SHARING INFORMATION ON PROGRESS (SIP)
Report from Fundação Dom Cabral 2015-2016
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Introduction

This document offers a succinct report on the major achievements and progresses Fundação Dom Cabral has made with regard to PRME principles and on the related sustainability practices. It also reports on the coming challenges linked to the development of executives and to corporate responsibility and sustainability practices.

As a signatory of United Nations’ Global Compact, FDC is committed to the Principles for Responsible Management Education (PRME), in which it makes part of the team that coordinates the Chapter Brazil, and to the Globally Responsible Leadership Initiative (GRLI), being a founding member of both actions. Therefore, FDC is committed to sustainability, economic and social inclusion, and consciousness raising of leaders on their actual role in the construction of a sustainable world.

Dear Mr. Jonas Haertle,

Fundação Dom Cabral (FDC) is a PRME signatory as of 2006 and sits in the PRME Chapter Brazil board as of 2013, directly participating in strategic planning and actions in this country.

FDC has already expressed its commitment to the Principles for Responsible Management Education. We have been engaged in a continuous improvement process to apply the Principles for Responsible Management Education and to report on our progress to all stakeholders while exchanging effective practices with other academic institutions.

We take this opportunity to inform that pursuing the objective of supporting the Sustainable Development Goals (SDGs) as publicized by the United Nations in 2015, FDC also participates in the PRME Chapter Brazil SDGs Committee. Among the actions developed within the Committee’s scope, an important accomplishment was the preparation of the SDGs dissemination Workshop methodology in 2016 for Business Schools. Committee members concluded it would be very useful to create a methodology that could be applicable to different business school audiences, such as students, professors and employees.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

We now seek to develop our own practices and program curricula in a continuous way to help support the SDGs.

Sincerely,

Antonio Batista
Dean
I. Advances Towards PRME Principles

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.

This principle is intrinsically linked to Fundação Dom Cabral’s mission: “To contribute to the sustainable development of society by educating and building the skills of executives, entrepreneurs and public managers.” Year by year, FDC demonstrates the maturity attained by its actions aimed at the achievement of the institutional mission as well as the transversal incorporation of sustainability into its actions.

Strategic Reflection 2015

For 18 months (2014-2015), FDC went through an intense process of Strategic Reflections. The mobilization of the institution included a team of collaborators, its main partners and clients, and resulted in the Vision for FDC’s Future Positioning in the Global Market. The positioning that was defined for FDC as a result of these Strategic Reflections is “to contribute to the transformation and development of society through innovative educational practices based on a set of educational solutions that will allow the generation of greater trust and that will help to develop a prosperous business environment.” The final work of the Strategic Reflections presented 12 premises that are essential to guide the building of FDC’s positioning:

- **The paradox of the new** – the proposal the group built reflected a context of constant changes: competencies, competitiveness standards, professional profiles, leadership styles, means of competing, technologies and market;
- **Differentiation** must guide FDC’s market strategies;
- **Value propositions** that fit the different market segments;
- **Market orientation** – the products, the work processes and the structure FDC offers must be primarily guided by the needs of the market;
- FDC’s presence away from the markets where it has a strong presence will happen through the **support of its associates**, as they are partners who are essential to the organization’s geographic expansion;
- **Internationalization** as a fundamental strategic vector to build up our recognition as a reference at educating and developing individuals and organizations;
- **Networking** as an aid both to identify needs and to build solutions;
- **Research & Development** – a focus on carrying out research that is relevant and that can be applied to the organizational context of FDC’s clients and to its own programs. The objective here is to maintain FDC’s differentiation to its clients;
• **Meritocracy** – differentiated contributions to the institution’s results must be recognized in differentiated ways and their guiding thread must be the integration of all of the organization’s areas and shared objectives;

• **To be among the best schools** and not necessarily among the largest ones;

• **Impactful Results** – the measure of FDC’s success is the impact its activities have on both its clients and society’s results;

• The end results FDC achieves must generate **value for society**. Society must be the main beneficiary of our activities.

**The Dean’s Succession Process**

The FDC’s Dean succession process was initiated in 2014, in harmony with the Strategic Reflection movement regarding the School’s global positioning as above reported, which helped define the profile of FDC’s future Dean. The name of FDC’s then-executive director for Market and Customized Programs, Antonio Batista da Silva Junior, was approved by the Board of Trustees to succeed Wagner Furtado Veloso as of January 2016. On the same occasion, the remaining executive board names were announced: Aldemir Drummond – Dean for Executive Development, Professors, Education and Innovation; Paulo Emílio Carreiro – Dean for the Development of Midsized Companies, Associates, Marketing and Infrastructure; and Roberto Sagot – Dean for the Development of Large Organizations, Internationalization and People. The new team pursues the mission of implementing the definitions and initiatives recommended by the Strategic Reflection and guide FDC through a challenging political-economical context – both domestic and international – in the quest for crystallizing the long-term vision as established for the School.

