GLOBAL COMPACT, MILLENNIUM GOALS AND PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

COMMUNICATION ON PROGRESS 2010
Dear reader,

The challenges of education in this century involve the preparation of professionals aware of their role for the sustainability of the planet. As vectors in forming responsible executives, it is our duty to offer quality content, expose the best practices involving social responsibility, encourage scientific output on this topic and, equally important, include ethical principles in our own relationship with management and stakeholders.

This COP is the record of our actions in 2010 in search to contribute for an egalitarian society and development in a sustainable basis. The document outlines policies and initiatives that expose our worldview and our conception of responsibility to what belongs to everyone.

Enjoy your reading!

NORMAN DE PAULA ARRUDA FILHO
Our Mission

“Contribute to sustainable development promoting personal, corporate and social evolution by means of innovation, generation, encouragement and dissemination of knowledge on management.”

- 15 years of activity
- More than 15,000 trained professionals
- 19 international partners in 6 countries
- Signatory of the Global Compact
- Signatory of the PRME
- Signatory of the Anti-Corruption Pact
- Signatory for UNHRD
ISAE/FGV management model is decentralized and participatory, allowing its participants to work in a complementary way with suppliers and customers in drawing up general policies and dealing with its consequences.

Management Committee

ISAE/FGV has a Management Committee which aims to support the board of directors during decision-making processes in an integrated manner, always based on technical reports produced collaboratively, focusing on institutional sustainability.

Guiding Principles

The principles guiding ISAE/FGV’s actions are: Sustainability, Ethics, Governance, Leadership, Innovation and Entrepreneurship. These principles are available in a formal document and are regularly disseminated to the internal public by the coordination of Corporate Responsibility and Sustainability Department, along with the coordination of Personnel Management Department.

These principles are at the core of the organizational intelligence, forming the very basis of all institutionally implemented strategies and attitudes, that is included in training programs for employees at all levels.

Values

ISAE/FGV values are the fundamental pillars that guide every institutional relationship. These values were developed in an interactive process that reflects how directors and employees understand the principles that build a responsible institution, as well as the influence of being an institution signatory to the UN Global Compact and to the PRME Initiative. ISAE/FGV values are:

- Ethical Relationships – honesty, integrity, loyalty and respect;
- Team Spirit – collaboration, co-responsibility and synergy;
- Clear and Complete Communication;
- Transparency

"We are in need to develop a model based on values such as social responsibility and professional ethics for the training of entrepreneurial leaders.”

"Once they train leaders, business schools need to use their sphere of influence and their relationships with market, institutions, companies and executives to encourage the adoption of sustainability as a strategic management principle. No less challenging, we seek to exercise the principle of self-reference by ‘looking inside’ our institution and applying these guiding concepts and values to our own reality. In other words, one must practice what they preach.”

Norman de Paula Arruda Filho
The Center of International Affairs promotes and coordinates integrated actions developed by ISAE/FGV in partnership with other national and/or international institutions in Brazil and abroad since 2000. Students and partners are able to get in contact with well-known international institutions and professionals, which enables them to develop a multicultural education. This broader perspective contributes to the formation of leaders more prepared to the global challenges of sustainable development. Some of the actions of the center in 2010 include:

**International Program on Project Management**

ISAE/FGV took 25 Brazilian students for an international experience combined with a global overview program on Project Management at George Washington University, which is acknowledged as the best university in the United States in the area of Project Management.

In addition to the classes in Washington D.C., students also had the opportunity for a cultural experience in the United States. Included in the trip was a visit to the Pentagon, NASA and the U.S. State Department.
Doing Business in Brazil VIII

Doing Business in Brazil is a seven-month interchange program created by ISAE/FGV. In January 2010, the eighth edition of the program received nine students from the Moore School of Business – University of South Carolina (USC) – one of the most important business schools in the United States. Students come to Brazil to learn the Brazilian way of doing business.

It is divided in two phases. In the first phase, students take Portuguese lessons full-time. In the second, they attend classes and seminars on various topics related to the Brazilian corporate world. These activities set a great opportunity for foreign students to interact with Brazilian students and executives.

For more information, visit the program’s blog at: http://doingbusinessinbrazil.blogspot.com

American students – Doing Business in Brazil Program
Some International Partners
ISAE/FGV’s Responsibility and Sustainability Center has the mission of generating and disseminating knowledge in order to foster responsible and sustainable management values and attitudes.

This center constitutes one way of engaging ISAE/FGV students, employees and partners in activities that generate knowledge, information exchanging and practical experiences. These activities promote the common welfare, sustainable social development and business ethics.

The center also contributes to the improvement of the social aspects of the State through education and institutional cooperation, and measuring and monitoring various social indicators. In addition, it also generates and disseminates knowledge, formats training programs for NGOs and companies. It also develops and supports social action projects, events on social responsibility, business ethics and sustainability.

