



Ricardo Siqueira Campos

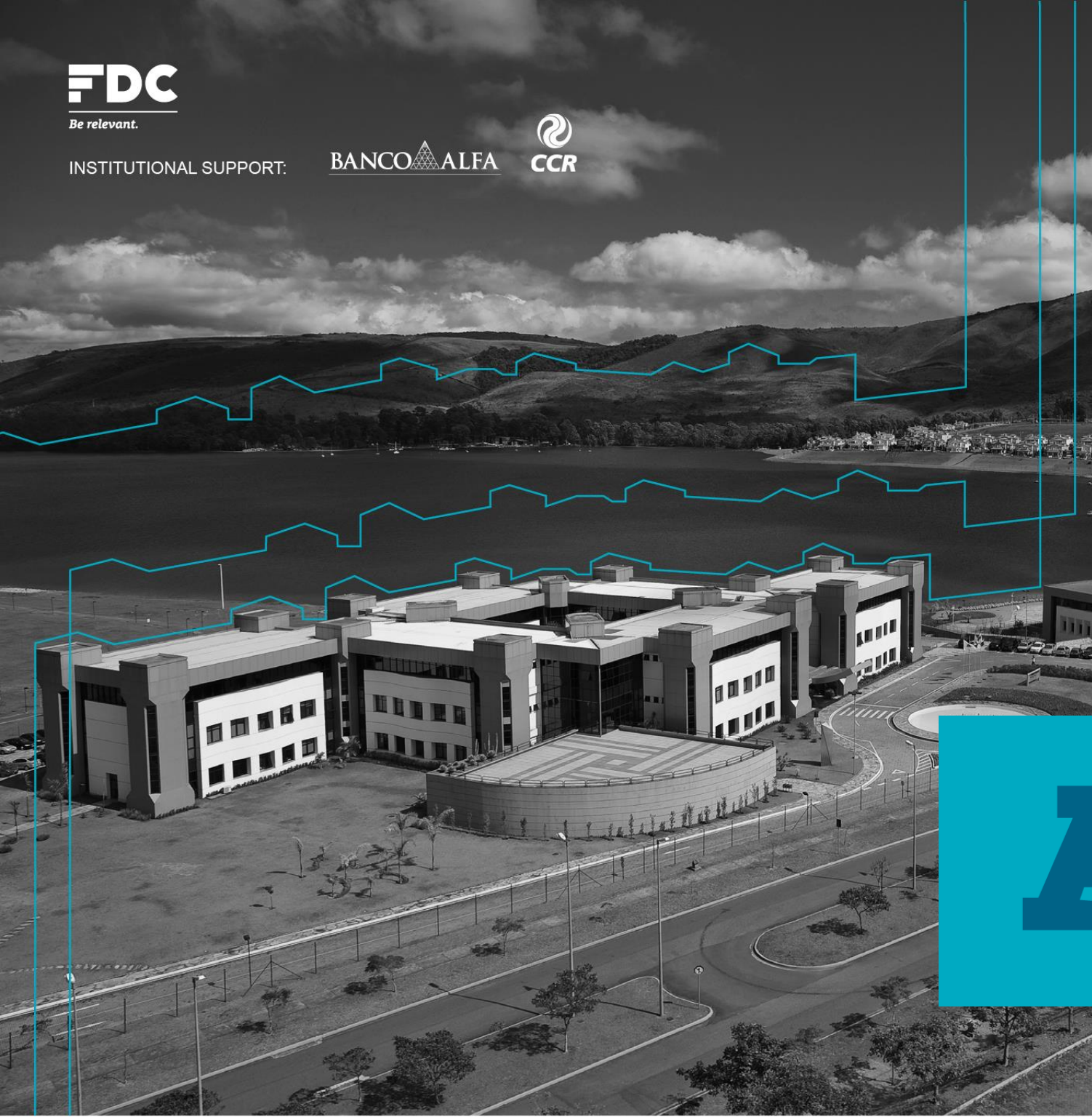
Fundação Dom Cabral / Brazil

**FDC**

Be relevant.

INSTITUTIONAL SUPPORT:

BANCO ALFA



INSPIRE THEY WHO MAKE  
SOCIETY  
GO ROUND. THIS IS WHY FDC  
EXISTS:  
**TO PREPARE BETTER LEADERS.**  
WHO BUILD BETTER  
ORGANISATIONS.  
**WHO CHANGE THE WORLD.**

