



BUSINESS SCHOOL

# 2023 Annual Report

2023 Performance Report  
2024 Plan and Budget



Fundação Instituto de Administração

Chief Executive Officer  
Prof. Dr. Roberto Sbragia

Administrative-Financial Superintendent  
Prof. Ms. Fábio Ogawa Hashimoto

Operations and Consulting Superintendent  
Prof. Ms. Eduardo Savarese Neto

Educational Superintendent  
Prof. Dr. Maurício Jucá de Queiroz

Organizer  
Eduardo Gonçalves Augusto

Collaborators  
Prof. Ms. Fábio Ogawa Hashimoto  
Enrico Haddad Speridião  
Eliane Cristina da Silva (cover)  
Profa. Dra. Gleriani Torres Carbone

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## Letter from the President

[GRI 2-22]

It is with great joy and a sense of accomplishment that we end the year of 2023!

It was a year of hard work, never losing sight of what we established as priorities in the agenda of the Executive Board for this cycle, considering the guidelines established at the beginning of the Board's mandate and constantly updated over these almost 3 years.

The Board's Agenda in 2023 included as priorities:

- 1) The strategic reflection for the evolution of FIA, which was initiated in 2022, with the creation of a driving group and workshops to raise awareness of change. The keyword, **convergence**, was adopted and disseminated by the group and the movement was later unfolded into two major work forces: “**FIA Educação 2030**” and “**Consultoria Já**”;
- 2) “**FIA Educação 2030**” culminated in the election of eight projects, including the educational business strategic lines, the *Advanced* MBA program, international accreditations, educational technologies, teacher training, and others;
- 3) The consultancy service required two new projects: risk management, and marketing and communication with the private sector, as part of a new operating model in this sector.

The successful implementation of the content of these fronts will be the main priority for 2024 and for FIA's future, in the current context of high competitiveness in which we operate.

In addition, we continued our internationalization process, through key partnerships, and it should be noted that in line with international accreditations, we completed the reaccreditation of AMBA and EFMD (at the program level - International Executive MBA and International MBA) and continued the work towards ACCSB accreditation. We hope to start the EFMD/EQUIS institutional accreditation process in 2024 or 2025. In addition, we started transversal international immersions, with the programs at ISEG Lisbon and IllinoisTech Chicago. In 2024, we expect to expand the range of immersions with *Florida International University* in Miami - FIU.

In connection with this movement, Fundação Instituto de Administração created a new school, FIATECH, approved with the highest score by the Ministry of Education and renewed the accreditation of FIA Business School, also with the highest score. To successfully complete this journey of FIA Business School, we also obtained the grade of 5 in ENADE. A set of exceptional achievements that attest to FIA Business School the vocation to act at the forefront of education in our country!

It is essential to mention that we continued our movement of connection and assistance to FIA BS coordinators, our most important stakeholders, with the systematized management of institutional projects, currently eight in number, with the adaptations of our infrastructure and with the improvement of operational processes.

The implementation of the resonance committees, with the creation of the *facilities*, marketing, educational and technology groups, brought us even closer to our internal customers, in a continuous circle of understanding their pains, active listening, solution proposals and *constant feedback*.

On a financial level, our revenue reached the mark of 170 million Reais, a little lower than in 2022, which keeps us focused on the need for constant adaptation in an educational sector of such rapid transformations, such as the one we have observed in the post-pandemic.

The year 2024 has a very challenging agenda for us, with emphasis on the following aspects:

- 1) The market is and will continue to be increasingly competitive, with the strong presence of current schools and the creation of new ones;
- 2) Our revenue and expenses will continue to deserve our full attention, given the circumstances that lie ahead, both from the point of view of the intensification of competition and from the side of the growing process of FIA's institutionalization, with the growth of core costs;
- 3) The professionalization of the staff will be increasingly necessary. We will have more and more work, with high levels of delivery and quality required. To do this, we will have to have high levels of competence, both technical and attitudinal, and *soft skills*. Results-oriented, working under pressure, resilience, leadership, communication, teamwork will be decisive for being and living FIA, now and in the future.

All of this reveals many achievements, results, and challenges. It should be noted that this effort is linked to the commitment and dedication of the other members of the Board of Directors and the FIA staff, to the support and engagement of the Coordinators and their teams, in close collaboration with the Board of Trustees, its Ethics and *Compliance* Committee and with the permanent committees of Education and Consulting and Research. To all the people who are part of this great structure, our sincerest thanks for being with us on this journey!

