflected such a concept.

We have recently restructured our sustainability committee to promote synergy and to integrate the various strategic actions related to several programs and action projects in this field.



To enable us to meet this goal, we have launched the FDC *shared challenges*. It is a challenge because we know that we must work with the chance to turn issues that may look difficult, at first, into opportunities and development. It is shared because we believe that sustainability must permeate the organization, as it is not the responsibility of one single area. It is only by working cooperatively within a network that we will be able to build a greater dream.

In our attempts to become increasingly relevant to society, the projects aimed at sustainability have been surveyed and registered in this report. As we share the idea that sustainability is a journey, all the initiatives reported here will be constantly revisited.

FDC is proud to be able to share, in detail, the initiatives and results achieved in its quest for a more sustainable behavior.

We hope that after you have read this report you will be able to identify ways in which you can be part of this journey.

*Emerson de Almeida*

Dean

## 2. Profile

Fundação Dom Cabral is an autonomous, nonprofit institution created in 1976. FDC conceives educational solutions for business development, and so contributes to modernize corporate structures, improve business environments, and enhance sustainable economic growth and the development of society. It is a Brazilian institution that is present in the international arena. Its programs build the skills of executives so they can interact critically and strategically within organizations, thus extrapolating traditional concepts of professional education and development.



It is oriented towards conceiving relevant, useful and sustainable educational solutions that will contribute towards business development and that of society, as well.

As a Brazilian institution that is present internationally, it not only develops knowledge but also identifies it wherever it may be available and then incorporates it to its solutions through alliances and partnerships.

Its actions are carried out through open programs, customized programs, postgraduate courses and business partnerships, as it builds knowledge and shares experiences.

### MISSION

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

### BUSINESS

Educational solutions for business development.

### OBJECTIVE

To be a reference in executive and company development.





# Principles

**PARTNERSHIP:** Through which limitations are overcome and solutions are achieved as a result of the interaction among Fundação Dom Cabral, people, institutions and organizations.

**USEFULNESS:** The FDC reason for being, in the sense that our aim is to be useful towards developing society.

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

**TENACITY:** Perseverance at overcoming challenges and barriers on the way to building the dream of being a reference as an institution.

**DARING:** So that the impossible may be tried, aiming to make the dream come true.

**INNOVATION:** Running risks to be at the forefront, in a quest to do what is best for clients, the main focus of Fundação Dom Cabral's actions.

**ETHICS:** Concentrating on practicing loyalty, trust and transparency in our relations with people and in doing business.

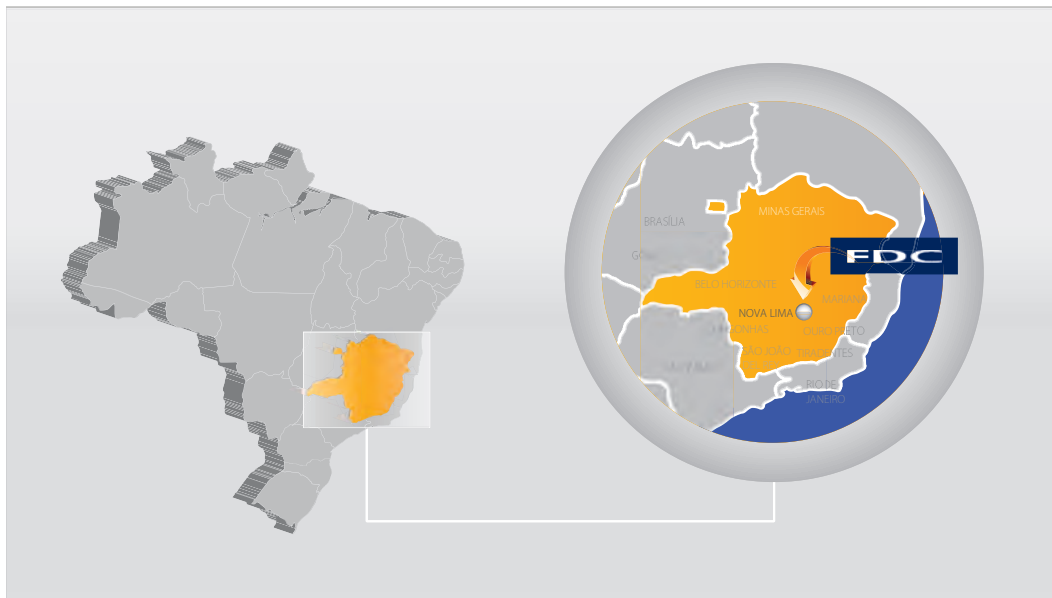
**SELF-SUSTAINABILITY:** By being loyal to the institution's nature, which requires intellectual independence, and along the lines of sustainable growth, which recommends austerity and efficiency.



# Facilities

## Aloysio Faria Campus

The Aloysio Faria Campus was listed as one of the 10 best campuses in the world on the 2010 Financial Times ranking. It offers full facilities and a space that reflects the dimension of one of the best business schools in the world. The Campus is located in Nova Lima, in Minas Gerais State, within the Belo Horizonte metropolitan area, and it stands near the main historical towns in the country – Ouro Preto, Mariana, Congonhas and Tiradentes, all of them UNESCO World Heritage Sites. The Campus offers facilities that encourage learning and integration while privileging the comfort of the participants.



## Belo Horizonte Office

Located downtown, the Belo Horizonte Office offers participants fully-equipped classrooms, besides meeting and breakout rooms, IT labs and an auditorium.

## São Paulo Office

As it aims to stand increasingly closer to its clients, FDC counts upon a support office in São Paulo. The office is structured for programs with up to 40 participants, and it also offers meeting rooms for FDC collaborators to meet clients.

Partnership )



# 3. Participation and commitment

Fundação Dom Cabral is a signatory of the Global Compact, a UN initiative to engage the business world in the building of a more stable, egalitarian and inclusive market and so generate a prosperous society while ensuring sustainable development. One of the commitments it has accepted is that of writing an annual Report to communicate to stakeholders the progress it has made in implementing and disseminating the ten Global Compact principles in its activities.

As FDC is a business school strongly involved in developing future leaders, there are two other UN proposals that speak directly to it: the definition of Globally Responsible Leadership (GRLI) and the Principles for Responsible Management Education (PRME).

FDC played an active part in writing down the guidelines for both proposals, together with other renowned business schools in the world. By itself, such participation is already an expression of its commitment to implementing the Global Compact; however, it would not be enough if it did not translate itself into action. FDC has worked towards changing its internal processes and giving its collaborators the chance to develop themselves. It has also worked towards complementing its offer of programs and courses, as it constantly updates its practices and concepts, aligning them with the demands put to business leaders by society and by the world of business.





## Princípios do Pacto Global



## The Principles for Responsible Management Education (PRME)

### **PRME** Principles for Responsible Management Education

#### 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 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 environmental, social and economic value.

### Principle 5

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

### Principle 6

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

We understand that our own organizational practices, besides serving as an example of the values and attitudes we convey to our participants, can encourage other academic institutions, associations and accreditation organizations to adopt and support these Principles.

## Representatives to Committees and Boards

Sustainability Center professionals take part in Councils and group initiatives carried out by the business community:

FIES – Itaú Social Excellence Fund

The Board of the Exame Sustainability Guide

FIEMG Citizenship Council

The Brazilian Global Compact Committee

Globally Responsible Leadership Initiative

Citizen Network Directors

The Board of the Brazilian Institute for Ethics in Business

Self-sustainability )





# 4. Recognition



## The Financial Times Executive Education Ranking

In the first semester, FDC achieved important conquests as regards rankings and accreditations. It was ranked the 6th best businesses schools in the world in the 2010 Financial Times Executive Education ranking. As the best placed school from Latin America on the list, FDC rose seven positions in relation to last year's ranking and remains in a select group of renowned businesses schools such as Ise Business School (Spain), IMD (Switzerland), HEC Paris (France) and the Harvard Business School (USA).



## Executive Education Ranking

Fundação Dom Cabral has taken top honors by placing 1<sup>st</sup> in the 2010 *América Economia* executive education ranking among the dozens of schools that are present in Latin America.

Four criteria were assessed to prepare the ranking: clients, the characteristics of the programs offered, faculty, and the degree of internationalization of the schools.



## Você S/A Ranking

FDC stood out in the *Você S/A* magazine ranking as the business school that was best assessed in Brazil by HR executives. In this specific ranking, FDC places 5th on the list of MBA courses, 3rd in specialization in Marketing and Finance, and 2nd in specialization in People Management.

# Certifications



## AMBA

In May, Fundação Dom Cabral received a five-year extension to its accreditation to the Association of MBAs (AMBA). This entity is headquartered in the UK and it accredits the best MBA programs in the world, thus guaranteeing quality standards and promoting an exchange of knowledge, ideas and best practices among its member international business schools. Before accrediting a school, AMBA auditors assess its qualitative and quantitative indicators - its faculty and student body, the structure and content of its programs, its teaching methods, its assessment systems, and the infrastructure it offers. FDC has been accredited since 2005 and it will keep its accreditation up to 2015, when it will be audited once again.



## EQUIS

In June, Fundação Dom Cabral received a three-year extension to the accreditation it had received in 2007 from the European Quality Improvement System (EQUIS), an accreditation system managed by the European Foundation for Management Development (EFMD), thus restating its qualification and international recognition in executive education. By joining other EQUIS members, FDC stands out as a high-quality institution in all the dimensions of its activities, besides having a high level of internationalization. EQUIS promotes a total assessment of a school: it takes into account all its programs, research activities, teaching methodologies, facilities and its relations with its collaborators and the community. It also takes into account the balance between the academic quality of its teachings and its contact with business reality.

# Awards and Honors

Fundação Dom Cabral received the 2010 Corporate Award at a ceremony held at the 7th Corporate Congress. The award aims to recognize companies in the market that stand out in criteria such as service quality and services.

The event aims to share the main trends, solutions, concepts and best business management practices. Among others, it was made up by the Rio de Janeiro State government, the Rio de Janeiro City Hall, the FIRJAN System, CFA - Federal Administration Council, COFECON - Federal Economics Council, CFC - Federal Accounting Council, AMCHAM and Inmetro.



Aloysio Faria Campus



Ethics)



# 5. Understanding the Report

## Shared Challenge - Transparency

(I) Continuous interaction with stakeholders on the ethical, environmental and socio-economic aspects involved in carrying out the Institution's activities, disseminating its philosophy and the initiatives it is a signatory of, as well as accounting for the commitments it has taken on and the activities it has carried out.

## Sustainability Report

This Report aims to inform our audiences and, based on the responsible commitments taken on, the actions, the activities and the results achieved in 2010. The results of this process to insert sustainability can be seen in this document, whose chapters present macro themes related to the FDC shared challenges. From this issue onwards, Fundação Dom Cabral will publish its Sustainability Report every year. We believe that the Report will follow the broad and deep evolution of sustainability at FDC. Thus, we have opted for now to prepare a report based on the FDC shared challenges, the Principles of the Global Compact, PRME and GRLI.