**A** BOUT FDC

# 1st

in executive education in Latin America for 14 straight years\*

# 10th

best business school in the world\*

# +2,100

client companies per year

# +28,000

executives participating every year

# +40

years' experience

\*according to the 2019 Financial Times Executive Education Ranking

## FDC IN NUMBERS

FDC IS A SIGNATORY



**PRME** Principles for Responsible Management Education

RANKINGS AND CERTIFICATIONS







# SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

**1** NO POVERTY

**2** ZERO HUNGER

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**5** GENDER EQUALITY

**6** CLEAN WATER AND SANITATION

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**10** REDUCED INEQUALITIES

**11** SUSTAINABLE CITIES AND COMMUNITIES

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**15** LIFE ON LAND

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

**17** PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENT GOALS

## GLOBAL STRATEGIC ALLIANCES

### CANADA

1 Schulich School of Business

### UNITED STATES

2 Kellogg School of Management

3 Cornell University

### MEXICO

4 ITAM - Instituto Tecnológico Autónomo de México

### VENEZUELA

5 IESA - Instituto de Estudios Superiores de Administración

### COLOMBIA

6 Universidad de Los Andes

### PERU

7 ESAN - Graduate School of Business

### ARGENTINA

8 Universidad de San Andrés

### FRANCE

9 INSEAD Business School

10 Skema Business School

11 HEC Paris

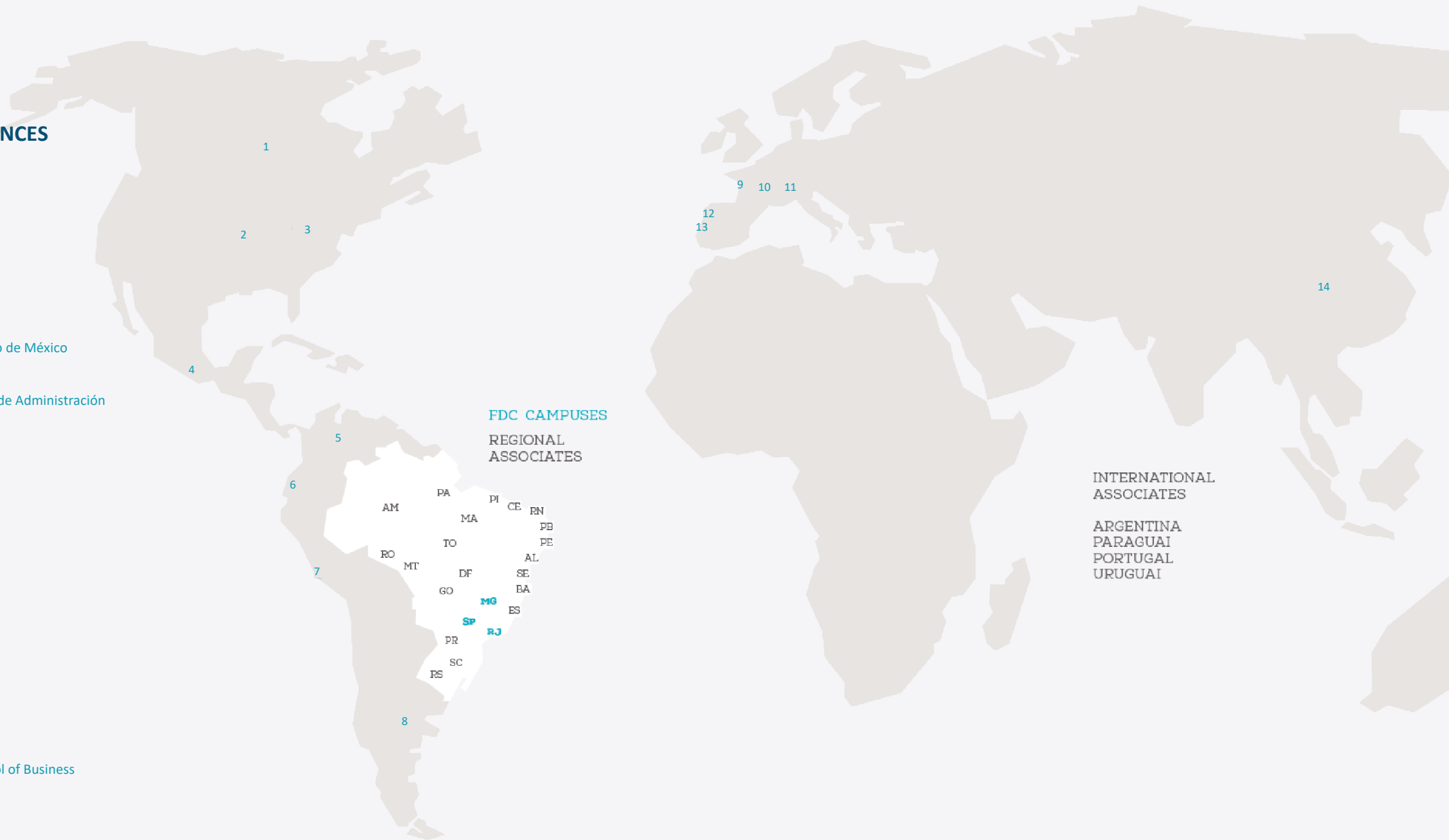
### PORTUGAL

12 Nova Business School

13 Porto Business School

### CHINA

14 CKGSB - Cheung Kong Graduate School of Business



### FDC CAMPUSES

### REGIONAL ASSOCIATES

### INTERNATIONAL ASSOCIATES

ARGENTINA  
PARAGUAI  
PORTUGAL  
URUGUAI

**FDC**

***Be relevant.***



**IMPACTLAB**

Soluções Estratégicas de  
Impacto e Inovação

## THE PROCESS

**01**  
UNDERSTANDING  
AND EMPATHY



**02**  
PROPOSAL  
VALUE



**03**  
SURVEY



**04**  
THEORY OF CHANGE

**05**  
RESEARCH



**06**  
HYPOTHESIS  
AND VALIDATION



**07**  
DEVELOPMENT



**08**  
IMPACT REPORT

IMPACT MANAGEMENT

## THE PROCESS

**01**

**UNDERSTANDING  
AND EMPATHY**

- Kick-off
- Diagnostic



**02**

**PROPOSAL  
VALUE**

- Workshop
- 13 collaborators
- involved

**IMPACT MANAGEMENT**





Agile methodologies for  
collaborative and  
innovative  
construction.

## THE PROCESS

**01**

### UNDERSTANDING AND EMPATHY

- Kick-off
- Diagnostic



**02**

### PROPOSAL VALUE

- Workshop
- 13 collaborators
- involved



**03**

### SURVEY

- SDG
- +250 involved
- Case Survey

IMPACT MANAGEMENT



## Affinity map

Survey: 269 participants

Research: 28 participants

**297**

Total participants



Exclusive methodology developed by ImpactLAB.