**Board of Trustees, Fiscal Board and Board Committee**

No changes were made in the Boards and Committees structures. The top organizational governance authority remains under the Board of Trustees, whose Fiscal Board monitors and orientates the School’s financial matters. The Board Committee, chaired by FDC founder Professor Emerson de Almeida, continues as the guardian of the organization’s principles and values, thus ensuring the fulfillment of its mission, acting as a link among governance authorities and following FDC’s operations.
Strategic Synthesis – 2017/2021

By the end of 2016, Fundação Dom Cabral’s Dean presented to employees the strategic synthesis that will guide the School’s actions, initiatives and entire development over the next five years.

In the period between 2017 and 2021, FDC will consolidate as a relevant, reputable executive education institution in Brazil and in the world. It will fulfill its mission as a societal development agent, through the implementation of differentiated educational solutions. These solutions will be characterized as impacts upon the transformation of individuals and organizations, applicability, cutting-edge knowledge, joint construction, adequate use of technology, and the delivery of results contracted for.

Consequently, the School will attract, develop and retain highly competent people, benchmarks in their areas of interest, capable of instigating and inspiring corporate leaders. The School will grow its capacity to develop and offer educational solutions by building a network of domestic and international partners. The School will be characterized as adopting the best management and compliance practices. Recognition of its social interest and self-sustainability will be ensured and extended, certifying the organization’s independence and longevity.

Sustainability and Social Inclusion Committee

FDC’s Sustainability and Social Inclusion Committee was created in 2008 with the objective of promoting synergy and integrating the School’s areas to execute the strategic actions germane to different programs and projects in which sustainability is the central axis. Among them are socially-oriented projects – under the guidance of the Committee – seeking the community’s sustainable development, using the School’s main expertise: education.

Sustainability’s strategic axes at FDC are:

- **To practice**: being an example in the practice of sustainability throughout the organization;
- **To educate**: educating organizations, executives and public managers for the generation of sustainable value in business and in society;
- **To know**: creating and adding sustainability knowledge in the different management areas, applicable to companies, governments and organizations;
- **To articulate**: promoting the articulation among government, organizations and society as concerns sustainability-related issues.
In 2016, the Committee underwent structural changes to promote greater integration among sustainability and other FDC operating areas. An action steering sub-committee was created, chaired by FDC’s co-founder and Board Committee chairman Professor Emerson de Almeida. The new structure, under the coordination of Associate Dean for Sustainability and Social Projects, Ricardo Siqueira Campos and technical coordination of full-time professor Heiko Spitzeck, is divided into the following projects, with their respective executives in charge:

- **Social Actions and Projects** – Ricardo Siqueira, Sustainability and Social Projects Associate Dean;

- **Educational Solutions** – Carla Arruda, Executive MBA Associate Dean, Marcelo Altoé, Medium-Sized Companies Associate Dean and Marisa, Customized Programs Manager;

- **FDC Practice** – Adilson Demétrio, Infrastructure, Logistics and IT Associate Dean and Marciene Macedo, Human Resources Manager Associate Dean;

- **Compliance** – Nádia Rampi, General Secretariat Associate Dean.

All these areas are served by a Corporate Communication & Marketing project, under the responsibility of Associate Dean for Communication, Marina Spinola and of Associate Dean for Marketing, Gustavo Palmisano.

The objective of the Sustainability Committee and of the actions it implements is to position FDC as a benchmark in Sustainability, aligned large world institutions that deal with this theme. To reach this objective FDC will:

- Encourage benchmark research into this area;
- Hold and participate in sustainability promotion events;
- Design and offer executive education programs on this theme;
- Promote sustainability transversally to all programs;
- Undertake high impact social actions and programs to society and expand its reach;
- Disseminate internally and externally the actions, projects and concepts aligned with the Sustainable Development Objectives - SDGs;
- Seek partnerships with companies, organizations and other foundations for the execution of social projects.

**The Institution’s Development Fund**

FDC continues to allocate fifty percent of its yearly results to a Development Fund that finances investments in the development of the institution, especially in activities related to sustainability and social responsibility.
Principle 2 | Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

FDC is a business school committed to these values and promotes educational solutions that disseminate such debates within its own environment. In the pursuit of this goal, FDC faces the challenge and has the objective of constantly training its technical body – both the academic and administrative staffs – so that PRME’s principles may manifest transversally throughout its activities.