FDC recognizes the relevance of the GRI – Global Reporting Initiative as an international standard to report information on sustainability in the actions carried out by companies. Despite the fact that FDC is not yet ready to follow this standard in full, this is one of our commitments for the coming years. Thus, at the end of this report we present a remissive index of the indicators that have already been collected by FDC in 2010. These will be our references to evolve in coming years.

We hope that this document can be, at the same time, a source of information, inspiration and a management tool that will allow us to better measure FDC performance from the perspective of sustainability.

### Information about the document

Additional information, criticisms or suggestions about this document can be made through the telephone number (31)3589-7442 or through the e-mail address [comitedesustentabilidade@fdc.org.br](mailto:comitedesustentabilidade@fdc.org.br)

## The Index of the Global Compact, PRME and GRLI Principles

To make it easier to understand and read the results achieved as regards the commitments made by FDC to the Global Compact, PRME and GRLI, we present here a table of compared principles that describes the main FDC projects related to sustainability.

<sup>3</sup> Global Compact - (UN), Principles for Responsible Management Education (PRME) and Globally Responsible Leadership Initiative (GRLI).















# Projects and Principles – FDC

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Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						The Principles of the Global Compact										GRI				PRIME						Beginning	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6			
"Sustainability and Corporate Governance - SGC: an analysis of guidelines, manuals and laws that deal with corporate governance, the creation of a tool to assess sustainability and corporate governance.																											2006	2006	-
Sustainability and Strategic Planning at Companies in Brazil: An analysis of sustainability in strategic planning, dealing with the reputation and integration of local development themes, creating a tool to assess sustainability and strategic planning																											2007/08	2007/08	-
The Challenges to Sustainability and People Management at Companies in Brazil: an analysis of sustainability and people management.																											2009	2009	-
"Sustainability and Power in Organizations: systematizing research on sustainability in leadership, education, governance, strategic planning and people management; it aims to organize the arguments produced through CRGRS research, as a basis to bring sustainability and power together at organizations.																											2009/10	2009/11	43
Pilot project on education and on the application of the methodology developed by the "Sustainability and Strategic Planning" research project to management reality at Braskem																											2009	2009	-
Pilot project on education and on the application of the methodology developed by the "Sustainability and People Management "research project at Camargo Correa"																											2010	2010	43
CDS - Civil Construction																											2008	continuous	
Pilot Program: Sustainability for Civil Construction Managers																											2009	continuous	43
Responsible Retailing Development Center - CDVR																											2007	continuous	
Fecormécio Sustainability Award Research																											2008	continuous	70





































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Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						The Principles of the Global Compact										GRI				PRIME						Beginning	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6			
"Responsible Retailing Code of Conduct and the "Future Retailing" model: After surveys and interaction with companies and with society, the initial versions were formatted and then offered to the public's appreciation both at events and through the Internet.				 																							2009/2010	2009/11	43
Inclusive Markets Reference Center																											2010	continuous	
A Survey on Inclusive Markets in Brazil																											2010	2010	-
Publications																													
Book chapters																													
"The Sustainable Scorecard as an action framework to manage sustainability: the tubo de Brasil case. 2009. Author: Oliveira, AMF Reference: Corporate Systems to Manage Environmental Information: advances and trends."																											2009	2009	-
Natura Ekos: Perfume fragrances promote sustainable development in Brazil. 2008. Author: PARO, Roberta. Reference: Creating Value for All: strategies for doing business with the poor (UNISA/South Africa) (international launch by UNDP/English).																											2008	2008	-
Assessing land-related conflict: the case of VCP and eucalyptus plantations in Brazil. 2008. Author: PARO, Roberta. Reference: The Business of Sustainable Development in Africa (UNISA / South Africa).																											2008	2008	-
Votorantim Celulose e Papel (VCP): planting eucalyptus in partnership with the rural poor. 2008. Author: PARO, Roberta. Reference: Creating Value for All: strategies for doing business with the poor (UNISA/South Africa) (international launch by UNDP/English).																											2008	2008	-
Articles published in magazines and newspapers																													
Responsible Sustainability. Author: BOECHAT, Claudio Bruzzi. Reference: Dom: a Revista da Fundação Dom Cabral, Bh, n.05, 2008.																											2008	2008	-

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























































































































Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						The Principles of the Global Compact										GRI				PRIME						Beginning	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6			
Round Table – “Investment and returns in the field of sustainability: a financial point of view. Author: Cláudio Boechat; Marco Antônio Fujihara. Reference: Dom: a Revista da Fundação Dom Cabral, Bh, n.05, 2008.																											2008	2008	-
Case Studies																													
Natura Ekos: Perfume fragrances promote sustainable development in Brazil. Case Workbook. Nova Lima: FDC, 2009. Author: BOECHAT, C.B.; PARO, R.																											2009	2009	-
Sadia Sustainable Pig Farming Program (3S Program): bringing sustainability into the supply chain. Case Workbook. Nova Lima: FDC, 2009. Author: BOECHAT, C.B.; WERNECK N.; MIRAGLIA, L.																											2009	2009	-
Votorantim Celulose e Papel (VCP): planting eucalyptus in partnership with the rural poor. Case Workbook. Nova Lima: FDC, 2009. Author: BOECHAT, C.B.; PARO, R.																											2009	2009	-
Further Research																													
Challenges to Sustainability and Strategic Planning at Companies: the evolution of companies at managing their involvement with Brazilian challenges to sustainability.																											2007 - 1st version 2009/2010 - revised	2010	-
A map of the political, social, environmental and economic challenges faced by the country as regards sustainability.																													-
Innovation Center																													
Mineira Environmental Innovation Network - Partnership among FDC, FAPEMIG and SECTS																											2010	continuous	43
Market Process																													
Open Programs																													
GRS - Responsible Management for Sustainability																											2003	continuous	37
PDE - Executive Development Program - Developing the theme: “ethics, the individual, society and the company”																											2010	continuous	37
STC Executive - Skills, tools & competencies - module: “Our common future: sustainable decision-making”.																											2010	continuous	37

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
























































































Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						The Principles of the Global Compact										GRI			PRIME						Beginning	End	Page	
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6			
PGA - “Themes for Excellence” paper: Social Inclusion																											2010	continuous	37
BRICS – A lecture on Sustainable Development – lecturer: Virgilio Viana – President of the Amazônia Sustentável NGO																											2010	continuous	37
Customized Programs																													
Philips - Education and Leadership for Sustainability																											2009	2010	38
Odebrecht - Business Sustainability																											2010	2010	38
Energisa - Community projects																											2010	2010	38
Eletrobrás - Preparing the Sustainability Report based on GRI																											2009	2009	38
Furnas - The fundamentals to prepare the annual social-environmental report																											2010	2010	38
Funbio - Process redesign to optimize the acquisitions made by the Fundo Brasileiro Project to preserve biodiversity.																											2010	2011	38
EADS (Airbus) - Presentation and discussion with the participants taking part in the Research Project “The challenges of company sustainability” and “Strategic Planning”.																											2010	2010	38
Halma - A visit to Casa do Jardim school. One day in contact with underserved children.																											2010	2010	39
ARPEL - The Association of Oil and Gas Companies in Latin America and the Caribbean / RECOPE - Refinadora Costarricense de Petróleo - Globally Responsible Leadership.																											2009	2010	38
BASF - Leadership Development Program.																											2009	2009	38
SEFAZ-BA - Development Program Manager - Developing a kind of management that is more oriented towards results, kinder and more participative.																											2010	2010	38
Banco do Brasil - Development Workshop																											2010	2010	38
FIEMG - Socio-environmental Responsibility at Companies Lecture - at the event “2010 Regional Seminars on Social Responsibility”																											2010	2010	38
Globally Responsible Leadership Project - ECOPETROL																											2010	2010	38
Globally Responsible Leadership Project - ANCAP																											2010	2010	38
Programa 10.000 mulheres																											2009	continuous	



Click on the desired page to get access to all of the content.

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						The Principles of the Global Compact										GRI						PRIME						Beginning	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6					
Partnerships																															
PCSS - Partnership for sustainable and sustained growth																										2010	continuous	35			
POS - Partnership with Social Organizations																										2010	continuous	34			
PAEX - Jardim Canadá																										2009	continuous	36			
RDI - Integrated Development Network (Company cooperation and sustainability within networks and productive chains)																										2008	continuous	36			
Postgraduate; specialization; MBA and Master's Degree																															
Application Projects focused on sustainability - MBA																											continuous	39			
Carrying out the SP Specialization Program to mainstream sustainability into the program's content																								2010	continuous	40					
Administration Process																															
Infrastructure																															
FDC Aware - Selective garbage disposal launch																										2010	continuous	54			
Green IT Project																										2010	continuous	55			
Quality of life and benefits department																															
Benefits offered to collaborators regarding health and quality of life																											continuous	48			
APASS - The Association of FDC Employees and Contractors																										2005	continuous	49			
CED - Document Publishing Department																															
Digital Books																										2008	continuous	56			
Institutional																															
The Sustainability and Social Inclusion Committee																															
An Institutional document with the FDC sustainability philosophy																										2009	2010	30			
Agreement with Fundação Flávio Gutierrez / Artes e Ofícios museum																										2008	continuous	63			
Management support for Instituto Kairós																											continuous	-			
Partnership with IBM in the IBM Corporate Services Corps Program																										2010	continuous	-			
Carrying out a Workshop on Sustainability for Specialization Course Professors																									2009	pending	-				

Click on the desired page to get access to all of the content.

Projects/ Programs/ Policies	FDC Shared Challenges for Sustainability						The Principles of the Global Compact										GRI				PRIME						Beginning	End	Page
	Responsible Management	Social Innovation	Transparency	Knowledge	Companies and Society	Individual Responsibility	1	2	3	4	5	6	7	8	9	10	1	2	3	4	1	2	3	4	5	6			
Support for managers and thematic inclusion in the following main programs: Philips, Odebrech, Energisa, Basf, Anglogold, Samarco, Camargo Correa, Previ, SEMAD, MBAs and others																											2010	continuous	-
PLIC - Lagoa dos Ingleses Citizenship Program																											2008	continuous	65
Specialization grants for community leaders																											2009	continuous	62
The Opportunity Garden																											2010	continuous	67
Work Group - “A Networked Environment”																											2010	continuous	66
Volunteers’ Committee																													
Supporting NGOs (Primeiros Passos, Ponto Cultural, Casa Jardim)																											2009	continuous	58
Enlarging the Jardim Canadá public library																											2005	continuous	58
Support for the Dom Orione School (implementing an IT center and a public library)																											2010	continuous	58
Participation at Children’s Day and Education Day at FDC																												continuous	59
Organizing the Christmas bazaar and the Mother’s Day bazaar																											2007	continuous	59
Generous Tree																											2009	continuous	59
Christmas food basket distribution																											2008	continuous	60
Contribution to APAPE																											2010		61
Support for Projeto Providência																											2010		61
Other Initiatives																													
Setting up a virtual network: Sustained and Sustainable Growth																											continuous	36	
The Good Example Award - FDC and Rede Globo Minas Partnership																											2010	2010	69
Support for Sustentar 2010																											2010	2010	70
Strategic Moves in Business Education Conference - FDC and EFMD Partnership																											2010	2010	69
Technical assistance for the “Hugo Werneck Sustainability & Love of Nature Award” - Ecológico magazine																										2010	2010	72	
Partnership with AMCHAM for the 2010 Decisions Forum - Sustainable Management																									2010	2010	73		
Participation at the UN Leaders Summit																											2010	2010	71
Participation in the international survey on anticorruption education																										2010	ongoing	-	

Tenacity)



# 6. Sustainability: A Strategic Vision

The FDC mission – to contribute to the sustainable development of society by educating and building the skills of executives, entrepreneurs and public administrators – is aligned with commitments to sustainability and social inclusion, and its consequences are specified in the Internal Covenant, the document that sets behavior guidelines for all those who work with the Institution. The concepts of sustainability and social responsibility have been taken into account in FDC strategic planning and results. Furthermore, these concepts guide the Institution's institutional and pedagogic actions in its partnerships and programs.