Uaná Program – Management Volunteer

The main objective of Uaná Program is to encourage ISAE/FGV students to put the theoretical knowledge they acquired in the classroom into practice by generating solutions to overcome social disparities and exclusion in Brazil. The program supports the sustainable development of small and start-up enterprises, NGOs and social enterprises through volunteer consulting provided by ISAE/FGV students and partner international management institutions.
In 2010 the Program Uaná started a partnership with the RPC Institute, which – through the Portal "Services and Citizenship – Free Services Channel" – offers consultancy in communication and management to nonprofit organizations that promote social inclusion and citizenship. This initiative aims to help improve the management and sustainability of nonprofit organizations at the same time it spreads the culture of social responsibility in Paraná.

The program is acknowledged by UNESCO, the Ministry of Food Security and Curitiba City Hall. For more information, visit: http://programauana.blogspot.com.

Some of the organizations assisted by Uaná Program are:

**Ciranda** – News Center on the Rights of Childhood and Adolescence, whose mission is to "promote and defend the rights of children and adolescents through communication and education actions towards a fairer and more solidary reality".

**MarBrasil Association** – Non-profit NGO located in Pontal do Sul, Paraná, which is committed to finding solutions to harmonize the development of the coast of Paraná and Brazil. It develops projects to promote and rescue the coastal culture, provide support to formal education, advance environmental awareness and education, conservation and sustainable management of marine resources along the Brazilian coast.

**Blind Elder House Institute** – NGO that houses the blind, forgotten or left alone by their families.

**Hope Support Center** – Organization that develops care, psychological and social activities for low-income people to conduct cancer treatments in hospitals of the city of Londrina, Paraná.
Adapted Furniture Manufacturing Project
ISAE/FGV Centers for Responsibility and Sustainability and for Business Innovation developed a joint project to transfer technology to a low socio-economic development community.

The project is part of the program No Borders University from the State Secretary of Science, Technology and Higher Education. The objective is to train a group of poor people in managing and producing PVC furniture adapted for young children with neuro-motor dysfunction, thus contributing for income generation regional development.

ISAE/FGV also develops the following Programs and Projects:

Eco-Relations Program
It aims to broaden the types of interactions with ISAE's different publics to promote sustainability. It helps to build a network to advance sustainable development, based on ethics, transparency, social commitment and respect for the environment, what contributes to strengthen relations
with the institution’s stakeholders. The projects articulated by the program are:

**Sustainable Class**

Objective: To foster discussions about environmental problems in the classroom. It was initiated through an editorial published fortnightly in the murals of each classroom. Students are sensitized to adopt a sustainable approach to minimize the environmental impact of their activities. The editorial perspective includes interviews with students, research results, tips and other content related to Corporate Citizenship and Environmental Education.

**Ecological Footprint**

Objective: To contribute to the adoption of sustainable lifestyles by ISAE/FGV employees. Through internal communication channels – which bring issues such as food, transportation and consumption – employees are informed about how to reduce their ecological footprints and have balanced lifestyles. The incentive also happens through interviews and declarations of employees on how to adopt lifestyles that contribute to the sustainability of the planet.

**Project Dialogues**

Through quantitative and qualitative research, different publics access a communication channel that contributes to improve the institution’s political relations. To strengthen relationships with employees and create a symmetrical communication, in 2010 the project focused on planning and executing research conducted internally. Besides drawing up the qualitative research project "ISAE Team's Opinion on Relationship Building", a survey to gauge the employees' level of information about conscious consumption was also realized.

**Sustainability in Focus**

Seeks to give visibility to graduate and MBA students concerning their initiatives in the field of sustainability. Sustainability reporting is performed by means of valuing actions, attitudes and academic projects in the institution’s media. Thus, in order to disseminate knowledge to the community in general, the Communication and Marketing department seeks to broaden the discussion on the subject of sustainability, articulating the relationship of students with the media.

**Project "Make your book run the world"**

Every month, during the celebration of birthdays, employees bring books to be lent to anyone interested.
An Eye on the Global Compact: Quality of Life at ISAE/FGV
The program aims to provide a healthy working environment, promoting a win-win relationship between employee and employer. It promotes the habit of regular exercising and the prevention of postural damage. It also monitors the health of employees, preventing physical inactivity, hypertension, obesity, diabetes and smoking. In addition, it offers a program of ORIENTING lectures and provides an environment of openness and participation for the employees.

ISAE Employees Development and Training for Responsible Management Education
Sensitization program and skills development for all employees, focused on the skills of being and living through an education focused on experiential education and ANDRAGOGY.

ISAE/FGV Challenge – Tuning with the business social and environmental context
It has the objective to develop a tool for corporate knowledge management, organizational learning and skills training for sustainable management.