**ROBERTO SBRAGIA**  
Chief Executive Officer





# ABOUT FUNDAÇÃO INSTITUTO DE ADMINISTRAÇÃO

## Who We Are

[GRI 2-1 | 2-23]

**Fundação Instituto de Administração – FIA** is a private, non-profit entity, created in 1980 on the initiative of professors from the Department of Administration of FEA-USP. The Foundation brings together a select group of coordinators who work in institutional programs and its main objective is to develop and disseminate knowledge in Administration through research, consulting, and education activities. A reference among business schools, FIA has a highly qualified faculty. Since 1993, when it launched its first MBA, FIA has graduated more than 100,000 students, many of whom hold prominent positions in important organizations in Brazil and around the world.

## Mission

**To assimilate, develop and disseminate knowledge** in Administration and related sciences, through teaching, consulting and research activities, with an ethical stance. Prioritize collaboration and innovation, following international standards and adapting them to the national reality. To provide, through specialized centers, personalized service to meet the needs of public and private organizations, aiming at the impacts that contribute to a fairer and more sustainable development.

## Vision

**To be a center of excellence** in the generation and dissemination of management knowledge for the international qualification of professionals and for increasing the competitiveness of Brazilian organizations.

## Values

1. To guide actions by the values of ethics and justice;
2. Support the development of Brazilian society in harmony with the environment;
3. Respect pluralism and diversity; and
4. Be innovative and dynamic.



## FIA's Infrastructure

[GRI 2-1]

### ❖ NAÇÕES UNIDAS EDUCACIONAL UNIT – FIA

Doutora Ruth Cardoso Avenue, 7.221  
Pinheiros – São Paulo/SP

Located in the metropolis of the country and positioned in the expanded center of the city of São Paulo, our main educational building (UEN) guarantees easy access to the public transport routes, such as the subway, train and bus, and its main objective is to guarantee comfort, convenience and security for the entire FIA community.

Nações Unidas Educacional Unit is located on five floors of the Birmann 21 building, with approximately 4,000 square meters of floor space and modern facilities:

- ✓ classrooms in different formats
- ✓ active methodologies room
- ✓ entrepreneurship room
- ✓ space for administrative and support areas
- ✓ living space
- ✓ auditorium and foyer
- ✓ video studio
- ✓ podcast studio
- ✓ library
- ✓ cafeteria
- ✓ reprographics
- ✓ area for student organizations

The infrastructure also makes the most of the natural light from the windows, offers wide access to facilities and fully complies with accessibility standards for the people with special needs.

### Birmann 21 building, FIA's Headquarters

[GRI 302-1 | 302-3]

FIA is housed in one of the most modern buildings in São Paulo and also an architectural icon of the city: The **Birmann 21** building.





In 2021, the building was certified with the **Leed Gold Seal (O+M)**, meeting international standards for sustainable management in the environmental and social areas. In addition, the **Renewable Energy Seal** was obtained in 2022, certifying that Birmann 21's energy consumption comes 100% from renewable sources, i.e. wind and/or solar.

It is an infrastructure that favors human relations, integrating living areas with green spaces. The location is connected to various types of transport (bus, train and subway) and thus favors the quality of life of employees, students and visitors, who can access FIA from different parts of the city, whether by car, rail or bicycle.



Initiatives aimed at the sustainable environmental management of the building include the separation and correct disposal of organic and inorganic waste, timers on faucets, LED lighting and presence sensors. The initiatives ensure environmental preservation, improvement in the sense of well-being for the building's community, as well as cost reduction. At FIA, in 2021, energy consumption reached 58.28 kWh/m<sup>2</sup>, in 2022 it went to 60.76 kWh/m, in 2023 with the increase in classes and other professional activities in the face-to-face format, FIA saw an increase in energy consumption that reached 67.16 kWh/m<sup>2</sup>, still at very commendable levels.

At the end of 2023, an important project was completed: the technological and aesthetic modernization of its 13 elevators, finalizing a 36-month schedule of renovations. In addition to fully meeting the needs of FIA community, the modernization meets the premises of sustainability, namely:

- accessibility standards for people with disabilities, which includes tactile flooring, handrails and openings designed for wheelchair users, sound warnings and visual communication adhering to the Accessibility Seal of the City of São Paulo;
- 70% reduction in electricity consumption when compared to the previous system; and
- Disposal of discarded materials in accordance with solid waste generation policies, ensuring traceability, recycling and reuse.

The 70% reduction in energy consumption was due to the implementation of sustainable technologies, which use devices that capture the energy generated during elevator braking, converting it into reusable electricity.

With the modernization, the **Birmann 21 elevators have become the fastest in the country**, reaching 7 m/s of speed.