## THE PROCESS

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**04**

**THEORY OF CHANGE**

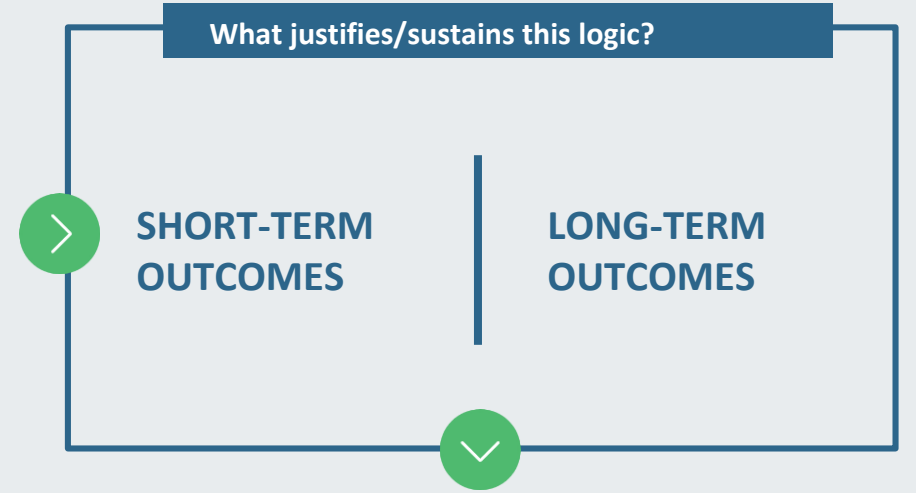
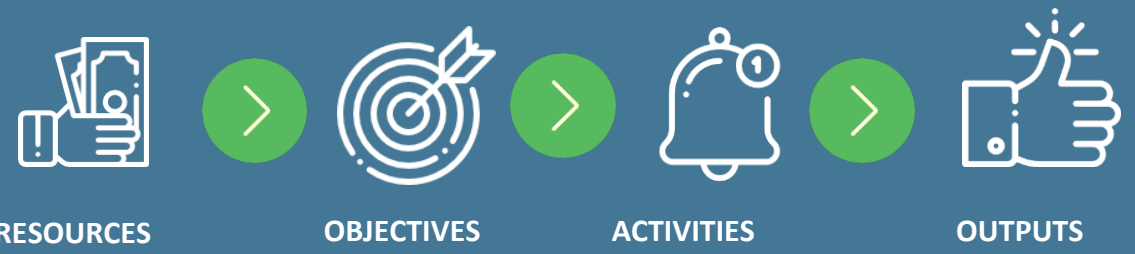
- Workshop
- 15 involved

**IMPACT MANAGEMENT**

# LOGIC MODEL & THEORY OF CHANGE

## KEY ISSUES

**WHAT?** What do we do or want to do?  
**FOR WHOM?** Who do we want to impact?  
**WHAT'S THE POINT?** What's the purpose and at what point?



# LEGACY



## LEGACY

## THE PROCESS

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**04**

**THEORY OF CHANGE**

- Workshop
- 15 involved

**05**

**RESEARCH**

- 28 involved

**IMPACT MANAGEMENT**



## SUSTAINABLE DEVELOPMENT GOALS (SDG)



## SDG TARGETS

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

**4.7** By 2030, ensure that all **learners acquire the knowledge and skills needed to promote sustainable development**, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States

# THE PROCESS





## SUSTAINABLE DEVELOPMENT GOALS (SDG)



## SDG TARGETS

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# THE PROCESS

## INDICATORS



SDG

4.7.1 - Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights...



IRIS

(PI2998) Number of individuals who received training offered by the organization during the reporting period.



GRI

102-27 Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.

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**06**

**HYPOTHESIS  
AND VALIDATION**

- 507 alumni
- 35 hypotheses

**IMPACT MANAGEMENT**

# 35

IMPACT HYPOTHESES  
GENERATED

Survey application with alumni

17 hypotheses

FDC Registration Data

8 hypotheses

PROGRAM / AREA	Nº Hypotheses	FORM SENT	ACCESSES	ANSWERS
Specialization	6	2.024	165	116
MBA	7	1.778	210	139
Open Programs	5	2.663	170	78
PAEX	7	6.310	290	114
CEO`s	5	43	27	11
Social	5	96	49	49
<b>TOTAL</b>	<b>35</b>	<b>12.914</b>	<b>911</b>	<b>507</b>

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**07**

**DEVELOPMENT**

**IMPACT MANAGEMENT**

## Some Comparative Results

INDICATOR	Open Programs	Postgraduate	Executive MBA	CEOS' Legacy	PAEX
% of educational solution alumni who know or apply the SDGs in the organization	15%	12%	14%	55%	2%
% of alumni who, after the course / training, have implemented or played a leading role in sustainability, social and environmental development practices in their organizations.	68%	41%	49%	100%	48%
Gender Disparity Between Teachers / Coaches - Male vs. Female	NA	2,4 : 1	1,8 : 1	NA	36 : 1