Levering Social Results Program
It aims to promote synergy between work areas, allowing the participation of workers in operational income in order to achieve social gains for them. Besides increasing productivity and organizational performance, the program distributes the results within the community.

Focus Group – What are the needs regarding management education?
Search and study raise important attributes, addressed in the ISAE evaluation of stakeholder satisfaction about knowledge and use of the Perspectivaction educational model, and in the delivery of products and other aspects of interest.

Projeto Benchmarking Paranaense de Recursos Humanos
In its second edition, the project collected results of 11 classic indicators of human resources, such as absenteeism, turnover, retention rates, education and others, to provide organizations with a reference of management that facilitates the establishment of challenging goals, but attainable.

Generation Y Project
In partnership with the NGO Aliança Empreendedora, it aims to encourage youth entrepreneurship and social transformation, in addition to providing low-income citizens opportunities for development.
**Sustainability Portal**

With a focus on ethical and transparent stakeholder relationship, ISAE/FGV’s portal gathers all information about initiatives and sustainable policies. By leaving all this data accessible online, the intent is to communicate, publish accounts and possibly influence other organizations to do the same.

The portal is available in three languages and has all the information about events, news, actions, policies and programs related to sustainability. Moreover, surveys, studies and progress reports related to the Global Compact and the Principles for Responsible Management Education will be available to serve as a benchmark for any institution.

**ISAE TV**

Established in late 2010, ISAE TV is another channel of communication with external publics. Directed to partners, customers, suppliers, students, former students, business groups, community at large, it will show actions, highlight talents, express opinions, provoke reflection and entertain.

It is available at http://www.isaebrazil.com.br and has two new videos per week, such as interviews with specialists (teachers, students or graduates). Subjects cover management and economy.

**Perspectiva Magazine**

Created to strengthen relationships with students and graduates, the online bimonthly magazine reaches over 60,000 contacts. It brings reports on market trends, case studies, surveys and research in management. Students and teachers are frequent sources for reports. It highlights the quality of professionals who study or teach at the institute.
**Respect for Labor: Code of Ethics, Bank of Opportunities**

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<thead>
<tr>
<th>Millennium Goals</th>
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<tr>
<td>Global Compact Principles</td>
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</tr>
<tr>
<td>PRME</td>
<td>1, 2, 3, 6</td>
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**Code of Ethics**

During breakfast on 06 August 2010, which brought together managers and directors, ISAE launched its Code of Ethics, Policy and Personnel Management Policies on Information Technology. The event was attended by labor lawyer Celio Neto and the Prosecutor of the Ministry of Labor, Iros Reichmann Losso. Besides the presentation of the ISAE Integration Manual, there was a lecture delivered by Celio Neto on Prevention in the Work Environment that covered moral damage, bullying and sexual harassment.

**Bank of Opportunities**

Built in 2010, the initiative contributes to the social, economic and business development of the State through the dissemination of job opportunities on the institute's website. The service is free and any organization can participate by sending information on vacancies. The intention is to facilitate access to jobs for students, adding value to the relationship with this stakeholder.
CLADEA

On November 10, 2010, at the convention held in Cartagena de Indias (Colombia), ISAE/FGV became a member of the Consejo Latinoamericano de Escuelas de Administración – CLADEA, one of the major business schools network worldwide, which has over 140 affiliates. As member of this group, ISAE has access to a network of highly qualified professionals, who exchange information and experience worldwide. It also offers greater access to consolidate international partnerships.

Partnerships in the Country

In partnership with Trade Associations and educational institutions, ISAE/FGV offers postgraduate and update courses in 12 cities in the state of Parana. With this action, the Institute brings knowledge to cities far from major centers, trains professionals for the job market, and contributes to income generation and sustainable development as a whole.

UNESCO Chair in Ethics and Responsible Education for Sustainability and UNITWIN Network Project

ISAE/FGV presented a project in partnership with UNESCO to consolidate the UNESCO Chair in Ethics and Responsible Education for Sustainability and UNITWIN Network which aims to develop a center of excellence in the field of Responsible Management Education in order to train leaderships capable of transforming the current society into a more equal, fair, sustainable and developed one.

PRME Chair in Globally Responsible Education

During 2010, ISAE has worked in proposing a Chair that can become a reference center for Responsible Management Education, based on the principles of Global Compact and the Principles for Responsible Management Education (PRME). The Chair also has the objective to develop initiatives to assist in the engagement and mobilization of new institutions and
leadership in Brazil and abroad, aiming at increased promotion of these values. The proposal is being refined, and its launch will happen in 2011.