To coordinate such actions, the Sustainability Committee was created in 2008, and its attributions are as follow:

To subsidize the continuous philosophic and conceptual updating of the theme.

To contribute to include sustainability and social inclusion in FDC strategy and operations.

To contribute to define, structure and operationalize the "Business Emphasizing Social Inclusion" Project.

To recommend measures and support projects that can strengthen volunteer actions taken by collaborators, and those of sustainability and social inclusion in the processes and businesses carried out by the Institution.

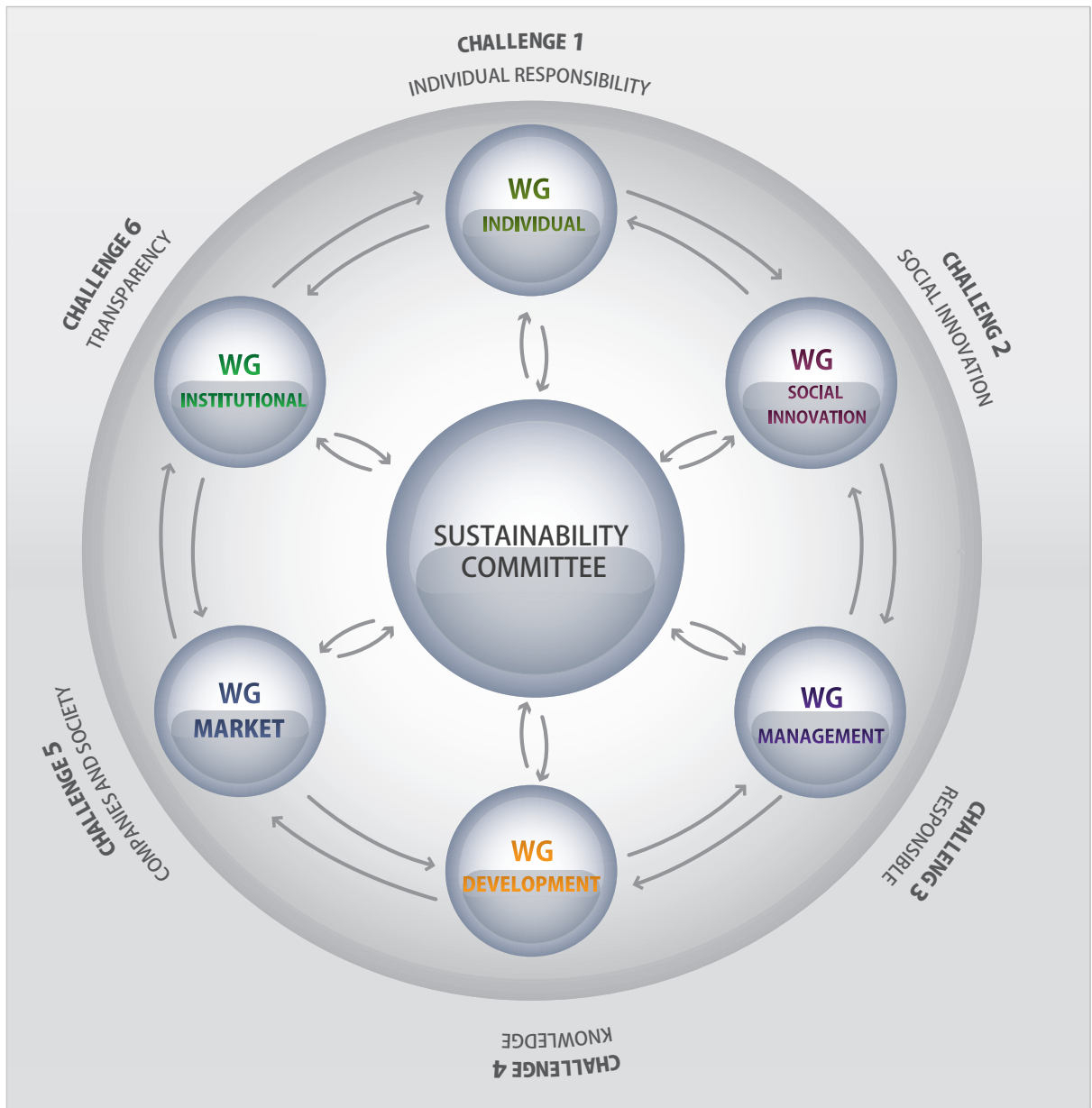
To seek to integrate and care for the synergy among the different projects and actions within the various processes and among people, all related to sustainability and social inclusion, in the short, mid and long terms.

To recommend the institutionalization and promotion of cooperative relations with other entities from the community and from society.

In 2010, the Sustainability Committee went through changes as its makeup was changed to enhance its influence over all FDC actions. A new operational model was prepared, and it will be implemented during 2011, when it will create work groups guided by specific themes that will respond to FDC commitments.

Each work group will be free to develop programs and projects linked to its field of action. However, it will always act in synergy with the other groups and it will report its projects to the sustainability committee. There is a leader for each work group, and the leader will call and conduct meetings whenever it should be necessary. As of 2011, the sustainability community will meet four times a year to plan, follow-up on and wrap up actions aimed at sustainability.





The FDC sustainability committee's operational model

To allow for a better structured line of action for the initiatives aimed at sustainability, a Letter of Shared Challenges was created at the end of 2010. It will support FDC activities as well as the projects presented by the workgroups.

The Letter of Shared Challenges for Sustainability seeks to translate the strategic challenge of being relevant to society through structuring projects that will allow each sector and each collaborator to be a change agent.

The shared challenges were grouped into six themes: individual responsibility, knowledge, social innovation, transparency, responsible management, companies and society.



FDC shared challenges.



Usefulness )



# 7. Educational Solutions

## Shared Challenge - Companies and Society

- (I) Generate and implement educational solutions to achieve sustainable results for companies and for society.
- (II) Incorporate in its programs the values of social responsibility and build the skills of effective managers who will generate sustainable value for business and for society.

FDC educational solutions are developed based on committed listening to the needs of organizations. Such listening seeks to integrate consistent and up-to-date knowledge with the business practices it deals with and systematizes, and with which it interacts and contributes.

Besides the knowledge developed in its research activities and offered by its faculty, FDC mobilizes and articulates partnerships with social and academic organizations in its quest for new approaches to face contemporary business management challenges.

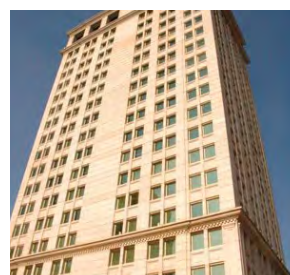
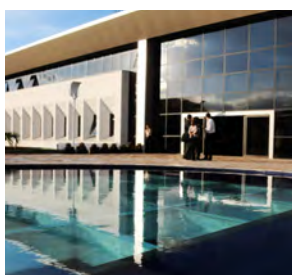
Its educational solutions are grouped into four families:

Open Programs: aimed at building the skills of executives

Postgraduate: MBA, Master's and Specialization

Customized Programs: aimed at business development

Partnerships: building a basis, systematizing and exchanging experiences





# Innovation)



# 8. Educating for Sustainability

## Business Partnerships

### PARTNERSHIP WITH SOCIAL ORGANIZATIONS - POS

This partnership makes it possible for FDC to offer experience in management and in educating executives to enhance the development of social organizations, thus making them self-sustainable and attractive to investments. POS is based on the joint building of knowledge through the exchange of experiences among executives from civil society who share common characteristics and objectives. It is an effort that focuses on professionalizing the management of social organizations and on promoting improved results in the mid and long terms. The objective of this partnership is to contribute to enhance the management of civil society entities, and so FDC practices what it does best: it contributes to the development of society.

In 2010, POS set up 1 group with the participation of 11 companies. Seventeen events were held, and they were attended by 110 executives.

### POS holds its first leaders' meeting

The first Meeting of the Leaders of the Partnership with Social Organizations (POS) was held in April. The theme of the meeting was the funding of social organizations. The meeting offered the leaders of the partnering entities the opportunity to exchange experiences and to come into contact with up-to-date content and cases. It also dealt with how to deal with funding, sources of financing for the third sector, fiscal incentives, and tax and accounting perspectives.



Asmare members and Professor Vanderlei Soela

A meeting between the Association of Paper and Recyclable Material - ASMARE and FDC.  
On August 3, there was a meeting between the Association of Paper and Recyclable Material and FDC.

ASMARE, which is a member of the Fundação Dom Cabral POS – Partnership with Social Organizations –, was present with 10 of its representatives, who prepared the association's Strategic Planning. The group developed the first part of the PE (Business Project) by defining its ideology (cause, mission, values and vision). Furthermore, they made an important reflection about the moment the institution is going through as the main entity in the State that brings these workers together, and its perspectives for the future. The next step is to begin to assess the institution's positive and negative points and carry out a brief scenario analysis to help them set out their strategic objectives.

## PARTNERSHIP FOR SUSTAINED AND SUSTAINABLE GROWTH – PCSS

PCSS was launched this year, and it brings together the expertise of mid and large size companies that seek to find and share new growth models of continuous and sustainable growth. These companies seek their original entrepreneurial spirit, and they believe that maintaining growth also depends on business management that can promote growth and bring profits, recognizing and facilitating their carrying out their economic and non-economic aspirations – the sustainable development of all social actors. It is a partnership for lasting and sustainable company growth, and it places social and business responsibility into the organization's agendas. A committee of sponsors made up by FDC professors, member schools and executives from the areas of finance, market, people, and sustainability works together with the member company's CEO by offering advice, validating models, offering conceptual knowledge and references, and sharing knowledge. The partnership has brought together 312 participants from 12 companies into a group. Fifty-eight events have been carried out.



Partnership for sustained and sustainable growth – PCSS



## Social Network – Sustained and Sustainable Growth

Set up by our collaborator, FDC professor Luis Augusto Lobão Mendes, the Sustained and Sustainable Growth Social Network is an initiative to discuss the capacity to meld performance, growth and socio-environmental responsibility.