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**07**

**DEVELOPMENT**

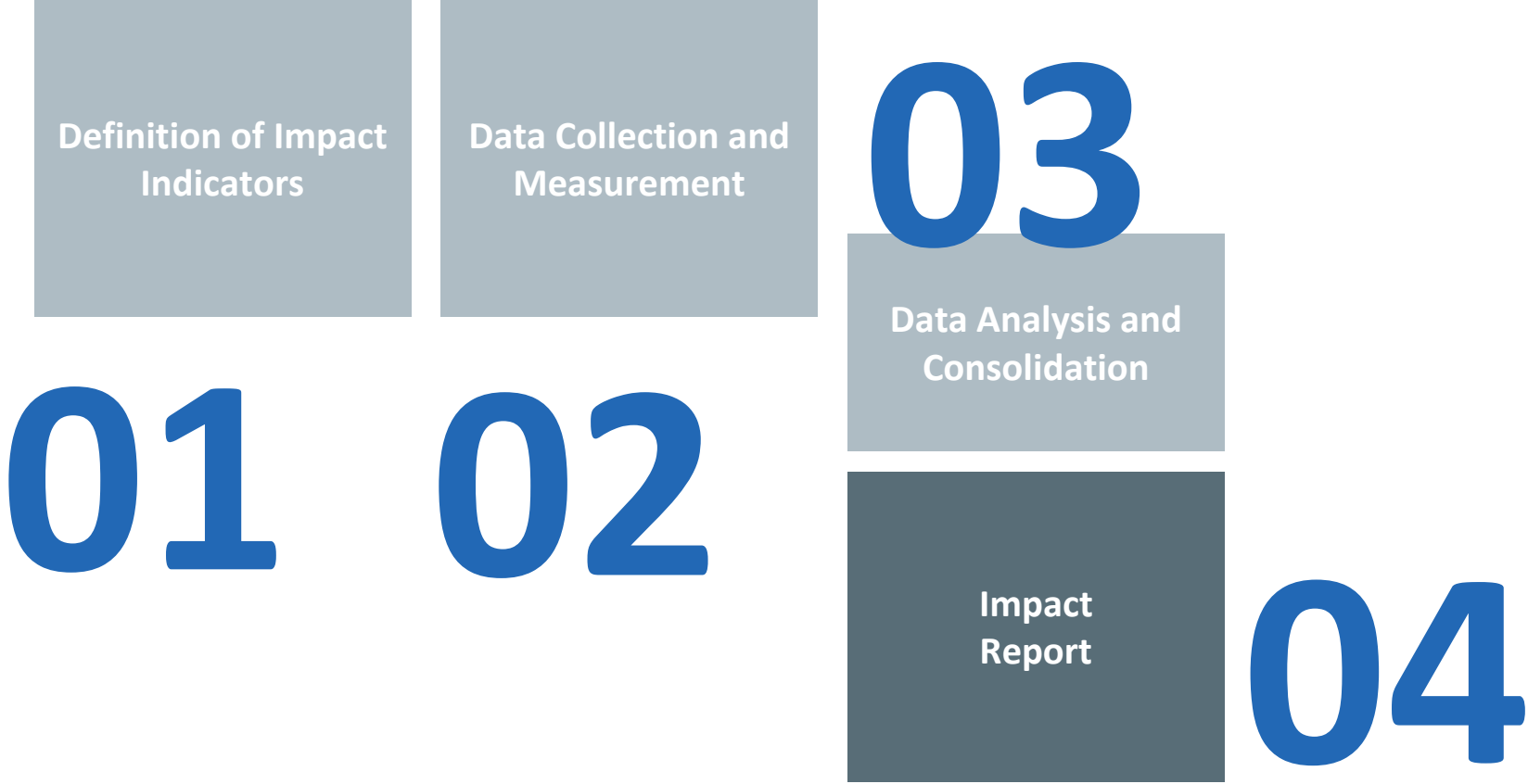


**08**

**IMPACT REPORT**

**IMPACT MANAGEMENT**

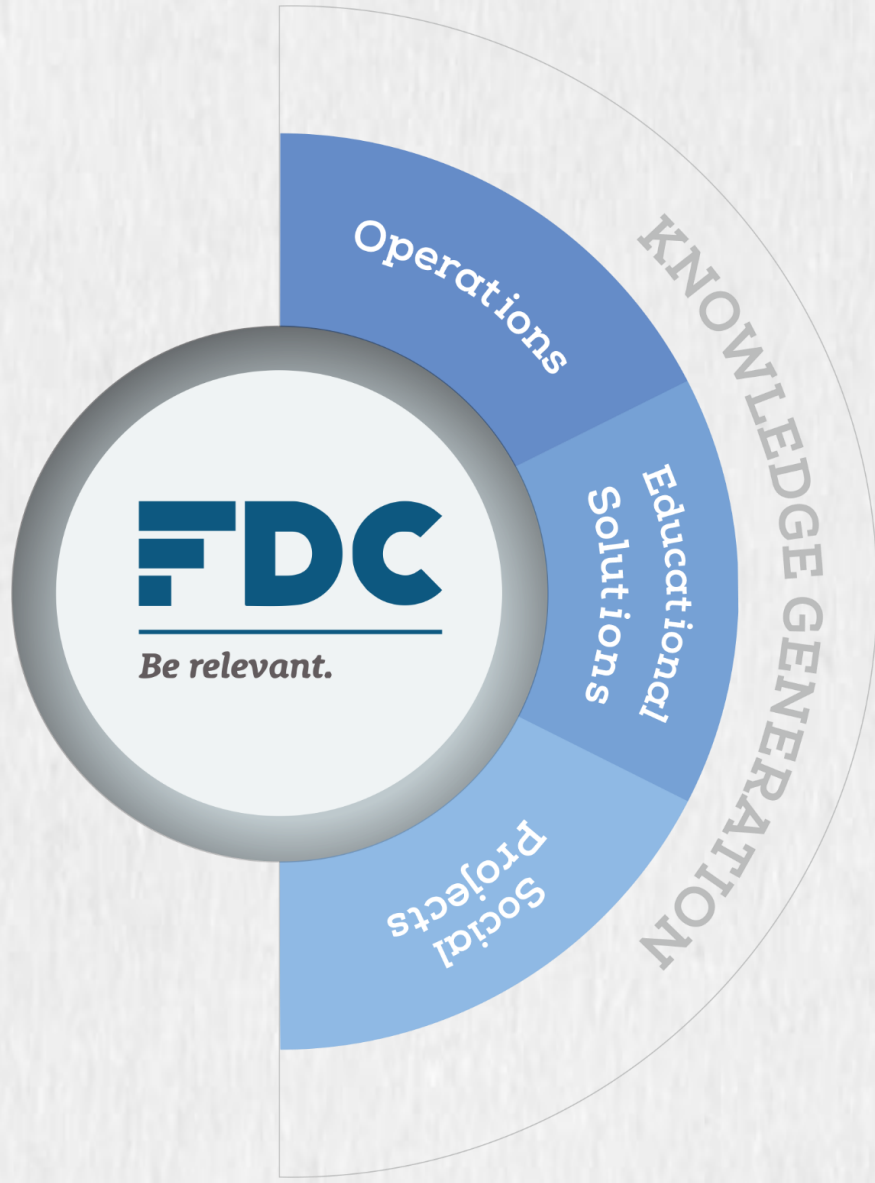
# ORGANIZATIONAL IMPACT PROCESS





Impact  
Report  
2018





**FDC**

*Be relevant.*

Operations

Educational  
Solutions

Social  
Projects

KNOWLEDGE GENERATION

SDG  
MAPPING  
FDC





# O impacto INTERNO DA FDC

## PESSOAS

COMUNIDADE FDC



367

colaboradores  
diretos

+



64

Colaboradores  
indiretos, das três  
principais empresas de  
prestação de serviços  
(Vivante, PCX e  
Anjos da Guarda)

+



682

professores e  
palestrantes que  
atuaram na  
FDC em 2018

=

**1.113**  
pessoas

### DIFERENÇA SALARIAL

Colaboradores  
diretos

Não há diferen-  
ciação de salários  
por sexo entre  
colaboradores  
que ocupam o  
mesmo cargo.