**Sustainability as a transversal theme to FDC management programs**

**Specialization Program**

FDC’s Specialization Programs seek to develop technical and managerial competences such as to enable the participants to acquire a systemic, integrated view of business. They are offered in different States, in all regions of the country, offered by FDC itself or through the support of Regional Associates.

Sustainability is increasingly dealt with as a transversal theme to the entire Specialization Program. In a few cases, such as the Business Management Specialization Program, offered by FDC in São Paulo, the theme percolates all disciplines and projects, and makes it a unique program in Brazil.

**Corporate Sustainability Management Program**

Sustainability concepts and their applicability to business management are addressed in the Corporate Sustainability Management Open Program, such as to build, together with the participant, the necessary knowledge of the theme, articulating growth, efficiency, and innovation in the quest for long-term economic, social and environmental results.

Subjects approached in the program:
- Corporate sustainability model;
- The systems view of sustainability;
- Sustainable strategy and business and functional area model breakdown;
- Materiality of socio-environmental issues for business performance;
- Evaluation of the organization’s maturity as concerns socio-environmental issues identified as priority;
- Measuring socio-environmental impacts;
- Strategic engagement with stakeholders;
- Tangible and intangible values of sustainability;
- Drafting an action plan.
Customized Program: Focus on Sustainability

Custom-made together with the client company, the Customized Program Focus on Sustainability addresses not only the company’s sustainability, but also the development of people and systems. From strategy to operation, the program considers the transversality of the theme through all company levels. Thus, the company may elect Sustainability as a step in other Solutions, and also build specific proposals in a Customized Solution focused on this theme.

Partnership for Sustainable Growth – PCS

The partnership program operates under two of FDC’s fundamental principles: attention to each client’s needs, requirements and particularities, and a commitment to the sustainable growth of companies. In 2015, the program’s methodology sustained a debate and review process, including all program managers and professors, besides FDC’s Sustainability Core. The objective was proposing new manners of integrating and making sustainability concepts transversal to all PCS tools.

In 2016, one highlight is the integration of some of the PCS activities with other FDC partnerships, seeking a better client value offer. Among the activities that were integrated are the Annual FDC Governance and Management Forum and the PAEX Presidents’ Meetings, with the presence of PCS participant companies.

Executive MBA – Emerging Topics: Impact Business and SDGs

A project was developed in 2016 to revitalize the MBA program, expecting significant changes as of 2017. The MBA2020 planning exercise included actions of hearing HRs, former and current participants, CEOs, and the Schools professors and managers. The objective is to turn FDC’s MBA program into a denser, more current program, in tune with market and society requirements. A reflection of this is the inclusion of the subject Emerging Topics, that approaches themes being discussed in myriad sectors of society, offering information, reflections and a new manner of considering such issues. Some of the emerging topics percolate the Sustainability directly, such as Impact Business and SDGs.

SKEMA Business School

A partnership was initiated with the French Skema Business School in 2015, which brought to young students from around the world to FDC’s BH and Aloysio Faria campuses to do an international, three-month program valid for their last undergraduate year or their first Master’s Degree year. Approximately 120 students have already participated in the module designed by FDC professors together with SKEMA, and could learn the local facets of the Sustainability theme contained in the subject “Environment, Sustainability and Development in Latin America”.
Student Experiences

In a partnership with the British school Common Purpose, which develops leaders throughout the world, FDC has offered the Student Experiences program since 2014, designed for young university students who seek to become sustainable development leaders. The program’s third edition, in 2016, hosted 92 participants and approached the theme “How to practice citizenship in an engaged and responsible manner in our city?”

Women’s Global Leaders Program

To encourage gender equality, FDC developed, in partnership with Smith College Executive Education for Women, the FDC/Smith Women’s Global Leaders Program (WGL). WGL combines Smith’s signature all-women learning environment and FDC’s expertise in global executive development. From 2015 to 2016, 61 women joined the program in FDC campuses.

Socially-Oriented Management Programs

Partnership with Social Organizations – POS

This Partnership offers to social organizations tools to improve their management with a methodology adjusted to the third sector reality. In 2016, endeavors consolidated into three partnership groups, in Belo Horizonte, Rio de Janeiro and São Paulo. Important civil society organizations joined the program, such as Museu do Amanhã, in Rio de Janeiro, Instituto Votorantim and the Federation of APAES (Belo Horizonte and São Paulo). The POS included the participation of 42 social organizations in 2016, representing 2500 employees and volunteers altogether.