**L'Oréal Case Study**

After an invitation from Audencia School of Management's Global Responsibility Institute, ISAE/FGV participated in the L'Oréal Case Study: Educating Young people from disadvantaged areas to help them access jobs in the beauty sector. It has been built for L'Oréal Cosmetic Industry with the objective of analyze the work it has developed with low-income communities in Brazil, in the states of Rio de Janeiro and São Paulo.

**Case Study CULTIVATING GOOD WATER PROGRAM – Results, Management Model and its Role as World Reference**

Reports the experience of Itaipu, the largest dam in the world, situated on the border between Brazil and Paraguay. It is the largest dam generating clean energy on the planet – a reference in the conservation of water quality, its main input, and environment recovery. It is considered a world success in programs related to sustainability. We conducted a detailed study, with special focus on the sustainable management model used in the program and factors that enable its success. Issues evaluated include: the root causes of its formation (linked to new Brazilian demands), evolution of the corporate strategy in the process, the model of systemic and participatory management used, results already achieved, its role as a global benchmark, and, especially, how to generate similar results in other environments.
ISAE/FGV ECO-EFFICIENCY

Started in 2007, ISAE/FGV’s eco-efficiency project aims to gradually reduce the resource usage and the environmental impact of the institution. It also seeks to develop new attitudes that will eventually neutralize the greenhouse gases emission of the institution. Some of the actions undertaken by the program include the following:

1 **Reducing energy consumption** – re-adapting lighting and acoustics in the classrooms by implementing more effective solutions regarding these issues; establishing standards and policies for conscious energy usage; installing motion-activated bathroom lights.

2 **Encouraging waste recycling** – expanding the usage of recycled materials, e.g. the facade of the institution was entirely built with recycled materials; using paper boxes as draft material; maximizing the use of recycled paper (paper made from sugarcane waste); raising the amount of paper waste that is sent recycling; printing all the institutional promotion and marketing materials using recycled paper; purchasing lamp recycling equipment; installing recycling bins throughout the institution.

3 **Maximizing sustainable use of natural resources** – using rainwater to flush toilets and irrigate gardens; organizing carbon-free events; using programmable timers; promoting “raise awareness” campaigns for sustainability; encouraging students, staff, suppliers and professors to apply sustainable development concepts; using permanent mugs or cups.

4 **Disseminating eco-efficiency concepts and respect for diversity** – encouraging student participation in activities of the PerspectivAção Educational System; promoting campaigns such as the Personal Management for Global Achievement; addressing these issues in instructional materials and throughout courses, seminars and lectures; promoting environmental education.

5 **Building a healthy habitat** – developing and expanding programs such as ISAE/FGV Quality of Life – VALORISAE/FGV; Gym at Work; Environmental Comfort Project; Marcantonio Vilaça Room for Culture; changing a parking lot into gardens (landscape area).

6 **Bike Place** – Placed in ISAE headquarters, the Bike Place is an indirect contribution of the institute to reduce CO2 emissions, an incentive to biker students.

7 All dumps in the classroom replaced by selective collectors.
The **Sustainability Office** aims to provide consulting services to top management professionals (administration council and board of directors), focusing on the development of the corporate sustainability strategies. The office has always worked on the development of consulting activities for the sustainability of ISAE/FGV’s ecosystem.

**Paraná Center for Strategic Planning**

ISAE/FGV’s Sustainability Office is the coordinator and co-creator of the Center for Strategic Planning ISAE / BOSCH. This Center’s mission is to promote systematic interaction across sectors and among professionals from the area of planning. It aims at prospecting, disseminating knowledge and elevating the maturity level of the strategic planning in the respective businesses, and adopts sustainability as a guideline. Currently, the Center is composed by fifteen major companies belonging to the different sectors of the economy of Paraná state (Brazil). This initiative also provides a forum to foment the dialogue between academia and the public and private sectors.
Created in 2001, ISAE/FGV’s Business Innovation Center (CIEM) was the first Project Incubator in Brazil in the services field. The general objective is to advance innovation generation through products and services or by improving business management and the technical and technological assistance.

The main results achieved over the last four years include:

- Incubation and graduation of 38 enterprises that now operate in the market;
- Associations and partnerships with various organizations, including: SETI – Secretaria de Ciência e Tecnologia do Paraná; REPARTE – Rede de Incubadoras e Parques Tecnológicos do Estado do Paraná; UTFPR – Universidade Tecnológica Federal do Paraná Federal; Araucária Foundation; Anprotec – Brazilian Association of Entities Promoting Innovative Entrepreneurship;
- Generation of over 140 technology-based jobs;
- 112 lectures given to the community on topics such as: entrepreneurship, innovation, development of sustainable enterprises, generation of products and processes, project management, partnerships;
- In 2010 the incubated company Foresee Solutions has launched the Com8s software, designed in the ISAE/FGV incubator; it aims at the educational market, and the objective is to create a collaborative functional net between professors and students.
- In 2010 the company Province Saúde incubated at ISAE implemented the Pilot Program of Occupational Health.