## Annual PAEX Network Meeting

PAEX – Partners for Excellence is a partnership that brings together mid size companies focused on a quest for results. The partnership currently includes 358 companies organized into 48 regional groups in Brazil, Chile, Paraguay and Portugal.

The 13th PAEX Network Meeting brought together 450 participants for a 3-day event. In 2010, “Sustained and Sustainable Growth” was the core theme of the meeting. The keynote speech and the presentation of the business cases were led by Professor Cláudio Boechat from the Petrobras Sustainability Center.

## PAEX – Jardim Canadá

Paex Jardim Canadá aims to support local entrepreneurs by meeting the needs of the small and mid size companies set up in the district and in the FDC surroundings. The group is supported by the Jardim Canadá Industry and Commerce Association – AICJC, and there are eight member companies. The amount of the contribution made by the companies is subsidized by FDC, and the activities have been fitted to this audience’s reality.

## RDI – Integrated Development Network

Partnership Management and Cooperation Networks: Sustainability within a Network



RDI – Integrated Development Network – seeks to develop management skills for sustainability and governance within cooperation networks in general terms and within networks made up by organizations within the context of their productive chains, in LPAs (Local Productive Arrangements), in co-operatives or associations, and others. Thus, as they build management skills at companies in their productive chains, RDI intends to prepare them both individually and in networks as they strengthen each other reciprocally within a competitive context that will favor the building of increasingly stronger alliances. RDI intends to generate reciprocal value by establishing strategic alignment and cooperation among the partner organizations, thereby achieving the objectives agreed upon among the partnership's members. The partnership set up nine groups in 2010, as 112 companies joined it. There were 58 events and 250 executives attended them.

## Open Programs

### GRS – Responsible Management for Sustainability

The 9th group of the Responsible Management for Sustainability Program was run in 2010. The group was made up by 44 professionals, and three of them came from abroad (two from Paraguay and one from Argentina).

The theme has been at the top of the business world agenda, and organizations have striven to get to know the concept of sustainability better by focusing on company prosperity, the environmental quality of the systems that surround them, and the social equality of the communities they are inserted in. GRS has been a profitable arena for learning and discussing these three instances. As they involve various fields of knowledge, sustainability and responsible management have become extremely busy themes. This has demanded that GRS content should be dealt with and updated every year, which has been done in 2010 and which certainly will also be done in 2011. The content dealt with in the program is based on the Biogram, a model supported by the concept of an aware organization.

The Program is held in São Paulo, and it is structured into three modules:

- I – Positioning the Company within Sustainability
- II – Managing the Company Responsibly
- III - Practicing Corporate Responsibility

To enable participants to build an action plan, the Program includes eight exercises that use the DL methodology. These exercises are structured so that, at the end, participants will have a single, structured result.

Integrating sustainability into existing programs	
Program	Theme / Module
PDE - Executive Development Program	"Ethics, the Individual, Society and the Company"
STC Executive - Skills, Tools & Competencies	"Our common future: sustainable decision-making".
PGA - Advanced Management Program	"Themes for Excellence" paper: Social Inclusion
BRICS on BRICS	A lecture on Sustainable Development

## Customized Programs

### Customized Programs aimed at Sustainability

Philips - Education and Leadership for Sustainability

Energisa - Community Projects

Odebrecht - Business Sustainability

Furnas- The fundamentals needed to prepare the social-environmental annual report

Funbio – Process redesign to optimize the acquisitions made by the Fundo Brasileiro Projects to preserve biodiversity.

EADS (Airbus) - Presentation and discussion with the participants of the Research Projects “The challenges facing company sustainability” and “Strategic Planning”

ARPEL – The Association of Oil and Gas Companies in Latin America and the Caribbean / RECOPE - Refinadora Costarricense de Petróleo

ANCAP – Administración Nacional de Combustibles, Alcohol y Portland (Uruguay)

Globally Responsible Leadership.

SEFAZ-BA - Development Program Manager - developing management that is more oriented towards results, kinder and more participative.

Banco do Brasil - Sustainable Development Workshop

FIEMG – Lecture: Socio-Environmental Responsibility at Companies, by professor Claudio Boechat, at the event 2010 Social Responsibility Regional Seminars.

FIBRIA – Responsible Management for Sustainability

## 10,000 Women – Entrepreneurial Women

The 10,000 Women project aims to develop the entrepreneurial talent, administrative skills and the business knowledge development of women from emerging markets who, otherwise, would not have such an opportunity.



Women who have graduated from the 10,000 Women program

The project, which was set up by the Goldman Sachs Bank, aims to take management education to 10,000 women throughout the world by offering them business management knowledge and developing their management skills. Therefore, the initiative aims to increase the number of women who are decisively present in business, besides helping to improve the quality of education all over the world. The project is run through a partnership among world-renowned business schools.

In Brazil, Fundação Dom Cabral, in partnership with INSEAD (France), is one of the schools that has been chosen for this important initiative, and it will develop 500 women in 5 years by means of a business management program.

At the end of the first semester of 2010, 97 women graduated from the 10,000 Women – Entrepreneurial Women Program, and their projects brought improvements to their communities. In September, 2010, Fundação Dom Cabral launched another group made up by 95 entrepreneurs.

## Halma - FDC brings international executives closer to Brazilian children

The Halma Executive Development Programme (HEDP) carried out an activity in its third module that aimed to broaden the international mindset of executives, besides promoting interaction between the 14 participants and the reality of a country that has been increasingly present in the international media due to its recent, current and possible future economic and social development, its performance vis-à-vis the international crisis, and its ambitions in the international scenario.

On June 26, Group Halma directors, who remained at FDC for one week, took part in a different activity: they played ball, practiced *capoeira* and helped students from Casa do Jardim school to build paper airplanes.

Besides these joint activities, the participants distributed gifts to the children and made a US\$5,500.00 donation to the institution for it to invest in areas the school's board may believe necessary.

## Postgraduate: specialization, executive corporate MBA and Master's

Professors incorporate Sustainability and Social Responsibility into their class content

The first module of the workshop on sustainability for the professors who teach the FDC Specialization Programs was held in 2010. From the knowledge garnered in the two workshop modules, the 26 participants began to develop their course syllabus by incorporating the concepts of sustainability.

The workshop aims to encourage the professors who teach the Fundação Dom Cabral Specialization Programs to insert into their syllabuses the concepts of sustainability and social responsibility. The first module was held at the BH Office and the professors were provoked to debate about how important it is to broach these principles when developing participants.

## Incorporating Sustainability into the Mainstream

The highlight of the year 2010 was the hosting of a Specialization in Business Management course that pioneered the incorporation of sustainability as a mainstream theme, both directly in the disciplines and at key moments of the agenda. A workshop to deal with conceptual alignment was held before the start of the course, and it was led by the Petrobras Sustainability Center. During this two-day stage, 27 professors (three from each emphasis) were able to align concepts and then propose syllabuses and activities permeated by sustainability themes. The application project that participants will develop must also present sustainability as a mainstream theme.

### Social Action – MBA Group 23

The task of restoring the São Judas Tadeu nursery school, in Nova Lima, was finished in 2010. The initiative to carry out this project was launched by FDC MBA participants from group 23. The work began in July, 2009, and it aimed to build a new wing with 6 classrooms, which made it possible to host a further 300 children and to create a space destined for teaching trades and crafts. The FDC MBA participants, together with the local community, got to work and managed to offer better service and peace of mind to the parents and to the children who benefit from the São Judas Tadeu nursery school.



The São Judas Tadeu nursery school, Nova Lima, MG



São Judas Tadeu nursery school children

Through everyone's efforts, we managed to gather...  
R\$9,400.00, counting private and company donations  
15 computers



## KNOWLEDGE DEVELOPMENT

### Shared Challenge: Knowledge

- (I) To develop the competence to structure educational solutions through centers, products and events that will be able to respond to the demands put forth by society;
- (II) To engage in research and facilitate the dialogue among investors, companies, the government, civil society organizations and other stakeholders on the challenges related to social responsibility and to sustainability and to overcoming barriers.

FDC has significantly invested in generating and disseminating knowledge related to strategic themes from the business world, and it has made an effort to create an environment and structures that encourage and lead to such activities. The Knowledge Generation Centers are part of such initiatives. They are spaces aimed at developing multidisciplinary studies, research, content development, methodologies, and innovative technologies and solutions that involve clients, companies, partners and other domestic and international teaching and research institutions. The knowledge generated by the centers is disseminated by means of books, articles, case studies, and participating and organizing conferences, forums and seminars.

The following centers are already currently active:

ENTREPRENEURSHIP
BUSINESS MANAGEMENT
B2B MARKET MANAGEMENT
CCR CORPORATE GOVERNANCE
CCR INFRASTRUCTURE AND LOGISTICS
INNOVATION
VALE LEADERSHIP
INTERNATIONAL BUSINESS
SUSTAINABILITY AND CORPORATE RESPONSIBILITY

The Knowledge Generation Centers are supported and sponsored by different domestic and multinational companies, and also by partnerships with important teaching institutions and research centers.

The activities carried out by the centers include meeting some demands put forth by programs or clients, applying the knowledge they generate, and systematizing experiences as part of the development process.

### Petrobras Sustainability Center

It was set up to develop knowledge about sustainability. Its commitments also include disseminating knowledge and contributing towards developing globally responsible leaders, as it aims to induce sustainability in people, business, society and the planet.

Its model is based on three pillars:

The Center, which concentrates incursions on new themes and models, and the incubation and articulation of the other creative spaces (the sub-centers). Furthermore, the Center is responsible for the open program named Responsible Management for Sustainability (GRS) and for meeting demands as regards sustainability and corporate responsibility.

The Reference Center is a space shared with groups of companies and dedicated to developing and applying knowledge on specific themes, though they are appropriate to companies of any kind and from any industry.

The Development Centers are spaces shared with groups of companies and dedicated to developing and applying knowledge that is appropriate to certain industries.

## Petrobras is the new Sustainability Center partner

Fundação Dom Cabral has signed a contract with Petrobras for it to sponsor the Sustainability Center. Supported by the company, the Petrobras Sustainability Center will promote broader actions, and so it will be able to enhance the effectiveness of its activities. The event that launched the partnership was held in Rio de Janeiro, at Petrobras headquarters. The following people were present: Environment Minister Izabella Teixeira, Rio de Janeiro State Environment Secretary Marilene Ramos, Petrobras institutional communications executive manager Wilson Santa Rosa. FDC was represented by executive director Elson Valim, institutional relations manager Ricardo Siqueira Campos, and Petrobras Sustainability Center coordinator Maria Raquel Grassi.

Once again in 2010, a partnership between FDC and Universidade Petrobras led to the Responsible Leader Manual. The document is part of the Globally Responsible Leadership Initiative (GRLI) created by the two international institutions, and it aims to disseminate socially responsible business initiatives. Furthermore, a bimonthly newsletter began to be published at the end of July to disseminate topics and practices in globally responsible business leadership. FDC collaborators will be able to access information about the Globally Responsible Leadership Initiative (GRLI) through this new newsletter that will be published by the organization in "FDC em Notícias".