The Dignity Program

This educational solution offers managerial capacity-building for social entrepreneurs who undertake business or projects that contribute toward the reduction of inequalities in Brazil. The Dignity Program helps transform embryonic projects into effective, self-sustainable ventures having greater growth possibilities, consequently impacting more people. Entrepreneurs develop their business and initiatives together with professors and specialists and experience an experience-exchanging environment into what is most advanced in the world concerning business management, social business and inclusive markets. In 2015, two groups completed the program, one at the Belo Horizonte campus and the other at the São Paulo campus. In 2016, the program began a revamping process for greater comprehensiveness and impact.
Online Social Finance Program

Called “A Dynamic Model for Economic-Financial Management”, this program was designed by FDC guest professor Michel Fleuriet, together with Sérgio Pires, who kindly donated his works to the design and construction of a program which, in digital free public access to society, will enable economic management knowledge focusing on the social area. The platform can be used by social organizations, entrepreneurs, and small businesses among others, to leverage business and create social impact.

Principle 3 | METHOD: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Sustainability and business responsibility are among the most important themes today in the business scenario. Fundação Dom Cabral has sought to anticipate the requirements posed by a business reality increasingly involved with social and environmental issues. In harmony with its values, FDC has developed knowledge and methodologies that will enable it to orientate and promote development programs designed for professionals who wish to work sustainably in Brazilian, multinational or international companies.

Knowledge Development

FDC’s structure includes Knowledge Development Centres, that congregate full-time professors, project managers, associated professors and researcher groups to conduct studies, projects and research work, besides the construction of contents, methodologies and innovative solutions, seeking answers for the current challenges of organizations and society, in Brazil and in the world. The Cores approach themes such as People and Leadership Development, International Strategy and Business, Innovation & Entrepreneurship; Logistics, Supply Chain & Infrastructure; and sustainability.

FDC’s Sustainability Centre, together with the Sustainability and Social Projects area and the Innovation in Management Education area is responsible for researching and devising methodologies veered towards the Social Responsibility and Sustainability themes. Within its ensemble of initiatives, the Centre invested significant efforts in the creation and operation of the Responsible Management for Sustainability Reference Center, a venture with which the Core acquired experience in knowledge creation together with Brazilian companies – as quoted in Principle 5: Partnership.

The partnership between the Sustainability Centre, Sustainability and Social Projects area and the Innovation in Management Education area is also responsible for reviewing methodologies and curricular frameworks of existing programs or programs pending implementation, which hold sustainability and responsible management as their basis. Some examples of such initiatives are such the Corporate Sustainability Management Program, the
Online Social Finance Program and the Business Roots Module, a part of the Social Program Roots Online.

**Knowledge Development Lines and Methodologies of the Sustainability Centre**

The Centre concentrates its research upon the areas of corporate responsibility and sustainability: responsible management for sustainability, responsible leadership, inclusive markets, social management and retail and construction sustainability, in accordance with the research lines:

- Sustainability and business function;
- Developing responsible leaders;
- Investigating business experiences germane to this theme;
- Investigating the market’s, society’s and the planet’s business contexts;
- Surveying the status of inclusive business in companies installed in Brazil;
- Business inclusiveness indicators;
- Responsible retail and the retail model of the future;
- Sustainability in construction;
- Globally responsible leadership;
- Best practices in corporate responsibility;
- Context and socioeconomic and environmental impacts analyses.

**Principle 4 | RESEARCH:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

The Sustainability Centre pursues the production of knowledge within the theme applying the UAISO model – useful, applicable, innovative and socialized. Among the main accomplishments of the Centre in the 2015-2016 period are:

- Research into the “Future of Corporate Sustainability in Brazil” theme, with a view of the current and future relevant of social and environmental issues for Brazilian companies. An evaluation tool was developed together with the study, which indicates whether the company is ready for the 2022 future and a How-To guide helping companies answer the question “What socioenvironmental themes are really relevant to my business?”;
- Research into “Inclusive Markets”, conducted in a partnership with the UNDP. Within the scope of the research effort, the report “Inclusive markets in Brazil: challenges and opportunities in the business ecosystem”;
- Sustainability Benchmarking studies in the tire and mining industries;
- Workshop held with the support of BNDES, UNDP and GIFE about inclusive business and the construction of regional governance such as to allow the collaboration among local
governments, companies and third sector organizations in favor of local development;

- Research into “The Power of Synergy”, demonstrating to companies the opportunities of collaborating with social entrepreneurs in the value chain.

**Technical-scientific production with the Sustainability theme**

**FDC Executive**


**Research Report**


**Articles in Annals of International Congresses**


**Articles in International Periodicals**


**Articles in National Periodicals / DOM Magazine**


FDC Cases


Book chapters


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.

Being one of Fundação Dom Cabral’s fundamental principles, the establishment of partnerships - a fruit of the interaction between the institution, people, organizations and companies – is the option chosen to overcome limitations and to reach solutions. Several of
our actions related to sustainability and social responsibility are carried out through partnerships with companies and leaders.