## Strategic Objectives

The Foundation's strategic objectives are connected with the commitment to offer traditional quality education combined with the most modern technological resources. The result of this combination ensures interaction and the best learning experience. Governance and succession are themes that permeate FIA's day-to-day decisions, in line with the current expectations of its managers and directors.

## Management Principles

- i. Consolidate FIA as an intergenerational, transparent and sustainable organization;
- ii. Establish solid synergies with other similar entities, especially FEA/USP;
- iii. Support meritorious social initiatives that are in line with FIA's statutory objectives;
- iv. Support virtuous actions aimed at new operating models that are more in tune with [EH1] the market evolution of business dynamics.

**Innovation and Digital Transformation**

**Governance and Succession**

## Governance

[GRI 2-9 | 2-10]

Individual and collective decisions are guided by FIA's values and principles, in line with the best governance and *compliance* practices, described and widely disseminated by the FIA's Code of Conduct.

FIA's governance structure is governed by a set of rules that ensure transparency and adequacy to the respective advisory and management bodies. FIA is organized by the Board of Trustees, the Board of Directors, the Superintendencies and the Coordinators of Projects and Programs.



## Board of Trustees

[GRI 2-11]

The Board of Trustees, FIA's highest body, is composed of 14 members, whose conditions for investiture are determined by FIA's Bylaws.

It is incumbent upon the Board of Trustees to deliberate on the strategic themes of FIA, in addition to electing and swearing in the FIA's Chief Executive Officer, elected for a two-year term, renewable for an equal period.

To conduct its activities, the Board of Trustees meets ordinarily at least every six months, and extraordinarily when convened by its President. The Board of Trustees has among its functions to ensure compliance with the Bylaws, the Internal Regulations, and resolutions, in addition to the approval of the accounts and the Annual Report of Activities, also forwarded to the Public Prosecutor's Office of the State of São Paulo, the government agency responsible for the veiling of the foundations.

**President:** Adalberto Américo Fischmann

**Vice-President:** Nicolau Reinhard

Almir Ferreira de Sousa

André Luiz Fischer

Claudio Antonio Pinheiro Machado Filho

Eduardo Pinheiro Gondim de Vasconcellos

Ewaldo Mário Kuhlmann Russo

Geovana Maria Donella

Hélio Janny Teixeira

João Maurício Gama Boaventura

Marcelo Caldeira Pedroso

Paulo Roberto Feldmann

Roy Martelanc

Sonia Aparecida Consiglio



## Board of Directors

[GRI 2-11 | 2-12 | 2-13]

The direction of the FIA is exercised by a Chief Executive Officer, freely elected by the Board of Trustees for a two-year term. The duties of the Chief Executive Officer are provided for in the Bylaws and include, but are not limited to: executing, directing, supervising, formulating and defining guidelines, procedures and administrative actions necessary to achieve the Foundation's objectives, representing it whenever necessary and appointing professionals to carry out FIA's operational and technical activities. For the performance and execution of its activities, the Chief Executive Officer has the support of three Superintendencies, whose duties are executive, of support to the Chief Executive Officer and to the Board of Trustees, and a Legal Advisor.

**Chief Executive Officer:** Roberto Sbragia

**Administrative-Financial Superintendent:** Fábio Ogawa Hashimoto

**Operations and Consulting Superintendent:** Eduardo Savarese Neto

**Educational Superintendent:** Mauricio Jucá de Queiroz

**Legal Advisor:** Janaina Ribeiro

The Educational Superintendence also acts as the Dean of FIA Business School. His name is ratified by the Board of Trustees for a two-year term. Among the main duties of the Dean of the School, the following stand out: supervising, directing and coordinating all the activities of FIA Business School, representing FIA Business School, internally and externally, actively and passively, within the scope of its duties, convening and chairing the meetings of the High Council, with the right to voice and casting vote and submitting to the appreciation and approval of the Board of Trustees the rendering of accounts and the report of activities of the previous year.

In order to ensure transparency and engagement in all FIA's initiatives, the Board maintains a practice adopted in 2021 and publishes monthly bulletins for all employees. This enables the FIA community to be informed about strategic decisions, achievements and plans for the future.



## Program and Project Coordinators

The Program and Project Coordinators are professors from the Department of Administration of FEA-USP and are technically responsible for the Foundation's projects. The main role of the Coordinators is guided by the areas of knowledge of the Administration. The Coordinators can also bring together multidisciplinary teams, composed of other professors, researchers, consultants and technical-administrative members. Currently, the Foundation has 75 Program and Project Coordinators.