Some of the companies incubated in 2010 are:

**PROVINCE** – organization that offers consultancy, training and development of human resources and information systems for the health area.

**MH International Trade Resources** – internationalization of micro and small enterprises and development of a consortium for exportation to a network of micro craft producers, which will enable production in a larger scale.

**ISAE Incubator** took part of the Global Entrepreneurship Week, which aims to inspire, guide, connect and mobilize people in order to awaken their entrepreneurial attitude.
Perspectivação Learning System

Perspectivação is an exclusive learning system developed by ISAE/FGV in 2002, focused on the formation of leaders. This system aims the development of skills that are essential for sustainability and corporate responsibility and yet are not usually addressed in depth in regular MBA curriculum.

The system has 13 programs that advance several techniques and strategies to improve personal and professional skills, in order to form citizens concerned with the society’s sustainable development. This system is recognized for its capacity to connect theory and practice and also for the contribution to the development of a systemic vision at the corporate environment.
MBA Curriculum Changes

Besides implementing transversality through its guiding principles (ethics, sustainability, leadership, governance, innovation and entrepreneurship), ISAE has courses related to leadership with responsibility and corporative sustainability in all MBA programs. These courses are organized according to the following cognitive axes:

- **Specific axis**: Innovation, Corporate Governance, Ethics, Social Responsibility and Sustainable Development
- **Strategic axis**: Leadership, People Management and Entrepreneurship
- **Experimentation Axis**: PerspectivAction System activities.

Besides implementing transversality through its guiding concepts (ethics, sustainability, leadership, governance, innovation and entrepreneurship), ISAE inserted disciplines related to leadership with corporate responsibility and sustainability in all its MBAs.

Course Conclusion Works

ISAE/FGV encourages students to produce articles and course conclusion works involving the issue of responsible management education, focusing on sustainability and corporate social responsibility.

Table 1 - Production of final papers for ISAE/FGV MBA course in the period 2009-2010 on topics related to sustainability and global responsibility.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Quantity 2008</th>
<th>Quantity 2009</th>
<th>Quantity 2010</th>
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<td>20</td>
<td>50</td>
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<tr>
<td>Social Policies</td>
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<td></td>
<td>4</td>
</tr>
</tbody>
</table>

Source: ISAE/FGV
Short courses related to the subject of Sustainability and Corporate Responsibility offered in 2010:

1 – Carbon Market. 8 hours. Professor: Julien Dias. May 2010

2 – Environmental Permit. 24 hours. Professor: Cleverson Andreoli. July 2010


4 – 4th course in Furniture Construction – technology transfer and multipliers training. Technology for PVC furniture aiming at the inclusion of disabled people. Built furniture was donated to children at CRAID in Piraquara (Regional Centre for Integrated Assistance to the Poor) and APR in Curitiba (Paraná Association of Rehabilitation). 16 hours. Professors: Grace Claudia Gasparini and Sandra Regina Barnabé Ramalho Zoratti. November 2010.
Publications

1) ARRUDA FILHO, Norman – Uma contribuição ao meio ambiente”. Gazeta do Povo newspaper, January 02 2010, Curitiba, PR.

2) ARRUDA FILHO, Norman – “Vidas como Legado”. Gazeta do Povo newspaper, January 04 2010, Curitiba, PR.


8) ARRUDA FILHO, Norman; SEDOR, Rui; ASANOME, Cleusa; FINCK, Angela (2010). Cultivating Good Water program – results, management model and its role as a world reference, presented at the 8th Cultivating Good Water Meeting. November 18 2010, Foz do Iguaçu/PR.

Meeting With

Series of seminars with international experts on issues related to corporate responsibility and sustainability realized in partnership with Curitiba Cultural Foundation.

The main goal of these events was to give students and society a space to expand knowledge and reflection on the issues, with a global perspective. In 2010, the meetings were:

"Brazil in global logistics"
The first edition had the presence of Juarez Moraes, from the Paranagua Harbor Container Terminals. Alumnus of ISAE. This year, besides bringing alumni who are now successful professionals as speakers, subscribers took a kilo of non-perishable food items as entrance. Curitiba/PR/Brazil, May 04 2010
"Sustainability Retail: Walmart Case Brazil"
The second edition had the presence of Mauricio Bendixen – District Operation Officer at Walmart Brazil.
Curitiba/PR/Brazil, June 22 2010

"Branding 3.0"
Brand positioning in today's business paradigm by viewing economic, social, cultural and environmental aspects. This third edition was leaded by Fred Gelli, Creative Director of Tátil Design de Idéias.
Curitiba/PR/Brazil, July 08 2010
"Neuromarketing: Breaking Paradigms of Traditional Marketing"
The fourth edition was leaded by Marcelo Peruzzo, Master in Business Management.
Curitiba/PR/Brazil, August 10 2010