**CEOs’ Legacy**

This initiative, led by FDC’s Dean, is veered towards a group of CEOs – leaders of some of the largest Brazilian and multinational companies conducting operations in Brazil – capable of contributing towards the development of a new leadership, engaged with and connected to the advances which are now changing society. A group was created in 2016 convening over 20 leaders, which helped define a CEO-exclusive action, whose objective is the creation of concrete legacies for society. The starting point was the assumption that CEOs should grow their leadership and power of influence to become one of society’s progress agents, yielding value not only to their organizations but mainly to the surrounding social environment.

**Responsible Management for Sustainability Reference Centre – CRGRS**

Developed and conducted by FDC’s Sustainability Centre, the Reference Centre provides the convening of companies (Itaú, Andrade Gutierrez, Braskem, Samarco, Odebrecht, Novelis) that seek to capacity-build their sustainability directorate in engaging the company’s senior leaders in this theme, warning about socioenvironmental risks and shared value creation opportunities.

The focus of CRGRS’ work resides upon the senior management of companies, establishing dialogues with senior officials, directors and stockholders to observe trends and opportunities, defining and solving the company’s and the company’s stakeholders’ most relevant issues and capacity-building sustainability officials and their potential successors according to the priorities defined for the organization’s sustainability.

CRGRS’ goal is being the most relevant corporate sustainability group in Brazil, conveying greater influence upon opinion leaders with: the development of applicable research (knowledge of how to make corporate sustainability add value to the business); writing businesses cases reporting successful situations, a financial, social and environmental database (material quantifying the impacts and improves implementation success chances) and ease of access and socialization of the knowledge created.

**PDEOS – Companies and Social Organizations Development Program**

This program brings together companies, social organizations and public institutions (such as municipal and State schools, healthcare stations, among others) to promote the responsible management of partnerships and promote sustainable local development. The venue of choice for the first project cycles is Jardim Canadá, a community in the Aloysio Faria campus buffer zone, in Nova Lima/MG. In 2016, after conducting a diagnosis of the potential social entrepreneurs and companies in the region, PDEOS was extended to the Balneário Água Limpa development, in the vicinities of the Aloysio Faria campus.
In the years of 2015 and 2016, approximately 42,000 persons were directly and indirectly impacted by the social mobilization activities, events and actions promoted by the social organizations and companies participating in the PDEOS.

**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.

FDC wants to develop its role as a facilitator for the discussion on sustainability among the many segments it relates with. To achieve that, it participates in forums, associations and partnerships to fulfill its objective of debating and divulging issues related to sustainability and social inclusion, always in alignment with one of its principles, namely that of being useful for the construction of society, *raison d’être* of Fundação Dom Cabral.

**International Advisory Committee and FDC Global Thinkers Summit**

The FDC International Advisory Board held its 2015 annual meeting in São Paulo and it was attended by about 70 participants, including members and guests. The chairman of the International Advisory Council and Dean Emeritus of the Kellogg School of Management, Donald Jacobs, presided over the meeting and expressed his expectations that the meeting would contribute to a better understanding of the current moment Brazil is going through. The meeting ended with a presentation made by FDC Associate Professor Marina Silva, “Brazil: The Challenge of Sustainable Development”. The “Global Thinker’s Summit – Competing in the era of inclusive capitalism” conference was also hosted at the FDC São Paulo campus on that same occasion. The conference proposed a discussion about competitiveness and social inclusion in view of the changes in current capitalism and the new demands society now makes.

In 2016, FDC International Advisory Council held its 8th Annual Meeting with about 60 participants. The theme was Brazil’s political-institutional, social and economic development context, a theme that was proposed so that the councilors could arrived at their own vision about what is now happening in the country: the crisis, its origin, the current situation and future prospects. The FDC Global Thinkers Summit was held on the day following the IAC meeting and it was attended by about 160 business, social and academic leaders from Brazil and the world. It discussed the relationships between competitiveness and social inclusion at organizations and the links between governance and ethics. The opening speech was delivered by North-American philosopher Edward Freeman, the creator of Stakeholder Theory.
Commitments and Global Compacts

UN Global Compact

As its mission is to contribute to the sustainable development of society, Fundação Dom Cabral is a signatory to the Global Compact, a UN initiative to engage the business world in building a more stable, equitable and inclusive market and thus generate a prosperous society while ensuring sustainable development. FDC has actively participated in the Global Compact since 2004 as a member of the Brazilian Global Compact Network as it seeks to be a reference in debating and implementing practices that enable and enhance sustainability as regards its own activities as well as regards disseminating sustainability practices among its clients.