No.	Coordinator	No.	Coordinator
1	Adalberto Américo Fischmann	39	Isak Kruglianskas
2	Adelino De Bortoli Neto	40	João Maurício Gama Boaventura
3	Adolpho Walter Pimazoni Canton	41	Joel Souza Dutra
4	Adriana Backx Noronha Viana	42	Jorge Luiz de Biazzi
5	Adriana Marotti De Mello	43	José Afonso Mazzon
6	Alceu Salles Camargo Júnior	44	José Augusto Giesbrecht da Silveira
7	Alessandra de Ávila Montini	45	José Roberto Ferreira Savoia
8	Almir Ferreira de Sousa	46	José Roberto Securato
9	Alvair Silveira Torres Junior	47	Kavita Miadaira Hamza
10	Ana Akemi Ikeda	48	Liliam Sanchez Carrete
11	Ana Cristina Limongi França	49	Liliana Vasconcellos Guedes
12	André Luiz Fischer	50	Lino Nogueira Rodrigues Filho
13	Andres Rodriguez Veloso	51	Marcelo Caldeira Pedroso
14	Antonio Carlos Aidar Sauaia	52	Marcos Cortez Campomar
15	Antonio Geraldo da Rocha Vidal	53	Maria Aparecida Gouvêa
16	Bernadete de Lourdes Marinho	54	Maria Sylvia Macchione Saes
17	Carlos Eduardo de Mori Luporini	55	Maria Tereza Leme Fleury
18	Celso Cláudio de Hildebrand e Grisi	56	Marisa Pereira Eboli
19	Cesar Alexandre de Souza	57	Martinho Isnard Ribeiro de Almeida
20	Cláudio Antonio Pinheiro Machado Filho	58	Moacir de Miranda Oliveira Júnior
21	Claudio Felisoni de Angelo	59	Nelson Barrizzelli
22	Décio Zylbersztajn	60	Nicolau Reinhard
23	Edison Fernandes Polo	61	Nuno Manoel Martins Dias Fouto
24	Edson Crescitelli	62	Paulo Roberto Feldmann
25	Eduardo Kazuo Kayo	63	Paulo Tromboni de Souza Nascimento
26	Eduardo Pinheiro G.de Vasconcellos	64	Rafael Paschoarelli Veiga
27	Fábio Lotti Oliva	65	Renata Giovinazzo Spers
28	Fauze Najib Mattar	66	Roberto Coda
29	Felipe Mendes Borini	67	Roberto Sbragia
30	Fernando Carvalho de Almeida	68	Rosa Maria Fischer
31	Geraldo Luciano Toledo	69	Rosana Tavares
32	Gilmar Masiero	70	Roy Martelanc
33	Graziella Maria Comini	71	Sérgio Luiz de Oliveira Assis
34	Guilherme Ary Plonski	72	Silvio Aparecido dos Santos
35	Guilherme de Farias Shiraishi	73	Tania Casado
36	Hamilton Luiz Correa	74	Washington Franco Mathias
37	Hélio Janny Teixeira	75	Wilson Aparecido Costa de Amorim
38	Hiroo Takaoka		



As part of the effort to renew the staff of coordinators, an important institutional strategic guideline, the Board of Directors, with the support of the Board of Trustees, conducted a review of the coordinator accreditation standard in the second half of 2023, creating a new condition of inactivity, which will take effect from the year 2024 onwards. A coordinator becomes inactive if he or she does not coordinate or vice-coordinate projects in the Coordinator for three consecutive years.

**FIA**  
BUSINESS SCHOOL

**MANUAL DE DIRETRIZES, PRÁTICAS E NORMAS**


<b>ÍNDICE/ITEM:</b> DI-04	<b>TÍTULO:</b>
<b>ASSUNTO:</b> Diretrizes Institucionais	DI-04- Credenciamento, atribuições, prerrogativas e o descredenciamento de Coordenadores de Programas e Projetos
<b>Data de aprovação/publicação:</b> 13/12/2022	
<b>Revisão:</b> agosto/2023	

**JUSTIFICATIVA DO TEMA:**  
Norma que regulamenta o credenciamento, atribuições, prerrogativas e o descredenciamento de Coordenadores de Programas e Projetos da FIA.


**Art. 1º.** Todo Programa ou Projeto para ser instituído, mantido ou desenvolvido pela Fundação Instituto de Administração deve ser previamente aprovado pela Diretoria e ter como responsável técnico um Coordenador.