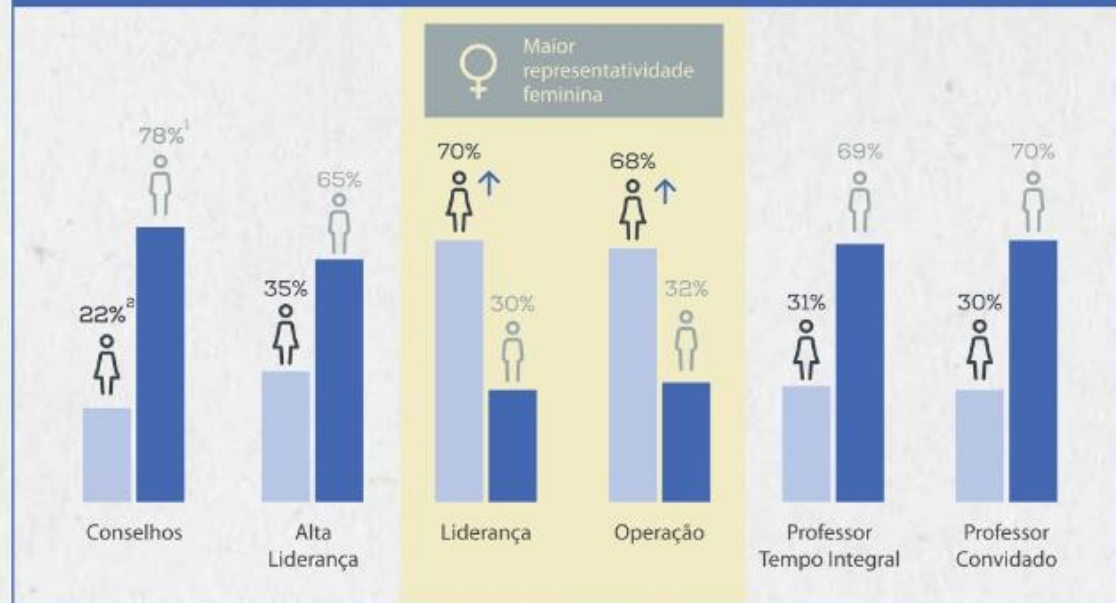
Colaboradores e prestadores de  
serviços por sexo

58%



42%

### RELAÇÃO ENTRE CATEGORIA FUNCIONAL E SEXO NA FDC



EM 2018, A FDC  
INVESTIU MAIS DE

**R\$ 9,7  
MILHÕES**

em benefícios de saúde,  
bem-estar e educação para  
funcionários e dependentes,  
previdência privada, seguro  
saúde, etc.

Saúde



Bem-estar



Educação



Previdência





# O impacto da POS-GRADUAÇÃO

PARTICIPANTES ATIVOS  
EM 2018

## 3.866

PARTICIPANTES POR SEXO



## 75%

cursaram sua  
primeira  
pós-graduação  
na FDC

MAIS DE

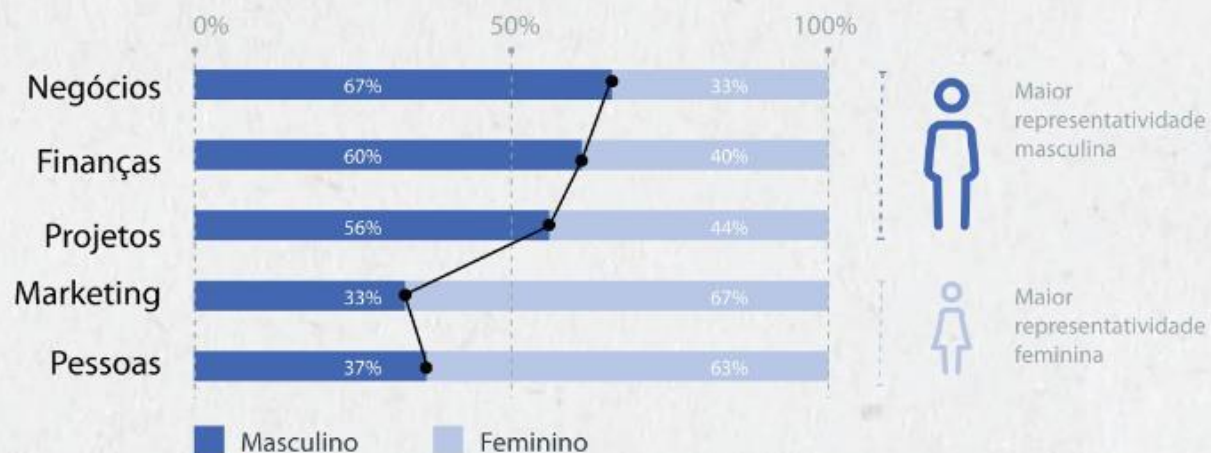
## R\$ 422 MIL

FORAM INVESTIDOS  
EM SUBSÍDIOS  
PARA ESTUDOS

EM 2018



Duas ênfases da pós-graduação contaram com maior participação feminina. De maneira geral, o público masculino é o predominante.



## Desenvolvendo Líderes

## 91%\*

desenvolvem algum tipo  
de liderança, dentro ou  
fora da organização.

## 74%\*

exercem cargos  
de liderança e alta  
liderança.