FDC took part in the Global Compact Leaders Summit in New York (USA) in 2016. The main objective of the worldwide meeting of Global Compact signatories was to discuss how to turn the sustainable development goals - SDGs - into innovation and business for the business sector over the next 15 years. In Brazil, on the other hand, Fundação Dom Cabral was present at the Global Compact Forum 2016 in São Paulo, an event that brought together representatives of signatory and non-signatory organizations to discuss the theme “The private sector on the way to Sustainable Development Goals”.

PRME

Set up in 2007 based on an agreement among the main business schools in the world, Principles for Responsible Executive Education – PRME is a voluntary engagement platform for business schools that aims to promote teaching that will drive corporate responsibility and sustainability, thus collaborating to develop a new generation of leaders. In 2015, FDC took part in preparing the Brazilian Chapter of the PRME. The proposal was delivered to the PRME Board in a global event held in New York to celebrate the 15 years of the Global Compact. In a Chapter Brazil Board meeting, hosted at the FDC Rio de Janeiro campus in 2016, the Brazilian signatories discussed the preparation of the worldwide PRME meeting that will be hosted in Brazil in 2017. FDC was also charged with planning the actions of next year’s Chapter Brazil.

GRLI

Fundação Dom Cabral is also a signatory to GRLI and joined the GRLI International Council in 2015 for a two-year mandate. It is the only Brazilian business school sitting on the council. GRLI is made up by the UN Global Compact and by EFMD, and it seeks to engage both companies and society in high-impact collaborative initiatives that will lead to global responsibility.
UN’s Sustainable Development Goals - SDGs

Fundação Dom Cabral (FDC), as a signatory party to the Global Compact and PRME, supports the UN’s 17 Sustainable Development Goals (SDGs). As a business school, FDC contributes more directly to 4 of the 17 SDGs:

• **SDG 4 Quality Education**: FDC applies the UN’s 17 SDGs transversally in the contents offered to its students and in the creation of knowledge, providing quality education for all.

• **SDG 8 Decent work and economic growth**: FDC contributed towards society’s sustainable development through education, capacity-building and the development of executives, entrepreneurs and public managers. FDC prizes itself for the development of responsible leaders with ethical behaviors and entrepreneurial, sustainable attitudes.

• **SDG 10 Reduced inequalities**: since its inception, FDC has offered free and/or subsidized capacity-building to people and NGOs, in addition to the development of free programs for entrepreneurs, socially vulnerable youngsters and women.

• **SDG 17 Partnerships for the goals**: FDC, in addition to being a Global Compact and PRME signatory, is a member of the PRME Chapter Brazil, undertaking different actions to implement partnerships for sustainable development with other business schools, and the public and private sectors.

Following this theme, the Sustainability and Social Inclusion Committee developed an Internal Communication Plan to present and disseminate the 17 SDGs through all employees and professors.

An analysis of all FDC’s social projects was also conducted under the light of the 17 SDGs, to identify what SDGs are impacted by social actions and what contribution FDC is making towards the achievement of the UN’s 2030 goals.

**Holding relevant debates with society**

**Voices of Today**

This project seeks to create an environment that allows renowned names in the business world and academia to discuss themes, deepen reflections and light paths to the country’s relevant issues while society participates through live Internet platforms. The initiative meets one of FDC’s strategic objectives: to be a protagonist in the debate on themes that are relevant to the community and to contribute toward building a more inclusive society.

The opening theme for the first meeting in 2016 was “Governance and Ethics – paths for organizations.” The project also brought to the debate the themes “The roots of corruption and democratic advances for a prosperous business environment” and “Competitiveness and Social Inclusion – the Brazil we want.” The project has had a direct impact on 2,282 people on social networks.
Jardim Canadá and Region Observatory Forum

The Jardim Canadá and Region Observatory is an initiative undertaken by FDC and by Associação dos Condomínios Horizontais – ACH to generate and debate knowledge about the region in the vicinity of the Aloysio Faria Campus in Nova Lima, MG, by setting up social dialog and encouraging the sustainable development of the community.

In 2016, the 3rd Jardim Canadá and Region Observatory Forum took place at the Aloysio Faria Campus. About 70 participants, including representatives from the public and private sectors and from civil society discussed the challenges that must be faced to achieve integrated and sustainable development in the Balneário Água Limpa district. The site has neither basic sanitation nor electricity for all its residents, no post office, paved streets or public transportation. The Forum sought to discuss and find solutions by presenting real and doable proposals for the short, medium and long terms in the fields of Health Care, Social Assistance, Education, Job Opportunities and Income, Land Use and Occupation, Public Safety, Urban Infrastructure and Mobility.