## REFERENCE CENTER IN RESPONSIBLE MANAGEMENT FOR SUSTAINABILITY – CRGRS

The CRGRS was created in 2004 and it began to generate knowledge to explore the internal and business environments of our partner companies, the market, the social and natural Brazilian environments, and the worldwide and globalized environments.

## RESPONSIBLE RETAILING DEVELOPMENT CENTER – CDVR

CDVR was set up in 2007 to generate knowledge aimed at retail companies in the mass goods and services industry and to the components of their supply chain, thus favoring the practice of the principles of conscious consumption, ethical behavior and commitment to the great issues demanded by Brazilian society.

Main research projects carried out by the Petrobras Sustainability Center and wrapped up in 2010
People management and sustainability
Research report on the future retailing model
Responsible retailing principles
Research to create the basic theoretical model for the activities of the Civil Construction Development Center
Research report on the challenges to Sustainability and Strategic Planning at Companies

## Innovation Center

A new research agreement on Environmental Innovation was signed with the Secretariat of Science, Technology and Higher Education of Minas Gerais State in 2010. The research will be developed for two years, and it intends not only to generate knowledge about the theme in five areas (water, emissions, residues, energy and biodiversity) but also to create interaction and cooperation areas among the government, companies, academia and the third sector, thus turning Minas Gerais into a center of sustainable innovation.

## Knowledge Sharing

The Pedagogic Center's main objective is to offer methodological and technical support towards quality educational practices. It supports managers and professors as they prepare programs and develop activities that contribute to enhance learning/teaching strategies.

Sixteen different kinds of activities were developed.

Activity	Number of Activities
Pedagogic Moments	6 meetings (25 people – average per meeting)
Meetings to Capitalize on Knowledge	7 meetings (15 people per meeting)
Meetings with Professors	01 meeting (63 participants)
Study cycle – Complexity and Management	2 meetings



People  
Valuing )





# 9. Responsible Management

## Shared Challenge: Responsible Management

- (I) Create an internal environment (culture) of awareness by collaborators towards sustainability and social innovation at FDC;
- (II) Include corporate responsibility in the organization's management, in product development, in its operations and throughout its value chain, thus encouraging innovation in business and in operations while focusing on sustainability

## Human Relations

### People Management

People Management follows the Human Resources Development Plan – PDRH, which is based on the Managing by Competencies model: International Articulation, Active Listening, Leadership, Negotiation, Results Orientation, Teamwork and Systemic Vision.

### The makeup of the direct collaborator staff, in numbers

Education Level	Administrative Center	Technical Center	Total
5th grade secondary school	1		1
Doctoral degree		15	15
College education	99	8	108
Ongoing college education	35		35
Secondary school	3		3
High school	16		16
Ongoing high school	2		2
Master's degree	3	39	42
Ongoing Master's degree	1	2	2
Postgraduate degree	35	19	54
Ongoing postgraduate degree	12		12
<b>Total</b>	<b>207</b>	<b>83</b>	<b>290</b>

Agenda	Administrative Center	Technical Center	Total
Women	143	40	183
Men	64	43	107
<b>Total</b>	<b>207</b>	<b>83</b>	<b>290</b>

Age	Administrative Center	Technical Center	Total
Up to 25 years	32	1	33
From 26 to 35 years	96	11	107
From 36 to 45 years	44	23	67
From 46 to 55 years	28	31	59
Over 55 years	7	17	24
<b>Total</b>	<b>207</b>	<b>83</b>	<b>290</b>

Center	Average Age
Administrative Center	35
Technical Center	46
Média	40,5

Total number of collaborators by type of link:		
290	84%	direct
24	7%	temporary /outsourced
33	10%	trainee
347	100%	Total

Total number of collaborators per region (Office)		
305	88%	Campus (Nova Lima)
31	9%	Belo Horizonte Office
11	3%	São Paulo Office
347	100%	Total

Total number of collaborators by gender		
208	60%	Women
139	40%	Men
347	100%	Total

Average Income	
4.575,45	Women
7.344,76	Men

\* There is no difference between men and women's salaries. The amounts are defined according to the position held.

Proportion of income in relation to the Total	
48%	Women
52%	Men
100%	Men + Women

Employee turnover index up to November / 2010
13,71%

Years at the company	
Up to 5 years	182
From 6 to 10 years	63
From 11 to 15 years	24
From 16 to 20 years	5
Over 20 years	16
	290

## Collaborators and Faculty

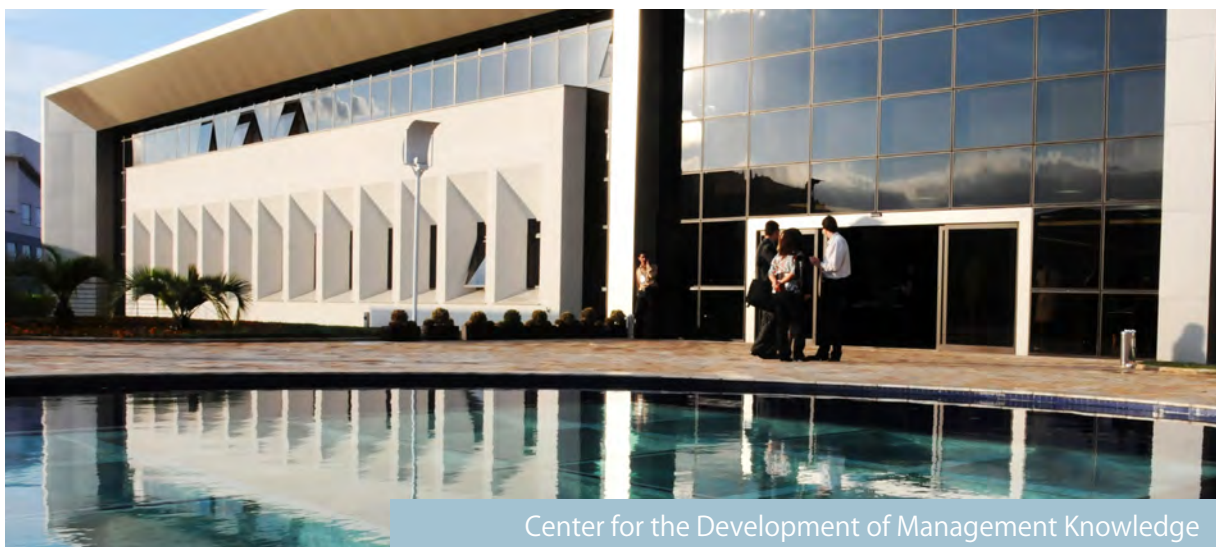
The Faculty is split into categories that reflect the frequency professors work on FDC products and projects. There are professors exclusively dedicated to FDC (full-time), associate professors (greater presence at the institution), guest professors (a more punctual presence), and visiting professors, (they work full-time for FDC for a set period, but they are linked to another institution).

Category	Number
Associate Professor	104
Guest Professor	336
Full-time Professor	29
Visiting Professor	06

## Training and Development

Several development activities were carried out for our collaborators, professors and managers. The amount of R\$ 318,043.96 was invested into 188 actions that led to 134 participations by administrative and technical personnel. There are several kinds of development and training opportunities for professors and collaborators.

1	Sharing activities, which are guided and promoted by the Pedagogic Center and are aimed at professors and managers.
2	Scholarship grants for the institution's open programs.
3	Scholarship grants for language studies.
4	Participation in technical events, seminars, conferences, etc.



## Benefits

The main benefits offered:	
In-house restaurant	1
Meal ticket	2
Health insurance	3
Dental assistance	3
Physical checkup for collaborators over 40 years of age	3
Refund for visual acuity lens	3
Refund for education from grade school up to college level for collaborators and their families	3
Refund for school material	3
Support for language courses	3
Support for Postgraduate, Master's, and Doctorate	3
FDC-PREV private retirement plan	3
Additional sick leave pay	3
Group life insurance for collaborators	3
Personal accident insurance for trainees	4
Funeral benefit	3
Consigned loans	3
Emergency situation loans	3
Chartered transportation	1
Transportation ticket	1
Fuel allowance	3

### Collaborators who benefit

- 1 - Employees, trainees, temporary, outsourced
- 2 - Employees and trainees at the BH and SP Offices
- 3 - Exclusively for employees
- 4 - Exclusively for trainees

## 1. Benefits: School Expenses Refund

Segment	Number of people involved	Amount
Grade	19	R\$ 55,053.16
Secondary	34	R\$ 136,832.00
High school	10	R\$ 44.290,94
College	33	R\$ 139,526.10
Specialization	2	R\$ 5,645.00
Master's	3	R\$ 36,182.70



## 2. Benefits:

Benefit	Number of people involved	Amount
Private retirement plan	148	R\$ 1,649,926.65
Fuel allowance	169	R\$ 547,017.44
Health insurance	535*	R\$ 1,641,817.63
Life insurance	293	R\$ 291,068.03
Personal accident (trainees)	34	R\$ 1,794.18
Meal tickets	43	R\$ 194,596.74
Medical expenses	125	R\$ 244,807.94
Dental expenses	65	R\$ 352,565.90
Expenses with medicaments	74	R\$ 70,350.00
Languages (English/Spanish)	102	R\$ 224,800.00

\*Total number of people who benefited, as of December / 2010, taking into account collaborators and their families.

Employees involved in collective bargaining agreements:

Direct: 290

### Quality of Life Program

FDC promotes several actions to improve the quality of life of its collaborators, focusing mainly on health. Furthermore, collaborators can count on an Employees' Association, APASS, which was set up in 2005 to contribute to the well-being of collaborators and of their families by offering benefits related to health and education, social and financial aid programs, incentives to recreation, leisure and culture, besides developing associative, ecological and cooperative awareness based on the principles of human solidarity, with no distinctions as regards nationality, gender, race, religion or ideology.

Some of the initiatives are highlighted below:

Workplace workout: carried out three times a week at Centro Alfa and at the BH Office.

Number of participations in the period: 550

Checkup program: it is aimed at collaborators who are 40 years old or more, and it takes place at Mater Dei Hospital. Its aim for 2011 is to enlarge the program by also including collaborators who are 38 years old or more.

Number of eligible collaborators in 2010: 119

Number of checkups performed up to November / 2010: 33 (27%)

## Health Week

It is an annual event focused on actions to promote good health. It offers collaborators relevant themes linked to well-being and quality of life. The 5th Health Week was held at the three offices from April 26th through April 29th, and its theme was "Time for health at FDC". The event registered 1,268 services that highlighted vaccination against Seasonal and H1N1 Influenza (283 collaborators), blood pressure and glucose rate tests (205 collaborators), relaxing massage (258 collaborators), and others.



FDC collaborators during health week

## Workplace Health and Safety

It consists of a partnership with a company specialized in workplace health and safety services. Its aim is to guarantee a safe workplace environment in conformance with the safety guidelines specified by law, and also preventive health care and follow-up. There have been no cases of work-related bone/muscle diseases.