# O impacto do EXECUTIVE MBA

MAIS DE

R\$ **383 MIL**

FORAM INVESTIDOS  
EM SUBSÍDIOS  
PARA PARTICIPANTES  
DO EXECUTIVE MBA  
EM 2018



Novos  
participantes  
em 2018



# 204

PARTICIPANTES POR SEXO



**98%\***

dos participantes ocupam  
cargos de liderança e alta  
liderança.

**50%\***

dos executivos  
realizam trabalhos  
voluntários.



# 73%

afirmam ter ascensão  
na carreira motivada  
pela certificação  
e conhecimentos  
adquiridos no MBA.





# O impacto do CEOs' LEGACY

A iniciativa tem dois anos e conta com:

**28** CEOs  
de organizações com grande  
relevância no Brasil

Os principais setores de atuação são: siderurgia e metalurgia, saúde, serviços, financeiro, cosméticos, alimentação, tecnologia da informação, bens de consumo, autoindústria, química e petroquímica, transporte e varejo.

## PARTICIPANTES POR SEXO

74%



26%

73%

das empresas  
dos participantes  
do CEOs' Legacy  
identificam e  
gerenciam o  
impacto social  
e ambiental.

100%

é a proporção  
de CEOs que  
conseguem  
aplicar práticas de  
sustentabilidade.

91%\*

é a proporção  
de CEOs que  
realizam trabalhos  
voluntários.





# O impacto dos PROGRAMAS ABERTOS

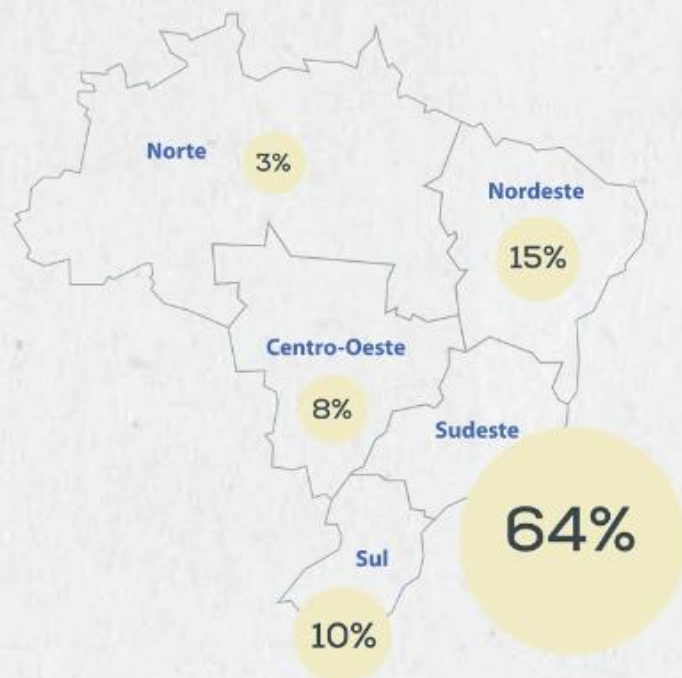
Participantes  
em 2018

# 1.365

PARTICIPANTES POR SEXO



REGIÃO DOS PARTICIPANTES



**69%**

das empresas identificam e gerenciam o impacto econômico, social e ambiental.



**58%**

é a proporção de executivos participantes dos Programas Abertos que realizam trabalhos voluntários.



**68%**

dos participantes dos Programas Abertos conseguem aplicar práticas de sustentabilidade.

MAIS DE

R\$ **863 MIL**

FORAM INVESTIDOS  
EM SUBSÍDIOS  
PARA ESTUDOS

EM 2018





O impacto no

# DESENVOLVIMENTO DE GRANDES ORGANIZAÇÕES

## ORGANIZAÇÕES PRIVADAS

Grandes Organizações Clientes FDC e o Ranking Época Negócios

As primeiras análises demonstraram que as organizações clientes tendem a ter um melhor resultado em relação às organizações que não são clientes da FDC, conforme demonstrado a seguir:



Média da pontuação dos clientes

**262**



Média da pontuação dos não clientes

**234**



Comparação entre desempenho de clientes e não clientes

**12%**

Número de clientes 2018:

**Organizações Públicas**  
**29%** (42)

**Organizações Privadas**  
**71%** (146)

Das soluções que impactam esses indivíduos:

**Gestão Pública**  
**16,30%**

**Grandes - Privadas**  
**83,70%**

## GESTÃO PÚBLICA

**3.845**  
pessoas foram desenvolvidas

com mais de **3.121 horas** estimadas em desenvolvimento presencial em **55 soluções desenvolvidas.**

Número de gestores impactados diretamente pelas soluções desenvolvidas pela FDC em 2018, por setor.

Administração pública direta  
**650**

Administração pública indireta  
**1.631**

Organizações não estatais de interesse coletivo ou público  
**1.554**



# O IMPACTO DOS PROGRAMAS SOCIAIS

PESSOAS IMPACTADAS EM 2018

# 640

distibuidos nas iniciativas:

RAÍZES

BOLSAS DE ESTUDOS

BRASILEIRINHO

EMPREENDA

STUDENT EXPERIENCES

**PROGRAMA RAÍZES** em 2018 o programa alcançou

**122 Jovens**  
entre 16 a 20 anos

INVESTIMENTO

**R\$ 265.000**

## BOLSAS DE ESTUDO

A FDC concedeu três bolsas em 2018 (duas para MBA e uma para Especialização em Gestão) com um

INVESTIMENTO DE  
**R\$ 221.732**

**291** bolsas de graduação concedidas (FJFA) nos 1 e 2 semestres de 2018, beneficiando, **167**, pessoas em 30 cursos em todas as áreas de formação