The Water Forum

The 4th edition of the Water Forum dealt with the theme “Our Common Future” and was held by IdeSCA at the Aloysio Faria Campus, with support from Fundação Dom Cabral, CSul Desenvolvimento Urbano and other entities. The event was aimed at discussing the preservation of Serra da Moeda and the UN Agenda 2030 action plan that deals with sustainable solutions aiming for economic, social and environmental development balance so as to transform communities across the world.

The Power of Synergies – Partnerships between social entrepreneurs and companies

The event named “The Power of Synergies – Partnerships between social entrepreneurs and companies” was held at the Fundação Dom Cabral São Paulo campus. Its objective was present cases of success while promoting an environment of debates on possibilities of partnerships that bring together social businesses and enterprises. The starting point of discussion was the survey developed by the FDC Sustainability Center about the potential for this type of partnership, highlighting how this cooperation can be beneficial to the businesses involved and to society.

10,000 Women Regional Meeting

The alumni network of the 10,000 Women program, a partnership between Goldman Sachs and Fundação Dom Cabral, hosted its 2016 regional meeting at the FDC Belo Horizonte campus. The event was an occasion to consolidate knowledge, exchange experiences and strengthen the network, and its main theme was “Does success in the past ensure the
future?”. During the meeting, the participants discussed new alternatives to gain market access in such an uncertain and complex scenario. The event was attended by about 60 entrepreneurs who were able to update the network with their recent challenges and achievements.

The objective of the 10,000 Women Alumni Network is to share information and opportunities among former program participants by strengthening their bonds and fostering businesses and experiences.

**Sharing – Meeting between Social Organizations and Civil Society**

FDC’s programs veered towards the Third Sector – Dignity Program, Partnership with Social Organizations - POS and the Companies and Social Organizations Development Program – PDOS – held their first forum to exchange experiences, ideas and knowledge. The objective was to have the 60 participants from social organizations and partner companies discuss purposes, strategies and methodologies especially veered towards the Third Sector.

**Sustentar – International Forum for Sustainable Development**

FDC maintains cooperation agreement with Instituto Sustentar, an NGO dedicated to promoting and implementing sustainable development. In 2015 and in 2016 FDC sponsored the Sustentar international forum that was held at Aloysio Faria Campus and at São Paulo Campus. Besides that, FDC integrates the forum technical committee collaborating with the selection of the themes that are discuss in the forum panels. In 2015 the main theme was “Innovation and Sustainable Solutions” and in 2016 “New Economy for a Sustainable Society”.

**Awards for Sustainable Development**

**The Social Entrepreneur Award**

The main social entrepreneurship prize in Latin America, the Social Entrepreneur Award, is an initiative by Folha de São Paulo in partnership with Fundação Schwab. It aims to identify and recognize the most entrepreneurial environmental leaders in the country, the ones who develop innovative, sustainable and high-impact ideas fit for the reality of Brazilian communities.

Fundação Dom Cabral is one of the strategic partners of the prize giving and it offers the award winner two full scholarship grants for the Developing Leaders Program – PDD, which is part of the Partnership with Social Organizations - POS. A scholarship grant is also offered for the same program for the winner of the Social Entrepreneur of the Future Award – which highlights environmental initiatives at an early stage.
Anuário Época Negócios 360° Award

The Época Negócios 360° yearbook is in its fifth edition. It awards the 300 best companies in the country as evaluated by criteria such as financial performance, HR practices, capacity to innovate, environmental responsibility, vision of the future and corporate governance.

The yearbook enjoys a technical partnership with Fundação Dom Cabral through the FDC Sustainability Center, which takes part in formulating the methodology while carrying out field research and the final processing of the information. The methodology developed together with the magazine’s team leads to the production of a complete ranking of the best and largest companies in Brazil, the result of a survey that consists of a quantitative evaluation made up by a questionnaire with the criteria cited above. Twenty-seven companies are chosen as the best ones in each business sector and it is from this list that the Company of the Year is voted to receive the award.

The Good Example Award

The Good Example Award aims to recognize initiatives and people that, either directly or indirectly, contribute toward building a more cohesive and citizen society. It was created in Minas Gerais in 2010 by a partnership among TV Globo Minas, FDC, Confederation of Industries of the State of Minas Gerais – FIEMG – and O Tempo newspaper. The 7th edition of the award happened in 2016.

Social Projects

Raízes (roots) – Social Innovation Program

This program, which was developed for young people between the ages of 16 to 18 years from public schools or in socially vulnerable situations, celebrated six years in 2016. Raízes provides access to humanistic content in different areas of knowledge that are not usually accessible in traditional schools, and its expectations is that young people can not only broaden their vision of the world around them but also become actors and authors of their own inclusion process. Between 2015 and 2016, 61 adolescents attended the program.