## CIPA

On December 7, 2010, the new Board of the Fundação Dom Cabral Internal Accident Prevention Commission - CIPA was inaugurated in the Leaders' Meeting Room at the Aloysio Faria Campus. Executive Director Mozart Pereira and HR Manager Marciene Macedo were present and occupied the positions of session president and secretary, respectively, as set down by the guideline that defines commissions in organizations.

CIPA is a commission made up by representatives from the organization and from among its collaborators, and its mission is to preserve the health and physical integrity of employees and of all those who interact with the company.



FDC collaborators at a CIPA meeting

## Actions for the Internal Audience

### Coffee and Sweets

Every month FDC promotes thematic parties, known as Coffee and Sweets, to celebrate the birthdays that happen that month.

### 1 PM Sharp

1 PM Sharp offers FDC collaborators a diversified cultural program with dance, orchestra and comedy performances, besides lectures on various themes. Some of those events are open to the Alphaville community.

### Family Lunch

FDC collaborators who have worked for the institution for over six months can take advantage of the Family Lunch program, which brings the collaborator and his/her family to the workplace for lunch.



1 pm Sharp



Collaborator Natália Melgaço  
at Family Lunch



Collaborator Paula Ferreira  
at Family Lunch



## Education Day

On International Education Day, celebrated on April 28th, the Aloysio Faria Campus received the musical group belonging to the Corpo Cidadão social-educational project. The project directors showed how the group's activities are carried out and the young people presented a diversified repertoire by playing music from different times.

## 2010 World Cup

FDC organized the broadcast of the games Brazil played in the World Cup for collaborators and participants who were at the Aloysio Faria Campus. Snacks were served at the Belgo Theater before and during the games, and so the fans could watch the games played by the Brazilian team.



2010 World Cup

## Christmas Party

To wrap up the end of the year activities, the collaborators took part in a Christmas Party named FDC Grocery Store.



Christmas Party



## Charity Shop

Through an initiative by our collaborator Valéria Hudson, and with the support of the Internal Communications Department, the event gathered R\$ 3,600.00 for nurseries in Jardim Canadá and Venda Nova.

Shirts, blazers, dresses, pants, shoes, earrings, necklaces, accessories and boxes turned the hall at the Olympic Club into a market stall for solidarity on September 11th. The aim of the shop was to gather funds to help maintain the Primeiros Passos project (PPP) and Recanto do Menor institution.



## FDC Aware

In May, FDC began an internal project on awareness and sustainability by launching selective garbage disposal at the Institution. The project involved several departments. The janitorial team was taught the proper way to collect the trash and to follow up, daily, on the results at workstations and classrooms. Space was set aside on the Intranet to publish the actions carried out by the FDC Aware program.

On the first stage of the Program, this space offers information about selective garbage disposal and encourages collaborators to participate through the channel Conscious Employee and the Suggestion Box. Other actions are planned to be implemented during the Program, such as an environmental blitz in which the janitorial team will move through the FDC facilities checking up on learning. Such actions are expected to raise awareness and promote attitude changes.



Wagner Veloso launches FDC Aware



Wildie introduces FDC Aware



FDC Aware



Collaborators at the launching of the FDC selective garbage disposal project

Power consumption			
Building	Campus	BH office	SP office
Average power consumption Kwh	110.180	18.309	3.081
Monthly average of people who move through our facilities	11.990	20.994	1.276
Kwh consumption per person	9,19	0,87	2,41

Water consumption		
Building	Campus	UBH
Average power consumption Kwh	2.069	168
Monthly average of people who move through our facilities	11.990	20.994
Consumption in m3/per person/day	0,173	0,008

## Green IT Project

In 2010, the infrastructure department (TI) launched a Green IT project based on the following aspects:

Sustainable printing: implementing a cost system and printing front and back.

Server virtualization: reducing power consumption by deactivating several physical servers and implementing virtual machines.

Project to replace CRT monitors by LCD ones (reduced power consumption).

Acquiring only machines that comply with RFC demands.

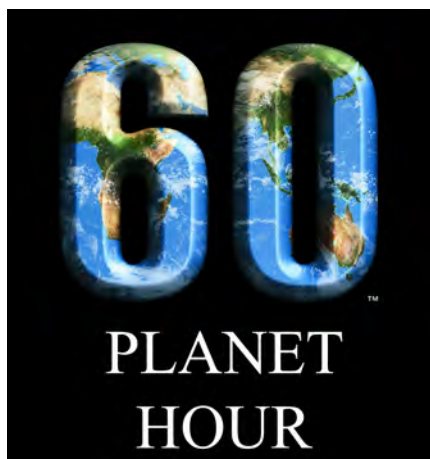
Power saved in six months amounted to...

8.7MW through the project to replace CRT monitors by LCD ones

90MW through server virtualization

## Planet Hour

Fundação Dom Cabral can be counted among the thousands of companies that took up the idea of turning the lights off for one hour as a mobilizing action to use resources consciously. Lights were turned off between 8:30 PM and 9:30 PM at its three offices.



## CED – Document Publishing Department

CED carried out a study about the new digital technologies and solutions for the products the sector develops so that it could create a proposal to work according to sustainability concepts.

They are:

Firstly, it looked for printing paper that would adequately meet such concepts.

The layout was restructured to make better use of the paper's printing area by frequently using both the back and the front.

A digital technology was developed to minimize most of the printing process, making for faster product delivery, decreasing the amount of paper used, the cost of transportation, and consequently, the release of polluting gases. Another strong point offered by this technology is that the activities carried out can be performed in real time and interactively between participants and the professor, besides allowing the professor easier access to the material used. This kind of product is already being tested in the Specialization Courses.

In terms of reusing paper, CED collects the paper used by the institution and turns it into notepads that are distributed to FDC collaborators.

CED has developed a proposal for visual communication to be used in the corridors, thus replacing the old canvas and vinyl banners that use oil by-products.

## Marketing

By respecting ethics and relationship aspects, FDC seeks to follow good sustainability practices at all its events. Therefore, some important points are taken into account:

The use of certified wood to set up the booth.

Using neither mortar nor paint in the structures and walls of the booths. Using coverings made of cloth on the wooden structures, for assembled booths, which can be reused and are less damaging to the environment.

Hiring suppliers that adopt good practices as regards labor laws and recycle leftovers and refuse correctly.

As regards hiring catering services, they must use crockery instead of disposable material, thus avoiding creating trash (plastics, Styrofoam cups, etc.)

Using organic coffee at the coffee stands set up inside FDC booths.

Using paper that is certified for the advertising material that is produced.

At some events, using materials such as: signs made from toothpaste tube cuttings and OSB (Oriented Strand Board).

At smaller events, rented material is used to set up the booths. Such material is reusable and their rental lifecycle can last for innumerable events over the years.

Handing out small gifts whose concept will be linked to the environment and thus raise environmental awareness.



## Transparency regarding the community

### Shared Challenge: Transparency

- (III) Continuous interaction with stakeholders on the ethical, environmental and socio-economic aspects involved in developing the institution's activities, disseminating its philosophy and the initiatives it has signed, as well as accounting for the commitments undertaken and the activities carried out;
- (IV) Institutionally support initiatives in the areas of sustainability and corporate responsibility.

## Lunch with the Community

At the end of March, the members of the FDC Board of Trustees joined representatives of the Minas Gerais executive community for a lunch/lecture with professor and new FDC Board member Professor Subramanian Rangan about the theme "Capitalism under stress: reason and perspectives". At the time, Professor Emerson de Almeida presented some financial information and social responsibility projects Fundação Dom Cabral is involved in. He stated FDC's willingness to play a relevant role in society and dedicated the event to the objective of reporting to the local community, which was represented at the event by 150 executives and government authorities, the Institution's report on its activities.

## Volunteers' committee

### Shared Challenge: Individual Responsibility

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



Volunteers' Committee representatives: Afonso Cozzi, Stela Medeiros and Ana Paula Tolentino

<sup>4</sup> Global Compact (UN), Principles for Responsible Management Education (PRME) and Globally Responsible Leadership Initiative (GRLI).

# Campaign to donate books to the Dom Orione Municipal school library

Through its Volunteers' Committee, FDC organized among its collaborators a campaign to donate books to the Dom Orione Municipal school library last April. The school is located in Capão Grosso, in Jaboticatubas county, MG. The initiative happened through a gymkhana among the students, who set up two teams to gather books for the new library. They managed to acquire 1,530 books. Besides these books, the FDC partnership with the Hudson Bazaar sent books to the following schools:

Community Library at Paróquia do Parque Recreio, in Contagem
Reading and Information Center (JC / ACH Library) – Nova Lima
Recovery Center “Família Canaã, Bairro Liberdade, Neves
State School in Girú, Vale do Jequitinhonha
Municipal School General Costa e Silva, in Carai – Vila dos Ribeiros
Municipal School “Benvinda Pinto Rocha” – Nova Lima
Municipal School Dom Orione, in Capão Grosso, Jaboticatubas
Rural Municipal School, in the Os Marianos village, Vale do Jequitinhonha
Nova Lima City Hall / Culture Secretariat



Dom Orione Municipal School



Dom Orione Municipal School



FDC collaborators visiting the library set up at the Dom Orione school – October, 2010



## Christmas Bazaar

A group of volunteer FDC collaborators held the 7th Bazaar, which brought to the Aloysio Faria Campus the talent and creativity of 15 exhibitors. Handcrafted objects, decoration objects, sweets, cards and other products were sold to those who looked for an exclusive Christmas present.

The Christmas Bazaar was held at the Vive Café at CDCG on December 13 and 14, from midday to 2 PM. This action was led by Valéria Hudson, an executive coordinator, and it was supported by the FDC Volunteers' Committee, The Communications Department and the Events Logistics Department. A new sight in 2010 was the presence of exhibitors from Instituto Kairós, 25 members of POS - Partnership with Social Organizations - and also four representatives from the 10,000 Women Program.

The two-day bazaar earned R\$3,469.00, and 10% of this amount was donated to the FDC Volunteers' Committee.



Christmas Bazaar



Christmas Bazaar

## Parceiros do Bairro Library

Since January 2007, the FDC Volunteers' Committee has been collaborating to maintain the Jardim Canadá Reading and Information Center, which offers its services to the area's community. In December 2010, FDC donated four computers to the Jardim Canadá Reading and Information Center. These computers will be used to facilitate research and to consult the books available.



FDC collaborators, together with the Jardim Canadá Reading and Information Center collaborators, at the computer donation ceremony

## Children's Day

For the seventh year running, FDC received children from Benvinda Pinto Rocha Municipal school, in Jardim Canadá, in Nova Lima, to celebrate Children's Day.



Children's Day

The children were split into teams that represented the four elements in nature and then took part in workshops that involved not only many games but also disseminated knowledge. Moving around among the activities, the groups named *Fire*, *Water*, *Earth* and *Air* learned how to plant seeds and crossbreed the seeds of violets of different colors. The children had great fun making animals out of the balloons and playing with the crazy hula-hoop, besides having a good laugh with magician Caio Makai. To take advantage of the space offered by the Belgo Theater, a treasure hunt was instituted and children were able to dash after clues and answer questions about creating a more sustainable world.