"Telecommunications: The Consequences of Technological Changes"
The fifth edition had the participation of Gabriel Campos, Director of Institutional Relations at Oi Paraná Telecommunications Company.
Curitiba/PR/Brazil, October 05 2010
"Strategic Intelligence in Organizations and the Challenge of Globalization"
The sixth edition was leaded by Luiz Fernando da Silva Pinto, Specialist in Economic Engineering.
Curitiba/PR/Brazil, October 11 2010

"Harvard from the perspective of a Brazilian"
The seventh edition was leaded by Allan Costa, Sebrae/PR CEO.
Curitiba/PR/Brazil, December 09 2010
ISAE/HSBC BUSINESS ROUNDS

In partnership with HSBC bank, with the aim of promoting interaction and exchange of relevant information, experience and knowledge for future partnerships between executives of several segments, ISAE promoted the following Business Rounds:

1st Business Round, Curitiba/PR/Brazil, May 18 2010

2nd Business Round, Curitiba/PR/Brazil, August 19 2010

3rd Business Round, Curitiba/PR/Brazil, October 27 2010
Other seminars, workshops and lectures related to the subject promoted by ISAE/FGV:

Lecture "Brazilian Educational Model and its connections with the Labor Market". Antonio de Araújo de Freitas Junior, member of the Brazilian Council of Education, FGV Academic Integration Director, CLADEA Director. Londrina/PR, February 04 2010.


"PDCA – Continuous Improvement in Organizations". Maicon Putti. Londrina/PR, March 16 2010.


Lecture "Social Networks: 7 billion in their hands". Professor Carlos Frederico de Andrade. Londrina/PR, June 08 2010.

Lecture "Talent Here and Now". Covered professional preparation during the crisis and how the market will be in 20 years. Wander Mendes. Londrina/PR, June 09 2010.


Quality of Life Week. Talks on smoking, stress, time management and how to maintain a healthy lifestyle. Curitiba/PR, June 14-18 2010.


The entrance for all lectures held at ISAE/FGV is the donation of 2 kg of non perishable food, which is donated to needy institutions.

ISAE employees have the opportunity to participate in all events conducted by the institute. They are also encouraged to attend seminars promoted by other organizations and specific training for their professional development.
External events attended by ISAE members:

"Curitiba meeting on Cities and Biodiversity". The meeting was to prepare for the 10th Conference of the Parties and their Biodiversity Urban Summit. Participant: Ligia Martins Coelho. Curitiba/PR, January 06 2010.

"End to End Products – End to End Sustainability". Sponsored by Wal-Mart and its top 10 suppliers. 10 innovative products in sustainability thought to have less impact on the environment. Participant: Norman de Paula Arruda Filho. São Paulo /SP, January 19 2010.

"1st Meeting of the Global Compact Brazilian Committee". The Declaration of the Copenhagen Conference – A Call for Action on Education in Management was presented at COP 15, promoted by the PRME Initiative and CBS. Participant: Norman de Paula Arruda Filho. São Paulo/SP, January 20 2010.


Financial Talk promoted by Gazeta do Povo newspaper, with lecture delivered by Jorge Miguel Samek, Brazilian Itaipu General Director, on "Energy demand". Curitiba/PR, March 19 2010.

"First Congress of Business Ethics". Sponsored by the Brazilian Institute of Business Ethics, the main purpose is to promote ethics in business and among children, adolescents and college students. Participant: Norman de Paula Arruda Filho. São Paulo/SP, March 23 2010.


Global Compact Leaders Summit, the United Nations in the celebration of its 10 years! A video showed ISAE actions to publicize the Global Compact and Millenium Goals. New York, USA, May 24-25 2010.

Global Compact Leaders Summit. The event brings together business, civil leaders, representatives of educational institutions, heads of state, governments and high-ranking UN officers to discuss and exchange experiences on global challenges surrounding corporate responsibility as a tool for sustentability. Participant: Norman de Paula Arruda Filho. New York/USA, June 20 2010.


Strategic Meeting Business to Government – B2G. The project goal is to promote a channel of direct dialogue between entrepreneurs and key decision makers in Brazilian politics. Participant: Norman de Paula Arruda Filho. Curitiba/PR, August 20 2010.


Meeting "10 Year Ethos Plan and Business Network for Sustainability". Curitiba/PR, October 27 2010.


State Meeting of Cooperatives in Paraná. On this occasion, ISAE/FGV and Sescoop celebrate the 1000th MBA student. The partnership resulted in 24 courses and 1,290 students. Curitiba/PR, December 03 2010.