The program was evaluated between 2015 and 2016 and the results showed the positive impact that the project has been having on the life and career prospects of the young people who have attended it. The evaluation questionnaires filled in by the participants before, during and after the program show how they modify their concepts, plans and habits while the course unfolds. One example is that between the questionnaire answered at the beginning of the program and the one at the end of it there is an increase in the number of young people who intend to attend a university or a technical college to improve their possibilities of having a successful career. The evaluation also revealed aspects of the program that can be reconfigured for the next cycles so that it reaches more young people and increase its powers for social change like, for example, offering fewer modules,
thus making it more dynamic and easily adaptable to expand to partner companies, to Minas Gerais or even to other states in the country.

Raízes (roots) online

The Raízes program already offers two online modules, thus expanding the scope of the methodology and the objectives of this social innovation program. The Brazilian Raízes module had already been available earlier and, in 2016, the Business Raízes module was in the final stages of being offered to any part of the country.

Instituto Cultural Inhoré

The institute was created to encourage the social, cultural and economic development of the community of Capão Grosso, in Jaboticatubas, MG. In 2016, professional training workshops in manicure and motorcycle mechanics were offered in the region to train locals and so expand their access to the labor market.

Brasileirinho Project

Developed by FDC as an extension of Instituto Cultural Inhoré, the Brasileirinho Project supports Escola Municipal Padre Candinho teachers and students by holding pedagogical meetings to develop the faculty, thus seeking to improve teaching quality and the school’s results in the Basic Education Index - IDEB. Between 2015 and 2016, 50 children and six teachers attended the program.

Jardim Canadá Library

FDC maintains a library in the Jardim Canadá district that offers free access to the whole community. It works together with ACH – Associação dos Condomínios Horizontais. In 2016, two thousand people made use of the library.

Scholarships for a Specialization Program

FDC offer scholarships for the Specialization in Business Management Program. It is an annual selection process that benefits professionals who preferably work for organizations that take part in the Partnership with Social Organizations - POS or in other social projects FDC hosts. In 2016, four Fellows were attending courses. The project to grant scholarships is being reviewed to broaden the possibilities for an interested party – who demonstrably does not have the resources to pay for the program – to be granted a scholarship.
Fundação José Fernandes de Araújo

Fundação José Fernandes de Araújo – FJFA, an entity founded by Dom Serafim Fernandes de Araújo in 1980, aims to assist the education and training of disadvantaged youth. In 2016, 270 young people and children were supported by FJFA. FDC invests approximately 50% of its social investments in FJFA.

II. Future Perspectives and Key Objectives

In 2016, the Sustainability and Social Projects area, previous linked to the Board Committee, began reporting to FDC’s Dean. With this change, sustainability strategies and actions were reformulated, with the objective of expanding social project actions as subsidized by FDC and also seek partnerships with large companies to increase their impact.

Seeking to BE RELEVANT to society, as described in FDC’s new slogan launched in 2016, the School has dedicated to study social entrepreneurship and impact business. This movement befits the Brazilian political and economic crisis, with a high degree of unemployment, prompting people to enterprise in a quest for survival amidst the crisis. Understanding this scenario and aware of its social role, FDC’s objective is to launch two entrepreneurship programs next year. The Dignity Program, which has had three editions offered to the social entrepreneurs segment and in passing through a redesign focused on the alignment with the SDGs; and the Impulso Cidadão – the Citizen’s Drive, expected to be launched in the second half of 2017. This is a social entrepreneurship program for individuals at the pyramid base, held jointly between FDC and other partners.

The process of granting Specialization program scholarships is also being redesigned, and every student applying for slots offered in 2018 will develop or participate in a project to contribute to one or more SDGs.

Another relevant achievement of the actions pursued by the Sustainability and Social Inclusion Committee in the years 2016 and 2017 was the understanding by the Presidency and Executive Board of the importance of having sustainability and social responsibility as a transversal theme in all of FDC’s programs, projects, research efforts and areas. In this in mind, an effort is under way at the Sustainability and Social Projects area, under the coordination of the Associate Dean for Sustainability and Social Projects, Ricardo Siqueira Campos and technical coordinator of full-time Professor Heiko Spitzeck, whose objective is to understand how each of FDC’s social projects contributes to its mission of promoting society’s sustainable development through education. The analysis is in course. Following completion of this stage, the projects will be subjected to an impact evaluation methodology aiming at measuring the relevance of each one to society having the SDGs as the measurement backdrop.

FDC increasingly seeks to be aligned with the PRME principles and contribute towards the achievement of Agenda 2030 for Sustainable Development.