## Generous Tree

In partnership with Associação Ponto Cultural, underserved children from the western region of Belo Horizonte create Christmas cards that are hung from trees set up in the lobby of the three FDC offices. The children introduce themselves and tell a little about the way they are. FDC collaborators are encouraged to choose one of the cards and offer a Christmas present to the writer.



Children's Day



Children's Day



Generous Tree



Generous Tree



## Support for Associação Projeto Providência and Associação de Pais e Amigos de Pessoas Especiais – APAPE (special needs people)

To help maintain Associação Projeto Providência (that helps children and young people from BH) and Associação de Pais e Amigos de Pessoas Especiais – APAPE, the FDC Volunteers' Committee donated R\$5,000.00 to each one of the institutions.



Collaborators receiving information about Projeto Providência

## Further Volunteers' Committee activities in 2010

Support for the ESPERE Program (Escola de Perdão e Reconciliação): printing and binding 160 booklets to be used for the program.

Support in preparing a Funding Plan for the Primeiros Passos Program, the Jardim Canadá nursery school.

Financial support for ACH – Associação dos Condomínios Horizontais - this support made it possible to hire a librarian who worked at the Parceiros do Bairro library in 2010.

Support for the Ponto Cultural NGO – transportation (round-trip) to take the children who are members of the Project for a ballet performance at Cia de Dança SESIMINAS.

## Sustainability Committee

### Shared Challenge: Social Innovation

(I) Raise awareness so that the processes, programs and partnerships come to be seen from a social innovation perspective;

(II) Widen the scope of FDC's social actions within the community by focusing on social innovation projects.

### Undergraduate Scholarship Grants

Every quarter, FDC donates 1% of its operational revenues to Fundação José Fernandes, besides sponsoring research and centers, for undergraduate scholarship grants at PUC Minas. In 2010, donations amounted to R\$ 1,463,153.27 and 184 students benefited from grants.

### External Grant Pilot Project

The External Grant Project aims to make it possible for people who do not have the same opportunities within society, and who do not enjoy favorable financial conditions, to have access to skills-building programs aimed at developing their own businesses while also benefiting their surrounding community by generating income.

The idea to grant scholarships is also linked to the principle of being Useful, which is defined as "Fundação Dom Cabral's reason for being, in the sense that the idea is to be useful to the building of society". Initially, a pilot project is being carried out with women in Nova Lima County – MG to validate the conditions set out by the Program.

In 2010, five scholarship grants to the amount of R\$75,000 were offered - the percentages were defined after studying the grantees' socio-economic condition – for the FDC Specialization in Management Program, which lasts for two years and grants a specialist certificate to participants that meet all the accreditation conditions set out by both MEC and FDC. A full scholarship to the amount of R\$8,900.00 was granted to a young student who took part as a listener in the "Strategy in Value Chains: from Demand to Supply" program.

From such an experience, the External Grant Program will be extended to other FDC programs.

### Testimonials by FDC Specialization Program participants

"The course has offered me all the theoretical/technical bases in business management I need to apply to my own business, a Physiotherapy Clinic dedicated to treating pain, here at the Jardim Canadá district. Through this enterprise, I am sure I will be developing the county, and particularly the district, generating taxes and job opportunities for the community". Neuzenir Silva

"Taking a management course at Fundação Dom Cabral is an opportunity that has changed my life both as a person and as a professional. Each class, professor, book and text has made an incredible contribution to potentialize my perspectives as regards my future, my career and my personal development. I have felt such a deep change that every day I notice how the program has influenced my way of the looking at the world. I am very privileged to be part of Fundação Dom Cabral. This opportunity has brought me an incredible will to grow, learn and make a difference both at companies I might work for and at the community in which I live." Albânia Ribeiro

"When I managed to receive a scholarship in People Management at FDC I felt like I had discovered a new and enormous window open to me. This course has made me renew my personal, professional and academic perspectives. It is a great privilege to have received an FDC scholarship grant, it is a great gift that I have savored every day. Congratulations to FDC for this great initiative and social responsibility." Rosimeire Nascimento

"There are two moments in my life: one before Fundação, and the other after it. Taking part in the FDC Specialization Program has been the differential in my life, and for sure it will make a difference to the Nova Lima community's life. It was through this course that what used to be a wish is now a project that is headed in the right direction. My project is to teach extra classes to children who do not have a place to stay while they are parents are working, and add knowledge to them and get them away from the streets. My colleague at the program and I have already planned to develop our project through a possible partnership with an NGO from the city of Nova Lima." Elisângela Moreira

## Youth Qualification Course on Wood Furniture Conservation

To qualify young people in the field of wood furniture restoration, FDC has set up a partnership with Valor Social, a program that is run by the Flávio Gutierrez Cultural Institute. This course makes it possible for young people to work as restorer's assistants and thus join the labor market. Valor Social is a promising, socio-cultural insertion initiative developed in Minas Gerais, a State where 60% of the Brazilian heritage sites can be found and where there is great lack of specialized labor in the fields of conservation/restoration. The course began in June 2008, and its 420-hour workload was completed in six months. In 2010, the Qualification Course on Wood Furniture Conservation certified 30 people.



Youth Qualification Course on Wood Furniture Conservation graduation group

## Support to build Telecentro – Capão Grosso (MG)

Telecentro – Capão Grosso – is an inclusion space to develop citizenship in students, professors and local residents. FDC donated R\$ 6 thousand in material and equipment to the Dom Orione Municipal school in Jaboticatubas county, which teaches 1st to 4th grade children. This resource was used to build a 20 m<sup>2</sup> room that offers 10 computers, one of which is a network server connected to the Internet. Several FDC collaborators took part in this project, including some volunteers from the IT department and some members of the Volunteers' Committee. Maintaining its project to support the Dom Orione Municipal school, FDC made available to it the structure and the professionals needed to develop IT teachers at the school.

In October 2010, the Dom Orione Municipal school honored FDC's former collaborator, Max Miranda Magalhães. On that occasion, a plaque was inaugurated to name Telecentro Max Miranda Magalhães, who died in 2009 after having worked for FDC since 2003. Max Magalhães was the manager of the Technology and Administration department, and his participation in the Dom Orione Municipal school Telecentro was remarkable.







## Support for PLIC – The Lagoa dos Ingleses Citizenship Program

The Sustainable Fashion project was one of the most remarkable initiatives taken by the Lagoa dos Ingleses Citizenship Program in 2010. It consists of a partnership set up between the Alphaville Lagoa dos Ingleses General Association and Fundação Dom Cabral, and it uses funding from the Nova Lima City Hall Productive Inclusion Municipal Program to offer women from the northeastern region of Nova Lima an alternative income by casting a sustainable look on fashion. Through its Fashion Design course, Universidade Fumec teaches the course and is responsible for the technical aspects of the project. Currently, 14 students develop the layout and produce clothes that use ecologically correct material. The focus is on working to encourage entrepreneurship and solidarity economy. The first fashion collection was themed "Gourmet", and it was made up by aprons, table cloth and cup holders. A great success!



## A Networked Environment

In 2010, Fundação Dom Cabral, V&M Mineração, Associação Alphaville – Lagoa dos Ingleses and Lagoa dos Ingleses Cidadania set up the “Networked Environment” workgroup. Its aim is to contribute to turn the Alphaville Lagoa dos Ingleses region and its surroundings (10 to 12 km around) near the mining operations as a place that is better perceived as regards its environmental quality for the current, fluctuating and future populations. The Networked Environment Program is divided into six projects: the Water Project (monitoring and transparency); the Soil Project (vegetal cover and silting); the Air-Quality Project (measuring points and tree corridor); the Refuse Project (compost and selective garbage disposal); the Traffic Project (roads and traffic stops); building projects (lecturers and supplier fairs).

The main results expected from the work carried out by the Networked Environment Group are to become a benchmark and to contribute to multiply and apply this initiative to other regions of the county, the state, and the country.

Taking advantage of the events celebrating Alphaville’s 10 years, the Networked Environment Group, together with the Lagoa dos Ingleses Citizenship Program, promoted a special day in honor of the environment. It was held on August 7, 2010, and it was named PLIC Aware. On that occasion, several actions that are being developed were presented as well as the various possibilities for the community to take part in environmental preservation practices. Fundação Dom Cabral sponsored a welcome breakfast for everyone, which was followed by presentations about projects such as Ecoponto, Green Compost Center, and Tree Handling and Planting. Then adults, children and teenagers representing residents from all Alphaville gated communities planted trees along Princesa Diana avenue. Besides the local residents present at the event, there were also representatives from all the partners involved: Associação Alphaville Lagoa dos Ingleses, Fundação Dom Cabral, V&M, Nova Lima City Hall, ASCAPE, and others.



Planting trees with children and teenagers



Ecological area set up at the two Alphaville Mall parking lots

## Support for Jardim Canadá

At the Jardim Canadá district, in Nova Lima, there have been many efforts that have been contributing towards a local, sustainable development process and better quality of life for its inhabitants. The Jardim Canadá Residents' Forum, which has been turned into an Oscip - civil society organization working on behalf of the population - is supported by FDC, by the Nova Lima Council Representatives, by the Municipal Council for Children and Adolescent's Rights, by Instituto Kairós, by the Nova Lima City Hall, and by Vale. It aims to implement and manage a Knowledge Center in Jardim Canadá in 2011.

## The Garden of Opportunities

The second semester of 2010 was remarkable for the mobilization of several audiences to create the Garden of Opportunities Program. This initiative aims to encourage local sustainable development and promote Responsible Management for the business and community leaders in the surroundings.

The program was started in 2011, and its stages involve:

1. Interviewing opinion makers to build a pilot program together.
2. Visiting pre-selected companies and social projects in the surroundings.
3. Raising the awareness and build the skills of community and business leaders and bring them together.
4. Following up on the partnerships developed among the leaders who are selected, thus contributing towards the development and continuity of such partnerships.
5. Assessing the processes and the results of the pilot program to keep the initiative going.

Over 20 meetings have been held between the first and the second stages, and they have involved dozens of opinion makers and leaders. The interest they have shown for the proposed program has been remarkable.



The Garden of Opportunities



Daring)





# 10. Participation in Events and Awards

## The Good Example Award

At the beginning of the year, a partnership between FDC and TV Globo Minas led to the Good Example Award, which aims to highlight the attitudes of ordinary people who live within the Belo Horizonte Metropolitan Region and who contribute towards building a better society. Two hundred people enrolled, and the awards committee, coordinated by FDC, selected the five finalists, who received over 50,000 votes from the population.