INVESTIMENTO DE  
**R\$ 1.461.000**

## POS

A FDC investiu

**R\$ 472.000**

e subsidiou cerca de

**R\$ 5.312.000**

Essas organizações beneficiaram diretamente cerca de

**686.800**

e indiretamente mais de

**2 milhões**

de brasileiros

## PDEOS

A FDC investiu

**R\$ 176.000**

As organizações participantes do programa beneficiaram diretamente cerca de

**16.800**

e indiretamente mais de

**50 mil**

pessoas

PROPORÇÃO DE INVESTIMENTOS SOCIAIS X FATURAMENTO

**3,13%**

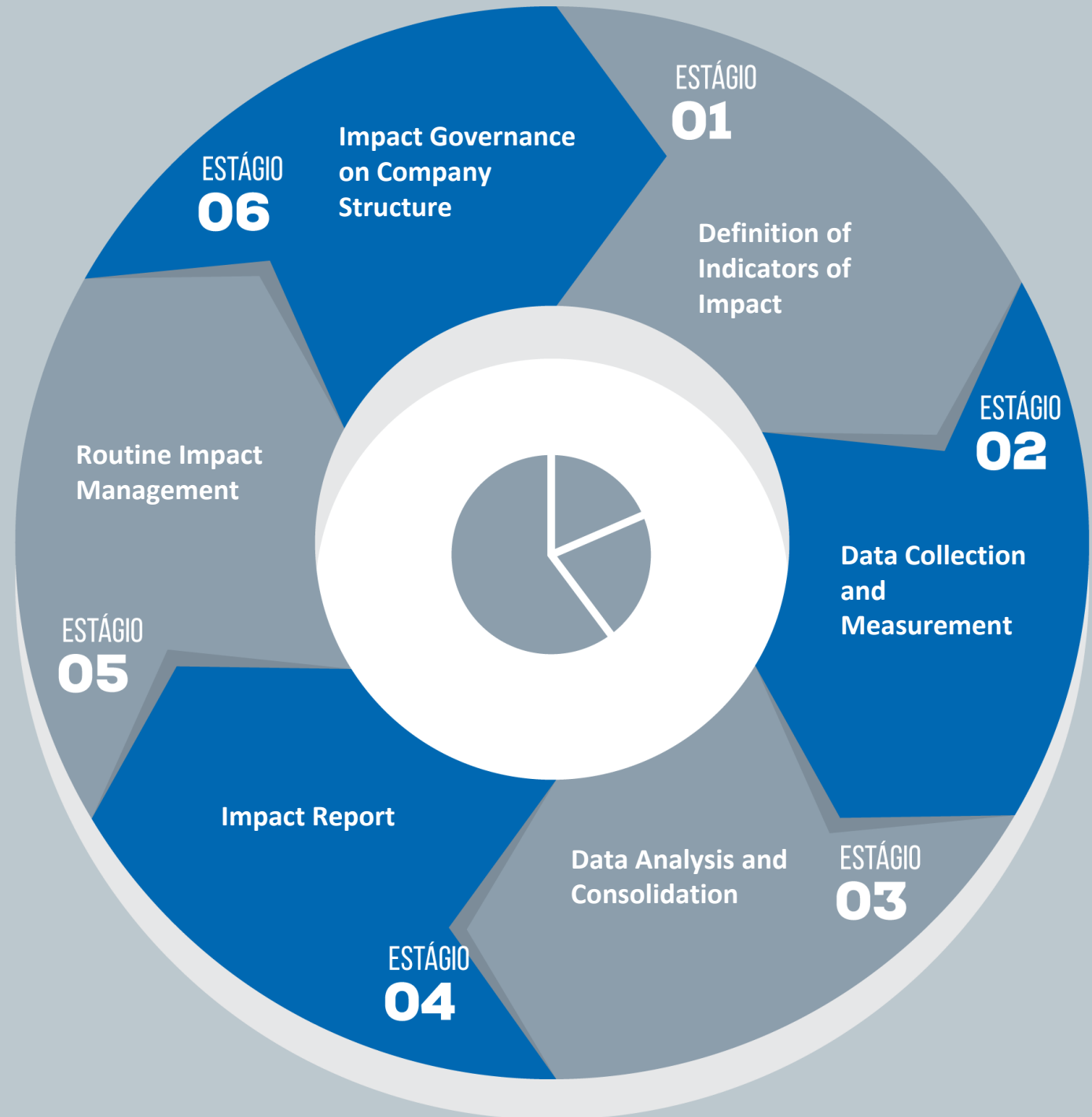
da receita operacional

TOTAL INVESTIDO EM PROGRAMAS SOCIAIS

**R\$ 7.876.000**

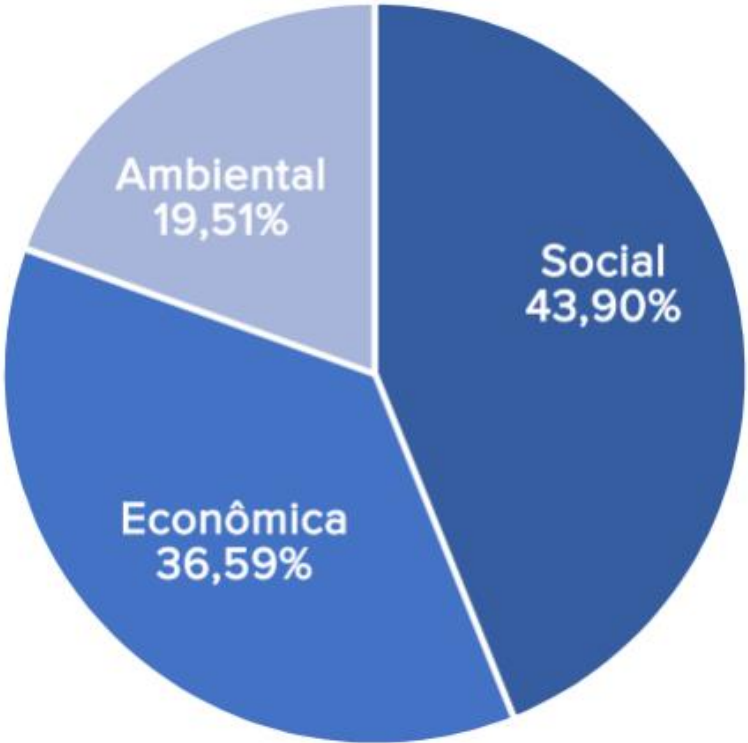


# ORGANIZATIONAL IMPACT PROCESS



# Recommendations Matrix

Recommendations for each axis were proposed considering the 3 dimensions of sustainability