**COP 16**
Held in early December in Cancun (Mexico), the 16th Conference of the Parties to the UN Climate Change (COP 16) held more than 190 nations to discuss climate. The Brazilian delegation was headed by Ambassador Luiz Alberto Figueiredo Machado, composed of representatives of public, private sector and civil society. ISAE/FGV General Director Norman Arruda Filho attended the event as a member of the Brazilian commission.

**Here are some of the trainings offered to ISAE members:**

"Experiential Training". Participants: All employees. We presented all indicators, targets and matrixes of responsibility in all areas. Curitiba/PR, January 30 2010.


"REMAR – Monthly Meeting for Evaluating ISAE Results". Evaluation of the key strategic outcomes of the organization, and monitoring strategic actions and projects assigned to all areas of the company Participants: Directory and managers. Curitiba/PR, March 13 2010

"Relations with Professors" – It aims to inform and educate professors about the Global Compact, PRME, ISO 26000, Chair of the ISAE in social responsibility and especially the educational model Perspectivação. Participants: All professors. Curitiba, March 17 2010.

Training and integration workshop at ISAE Londrina, developed by Professor Carmen Maria Sant'Anna, focusing on the theme "Sustainability". The ISAE Londrina Sustainability Commission was created, which is composed of employees from all areas of the unit. Londrina/PR, April 13 2010.

REGAR – bimonthly ISAE Results Assessment Meeting held with all employees, aiming to assess the main outcomes of the organization. Participants: Directory and managers. Curitiba/PR, April 16 2010.
Course on "Case Study and Preparation," taught by Professor Antonio Raimundo dos Santos. Curitiba/PR, April 19 2010.


LiBRAS Course (Brazilian Language of Signs), taught by Professor Eden Veloso. The aim is to sensitize employees to the concern of social inclusion by learning the culture of the deaf. Curitiba/PR, August 17, December 14 2010.

Aproach Meeting – To disseminate information and encourage the participation of employees in ISAE institutional actions, Responsibility and Sustainability Center. Londrina/PR 2010.
Research with students and teachers aiming to assess the level of awareness on the issue of sustainability in ISAE activities, 2010.

Student Satisfaction Quantitative Research aiming to improve products and services. Curitiba and Londrina/PR, April 26 2010.

Market Research with the objective of identifying corporate market needs, trends, assess the perception of ISAE image and positioning, and evaluate the product portfolio. Curitiba/PR, May 10 2010.

Qualitative research (focus group) with students in Curitiba and Londrina. The intention was to deepen the important points outlined in the new survey and to hear the criticisms and suggestions from students. Curitiba and Londrina/PR, July 19 2010.

Research to assess the level of information on ecological consumption of the ISAE team. Curitiba/PR, November 20 2010.
OZIRES SILVA SUSTAINABLE ENTREPRENEURSHIP AWARD

The award Ozires Silva Sustainable Entrepreneurship was created in 2006 by ISAE/FGV and Rede Paranaense de Comunicação (RPC-TV) as a way to recognize entrepreneurs who promote innovative solutions to sustainable development. The name of the award is a tribute to former Minister Ozires Silva, founder of Embraer (Empresa Brasileira de Aeronautica) and a major exponent of national entrepreneurship. The ceremony was attended by Ozires Silva and had a lecture from the President of Azul Brazilian Airlines, Pedro Janot. The competition included the following categories: Trade and Tourism, Agribusiness, Industry, Civic/Government, Transportation and Logistics. Curitiba/PR, February 10, 2010.

Ozires Silva and Norman Arruda Filho
ISAE, through its managers, has interests in several initiatives, acting as:

a) member of the Forum on Climate Change in the city of Curitiba, instituted by the Curitiba City Hall
b) member of the Council on UNIETHOS - Education for Social Responsibility and Sustainable Development
c) member of the Editorial Board of Management Magazine - ISCTE/INDEG
d) participant of GT Ethos for the development of ISO 26000
e) member of the Board of Directors of UNILIVRE - Free University of the Environment Paraná.
f) member of the Board of ACP - Associação Comercial do Paraná
g) co-coordinator of the Education Commission of the Brazilian Committee of the Global Compact
h) member of the Editorial Board and Training at Anprotetc - National Association of Entities Promoting Innovative Enterprises
i) member of the Strategic Council at Insitute Christiano Becker: Innovation and Entrepreneurship, Brasilia-DF
j) member of the Directory at the Paranaense Network of Incubators and Technologic Parks
k) member of the Evaluation Commission of Projects at the Araucaria Foundation;
l) member of the Study Group Mapping the Third Sector of Paraná
m) member of the evaluating board of the 9th edition of Ethos-Valor Award, a competition for University Teachers and Students on Corporate Social Responsibility and Sustainable Development, São Paulo, SP
n) member of the evaluating board of the 10th edition of Ethos-Valor Award, a competition for University Teachers and Students on Corporate Social Responsibility and Sustainable Development, São Paulo, SP
o) member of the Free University of Trade, Curitiba/PR
p) member of the evaluating board of the Start-Up Lab, an event of the Global Week of Entrepreneurship. It allows social entrepreneurs to test their business ideas. Curitiba/PR
q) member of the Thematic State Chamber of Commerce and Technology Promotion – World Cup 2014.
In addition, ISAE/FGV employees delivered a series of lectures and interviews in partner organizations, including:

- "Sustainability", given by Norman de Paula Arruda Filho to launch the project "ISAE/FGV reaches you". Campo Largo/PR, February 23 2010.
- Lecture "Sustainable Governance in the Medical Cooperative in its institutional environment", given by Rubens Mazzali, at the 18th Unimed Symposium of the State of Parana. Foz do Iguaçu/PR, April 06 2010.
- Role of HR and Sustainability, given by Norman de Paula Arruda Filho to the Group of HR Professionals who work in Institutions of Higher Education, monthly meeting. Curitiba/PR, April 09 2010.
- Lecture "Sustainability and current issues in the world", by Norman de Paula Arruda Filho to the commercial team of the institution. Curitiba/PR, April 29 2010.
- "Sustainability: What does this have to do with HR?", given by Norman de Paula Arruda Filho, Florianópolis, SC, May 14 2010.
- Lecture at the 2nd Global Forum for Responsible Management Education, organized by the United Nations, where ISAE's performance was addressed, which for nearly three years, changed its strategy in seeking to implement the PRME. Among the actions taken are specific initiatives, such as the inclusion of disciplines that address "Corporate Responsibility" and "Ethics" in the curriculum of the courses offered, and deeper measures to engage the faculty and employees, such as to stimulate the production of studies and research in the area, including the subject line of communication and review the entire relationship with stakeholders. "The concept of strategy needs to permeate every educational institution. You can only teach what is practiced." New York, Fordham University, Lincoln Center, June 22-23 2010.
- Interview "Role of the Institute with regard to the Principles for Responsible Management Education (PRME)". Londrina/PR, June 22 2010.
- "Strategic Sustainability" delivered by Rubens Mazzali at the Group Meeting on Human Resources in Campinas, October 20 2010.
The following are some of the partnerships set by ISAE in 2010:

- February 11 2010 – Technical Cooperation between ISAE and Tecnodata Educational Ltd., to develop educational programs and projects related to sustainability.
- February 20 2010 – The Center for Responsibility and Sustainability starts a project in partnership with University of Audencia, Nantes (France) and L'Oreal cosmetics industry to conduct a survey on the work that the French company develops with low-income communities in Brazil. São Paulo/SP.
- October 15 2010 - ISAE initiates a partnership with Unindus - University of Industry and International Center for Innovation (C2i) for academic cooperation for the Professional Master Project in Corporate Sustainability Management.
- October 25 2010 - ISAE starts a program for Management Development - Management for Sustainability for the Companhia Paranaense de Energia - Copel.
- November 17 2010 - Partnership with Audencia Nantes for the workshop: "How the Brazilian private sector has been involved in the goals of the Global Compact?", in the event Global Responsibility Day, sponsored by the institute. The purpose is to expose the sustainability initiatives in the students' countries of origin. The current situation of the Global Compact in Brazil was exposed the Uaná Program was presented, an initiative of the ISAE to overcome hunger and poverty in Brazil.
- Partnership with the Commercial Association of Paraná to develop the Institute's Strategic Planning.

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CONCLUSION

Globally responsible leaders are value generators. They value companies, their brands and actions. They value people and their relations, the environment and its resources. They value intellectual capital in which visionary organizations safely invest.

ISAE/FGV, in performing its role of academic institution, has increasingly emphasized the importance of educating leaders to act in a globally responsible way. They must be grounded in the ethics of relationships, guided by the paradigm of sustainability and inspired by innovation. Thus, the formation of these leaders is a major challenge for business schools around the world. And, at the same time, it is the north to which we address with such intense determination.

More than certain, we are confident that our guiding concepts – Sustainability, Ethics, Governance, Leadership, Innovation and Entrepreneurship – have collaborated to train new generations of leaders, both corporate and institutional, prepared for the noble mission of repositioning people and organizations with innovation and responsibility here and now, envisioning the design of a better future.

The set of initiatives developed by ISAE/FGV seeks to demonstrate that it is not really easy to put what we desire into practice. But it is essential to give importance to this matter – especially the benefits of adopting this model in relation to the Millennium Goals, Global Compact Principles and the Principles for Responsible Management Education (PRME) – for it is the path to build a more equitable and sustainable world.