Good Example Award winner Maria José is greeted by Governor Anastasia

## Strategic Moves in Business Education

Fundação Dom Cabral, in partnership with the European Foundation for Management Development (EFMD), hosted the conference "Strategic Moves in Business Education". The conference agenda included the panel "Dialogues on Sustainable Development: the role of companies and business schools", with the presence of Duncan Niederauer (NYSE), Mohan Munasinghe, chairman of the Munasinghe Institute for Development and co-laureate of the 2007 Nobel Peace Prize as vice-chair of the UM Intergovernmental Panel on Climate Change (IPCC), and Jeffrey Sachs, director of the Earth Institute - Columbia University, and special advisor to the UN. The audience participated in roundtables that helped to exchange experiences and to network among executives and international leaders on the challenges facing the corporate world to promote sustainable development.

## 2nd Fecomercio Sustainability Award

Aiming to encourage sustainable and environmentally aware attitudes, Fecomercio and Fundação Dom Cabral launched a partnership in 2010 to award the 2nd Fecomercio Sustainability Award. For the second award, it was possible to submit papers in three categories: Companies, Government Departments, and Academia.



The award aims to encourage the company representatives, government workers and scholars who submit papers to develop their perceptions on the new relations among companies, the government, consumers and other stakeholders, which will be presented by the participants as either practical or academic cases studies, based on such principles.

## Annual Leadership Academy - 10,000 Women

FDC took part in the second 10,000 Women Program Annual Leadership Academy at the Foreign Affairs Council in Washington, DC, in June. The meeting brought together over 100 academic and executive partners for plenary sessions and interactive workshops to deal with critical themes and broader trends on strengthening the presence of women in the economy. Representatives from the partnering schools and other nonprofit organizations involved in the initiative were present at the event. They discussed matters related to developing the programs, added services, best practices and monitoring and assessment. On that occasion, a participant from Brazil was part of a group of four participants from Afghanistan, India and Kenya. They exchanged experiences and reflected about the increased revenue and the jobs created by their businesses after they finished the course.

## Sustentar 2010

In June, the Institution supported one of the largest international sustainability events in Brazil, Sustentar 2010, which was held in Belo Horizonte. FDC professors mediated debates, sat in panels, presented varied themes, and coordinated two of the four forums in which the event was subdivided: The 3rd International Forum for Sustainable Development, and the Sustainable Civil Construction Forum. The event brought together experts, executives, leaders and authorities in sustainable development in Brazil and in the world to discuss solutions that will make society increasingly aware as regards the importance of the planet's social and environmental issues.



## Rio Oil & Gas

Fundação Dom Cabral was present at Rio Oil & Gas, the main Oil and Gas event in Latin America. It is held every two years at the Riocentro Convention Center, in Rio de Janeiro. Professor Cláudio Boechat discussed the commitment of leaders to sustainability in industry. Boechat talked about his personal experience in educating leaders for sustainability and the challenges faced when implementing sustainable business practices.



## Participation at the UN Leaders Summit

In the first semester of 2010, FDC Dean Emerson de Almeida took part in the “Global Compact Leaders Summit 2010”, in New York City. The event brought together executives, civil society and government leaders, and the United Nations Organization - UN - to restate the role of sustainable management to reach a more sustainable and inclusive market. The event was presided over by UN General Secretary Ban Ki-Moon, and it allowed over 1,200 leaders to collaborate and to commit themselves to building a new era of sustainability in which environmental, social and economic issues will be deeply integrated, ethically and rationally, in business.

Once again, in the first semester of 2010, FDC Dean Emerson de Almeida took part in the “2nd Global Forum for Responsible Management Education”, a PRME initiative that brought together representatives from schools around the world to reinforce their commitment to the principles of Responsible Management Education. The event was held at Fordham University, in New York City.





## Technical assistance for the “Hugo Werneck Sustainability & Love of Nature Award” - Ecológico magazine

Fundação was responsible for the technical supervision of the “Hugo Werneck Sustainability & Love of Nature Award”, an initiative by Grupo Ecológico through its Revista Ecológico and Ecológico Online media. The aim of the award was to recognize and highlight social and environmental initiatives by individuals, private and state-owned companies, teaching and third-sector institutions that have contributed to protect the environment and improve the quality of life of populations, in different categories, through their personal examples, projects and activities. FDC was also part of the awards committee. The awards ceremony took place at the Minas Gerais Government Administrative Town, in the presence of authorities from the State Government and from FIEMG, among others.



FDC Institutional Relations Manager Ricardo Siqueira presents the award to Centro Universitário UNA Father Geraldo Magela

## Strategic Moves in Business Education Conference - FDC and EFMD Partnership

In August, local executives, FDC professors and clients were invited to attend an institutional event with the participants of the International EFMD-FDC Conference and the members of the FDC International Advisory Board to wrap up activities carried out for three days. The event was split into two stages: the panel “A dialogue on sustainable development: the role of companies and business schools”, which was then followed by a luncheon lecture.

## Partnership with AMCHAM for the 2010 Decisions Forum – Sustainable Management

AMCHAM, in partnership with Fundação Dom Cabral, hosted the 5th Decisions Forum on November 18. The event was held at FDC and the main topic was “Sustainable Management - Corporate Reputation and Commitment to Society”.

The event brought together about 500 people and presented the vision, the trends, and the challenges pointed out by large companies and executives about this issue. Panels included EBX group president Eike Batista; Sue Wolter Vianna, Social Responsibility Guidelines and Practices manager at Petrobras; Gonzalo Vecina Neto, the superintendent of Hospital Sírio Libanês; the CEO of Anglo American, Stephan Weber; “Manhattan Connection” program anchor Ricardo Amorim; and Jornal da Globo anchor William Waack. FDC professors Anderson Sant’Anna and Marco Tulio Zanini moderated the debates.



2010 Decisions Forum

## Lectures linked to the theme and presented by FDC professors

Event	Topic	FDC Collaborator
1st Brazilian Congress on Business Ethics	Sustainability: Marketing or Business Awareness?	Maria Raquel Grassi
International Congress on Business Citizenship - Practices and Innovations about Business	Key elements in inclusive business development.	Cláudio Boechat
ConviRH	Organizational Sustainability.	Luiz Augusto Lobão
14th International Conference on Corporate Reputation, Brand, Identity and Competitiveness	Panel moderator: Sustainability and Demands of Society.	Cláudio Boechat
3rd International Forum on Sustainable Development	Roundtable: The New Economic Age and the Tools to Rebuild Trust.	Maria Raquel Grassi; Cláudio Boechat e Nísia Werneck
HSM EXPOMANAGEMENT 2010	Turning social challenges into business opportunities.	Heiko Spitzeck
HSM EXPOMANAGEMENT 2010	Retailing Sustainability.	Paulo Darien
Dom Café	Leadership and Sustainability.	Ângela Fleury
Dom Café	Intra-entrepreneurship and Sustainability.	Heiko Spitzeck

## Goals for 2011

Start up at least one structuring project per Workgroup.

Make headway in disseminating and mobilizing the FDC shared challenges.

Prepare to adopt the GRI format for the forthcoming sustainability reports.



# Remissive Index

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Indicator	Description	Pages	Achievement	Global Compact
1.1, 1.2	Strategy and Analysis	28		
2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10	Organizational Profile	7	Integral	
3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.9, 3.12, 3.13	Parameters for the Report	19	Integral	
3.7	Parameters for the Report - Declaration about any specific limitations as regards the report's scope or limits	19	Integral	
4.1, 4.2, 4.3, 4.4, 4.7, 4.8, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17, 5.0	Governance, Commitment and Engagement	4, 11	Integral	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6 Principle 7 Principle 8 Principle 9 Principle 10

Indicator	Description	Pages	Achievement	Global Compact
EN5	Power saved due to improvements in conservation and efficiency	55	Integral	Principle 8 Principle 9
EN7	Initiatives to reduce indirect power consumption and the reductions achieved	55	Integral	Principle 8 Principle 9
EN26	Initiatives to mitigate the environmental impacts of products and services, and the extent to which such impacts were reduced	56	Integral	Principle 7 Principle 8 Principle 9

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Indicator	Description	Pages	Achievement	Global Compact
LA3	Benefits offered to full-time employees and that are not offered to temporary or part-time ones, discriminated as per the main operations	48, 49	Integral	
LA4	Percentage of employees included in collective bargaining agreements	49	Integral	Principle 1 Principle 3
LA 5	Minimum time for the early notification of operational changes, and if such notification is specified in collective bargaining agreements	There is no set minimum time. FDC tells its employees as early as possible every time it carries significant operational changes	Integral	Principle 1
LA6	Percentage of employees represented in formal safety and health committees, made up by managers and employees, who help to monitor and advise on occupational safety and health programs	50	Integral	Principle 1
LA10	Average number of training hours per year, per employee, discriminated by functional category	47	Integral	Principle 6
LA13	Make-up of the groups responsible for corporate governance and for specifying employees per category, according to gender, age, minorities, and other diversity indicators	45, 46	Integral	Principle 1 Principle 6
LA 14	Proportion of the basic salary between men and women	46	Integral	

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Indicator	Description	Pages	Achievement	Global Compact
HR3	Total training hours for employees on policies and procedures related to human rights that are relevant to operations, including the percentage of employees who receive training	Internal Covenant	Partial	Principle 1 Principle 2 Principle 3 Principle 4 Principle 5 Principle 6
HR8	Percentage of the security people who undergo training in the organization's policies and procedures related to human rights aspects that are relevant to operations	Internal Covenant	Partial	Principle 1 Principle 2

Indicator	Description	Pages	Achievement	Global Compact
SO1	Programs and practices to assess and manage the impact of the operations on the communities	57 a 67	Integral	Principle 1 Principle 7 Principle 8
SO3	Percentage of employees trained in the organization's anticorruption policies and procedures	Internal Covenant	Partial	Principle 10

## References

Fundação Dom Cabral - [www.fdc.org.br](http://www.fdc.org.br)

Global Compact - [www.unglobalcompact.org](http://www.unglobalcompact.org)

PRME - [www.unprme.org](http://www.unprme.org)

GRLI - [www.grli.org](http://www.grli.org)

GRI - [www.globalreporting.org](http://www.globalreporting.org)

2nd Fecomercio Sustainability Award - [www.fecomercio.com.br/sustentabilidade](http://www.fecomercio.com.br/sustentabilidade)

Good Example Award - [www.premiobomexemplo.com.br](http://www.premiobomexemplo.com.br)

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## Texts

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## Layout

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Carlos Alberto B. da Silva

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**Aloysio Faria Campus**

Av. Princesa Diana, 760  
Alphaville Lagoa dos Ingleses  
34000-000 – Nova Lima – MG – Brazil

**Belo Horizonte Unit**

Rua Bernardo Guimarães, 3.071  
Santo Agostinho  
30140-083 – Belo Horizonte – MG – Brazil

**São Paulo Unit**

Av. Dr. Cardoso de Melo, 1.184 – 15º andar  
(15th floor)  
Vila Olímpia  
04548-004 – São Paulo – SP – Brazil

FUNDAÇÃO DOM CABRAL



DEVELOPING EXECUTIVES AND COMPANIES

[www.fdc.org.br](http://www.fdc.org.br) - [atendimento@fdc.org.br](mailto:atendimento@fdc.org.br)  
4005 9200 (from state capitals in Brazil)  
0800 941 9200 (from other locations)