**+ 140**

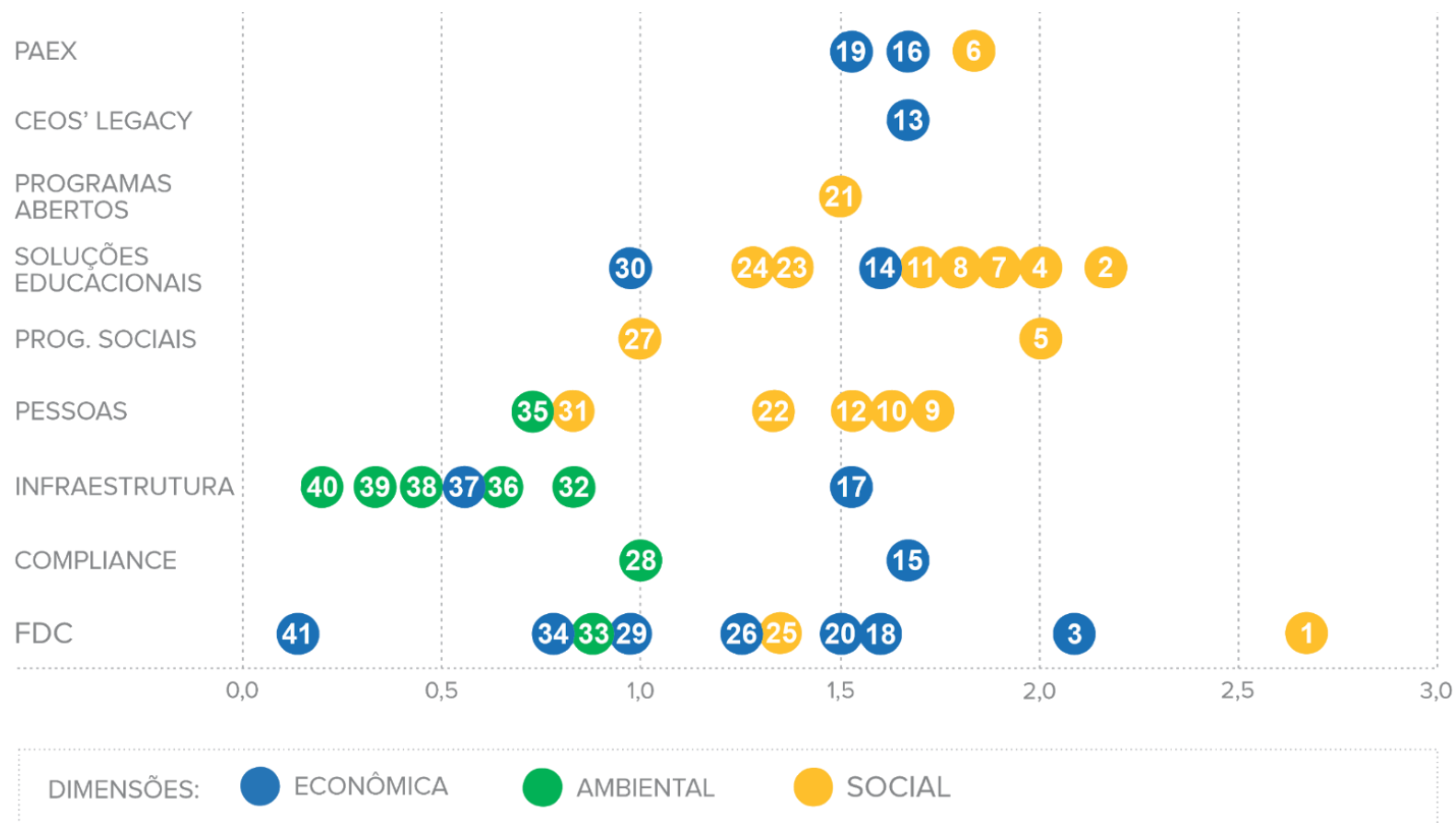
Analyzes performed for the results achieved

**41**

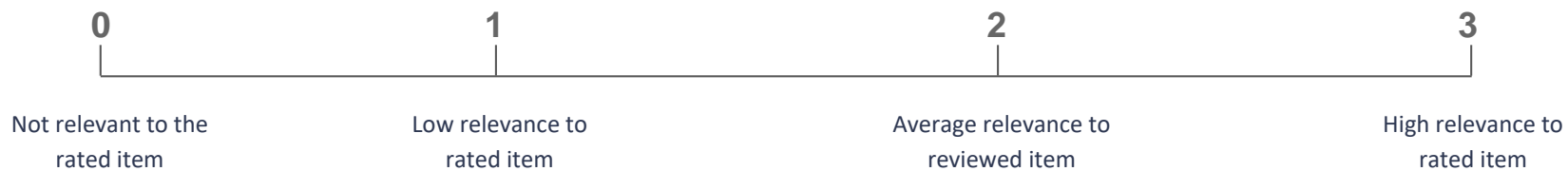
Recommendations for management

# Prioritization of Recommendations

Recommendations were evaluated according to 3 parameters on a scale of 0 to 3.



## Scale



**WHAT IS THE IMPACT OF A BUSINESS  
SCHOOL?**





## What is the Impact of a Business School?

84%

11%

5%



Total of assets under management

**HANDS ON**

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FDC

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*Be relevant.*



*Para ser relevante.*

—  
Campus Aloysio Faria  
Av. Princesa Diana, 760  
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# THANK YOU!

**RICARDO SIQUEIRA CAMPOS**  
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