**Art. 2º.** Para ser credenciado Coordenador é necessário que o interessado atenda os seguintes requisitos:

- I – ser docente do Departamento de Administração da Faculdade de Economia, Administração e Contabilidade da Universidade de São Paulo;
- II - comprovar experiência anterior de no mínimo 2 (dois) anos como co-coordenador ou 3 (três) anos como técnico atuante em Projetos da FIA e/ou comprovação de atividades similares;
- III – comprovar bom desempenho nos projetos internos e externos em que tenha participado;
- IV – comprovar contribuição ao Sistema de Pontuação Docente (SPD) do EAD/FEA/USP mediante a realização de pesquisa, das publicações e outras atividades acadêmicas nos últimos 5 anos.
- V – receber parecer técnico favorável dos Coordenadores com as quais desenvolveu projetos na FIA;
- VI – obter recomendação favorável expressa firmada por, pelo menos, 1/3 dos coordenadores do quadro de coordenadores da fundação;
- VII – receber da Diretoria da FIA parecer favorável ao credenciamento, mediante alinhamento prévio;
- VIII – manifestar, por escrito, concordância com as normas e procedimentos que regem a Fundação, firmado em caráter irrevogável e irretirável, mediante Termo de Adesão, com o qual se compromete, enquanto perdurar a condição de Coordenador de Programas e/ou Projetos da FIA, a cumprir e a fazer cumprir o Estatuto Social, o Regimento e as demais Normas Internas, bem como o Código de Conduta da Fundação.



In March 2023, Prof. Dr. Alvir Silveira Torres Júnior was accredited as the new project coordinator. The technical opinion in favor of accreditation was issued by professors Adalberto Fischmann, Alceu Salles Camargo Júnior, Kavita Hamza and Martinho de Almeida.



In October 2023, Prof. Dr. Leonardo Augusto de Vasconcelos Gomes was accredited as a new project coordinator. The technical opinion in favor of the accreditation was issued by Prof. Dr. José Afonso Mazzon.



The year 2023 was marked by sad news: the death of Prof. Dr. Dilson Gabriel dos Santos (25/03/1942 – 03/12/2023), a project coordinator who greatly contributed to the growth of FIA. Among the projects coordinated by Prof. Dilson, we highlight the training carried out for Petrobras between the second half of the 90s and the beginning of the 2000s and the coordination of the MBA Marketing during the same period.

Meeting of project coordinators at FIA headquarters.



## Assistant Coordinators<sup>[EH2]</sup>

In 2023, FIA maintained the effort to recognize, under the terms of FIA's internal guidelines, the main professionals who work together with the Program and Project Coordinators, the **Assistant Coordinators**, whose names can be known below, organized in alphabetical order: there are **11 women** and **13 men** working in **15 different program or coordinator centers**.

No.	Assistant Coordinator	Project/Coordinator
1	Profa. Ms. Ana Carolina Angeli Polete	GPRO
2	Prof. Dr. Carlos Eduardo Furlanetti	Labfin_PROVAR
3	Profa. Dra. Christiane Leles Rezende de Vita	PENSA
4	Profa. Dra. Camila Benatti Mourad	PENSA
5	Prof. Dr. Daniel Estima de Carvalho	PROFUTURO
6	Prof. Dr. Diego Bonaldo Coelho	PGT
7	Sr. Dinei Antonio Pasqualini	Coordinator Eduardo V.
8	Dr. Edmar Machado Veloso	Coordinator Eduardo V.
9	Prof. Dr. Edson Carlos Germano	PROINFO
10	Prof. Dr. Fernando Nascimento	PROGESA
11	Prof. Dr. Felipe Turbuk Garrán	Coordinator Roy M.
12	Profa. Dra. Jane Aparecida Marques	Coordinator Tânia C.
13	Sra. Licia Matsuko Abe	PROINFO
14	Prof. Dr. Luis Fernando Ascensão Guedes	Coordinator Eduardo V.
15	Sr. Luiz Patrício Cintra Do Prado Filho	Coordinator Hélio T.
16	Prof. Dr. Marcos Cesar Conti Machado	LABMKT
17	Sra. Maria Odeth Pereira De Almeida Teixeira	Coordinator Hélio T.
18	Prof. Dr. Marcos Praxedes da Silva	PROCED
19	Sra. Maria Rosaria Brognoli	Labfin_PROVAR
20	Sra. Marina Cristina Oliveira Schaffman de Almeida	NICE
21	Prof. Ms. Michel Fauze Mattar	Coordinator Fauze M.
22	Profa. Dra. Patricia Regina Caldeira Daré Artoni	LABMKT
23	Profa. Dra. Monica Kruglianskas	PROGESA
24	Profa. Dra. Samantha Mazzero	PROFUTURO

*Assistant Coordinators and Board members at a meeting in March 2023.*





## Trainee Coordinators



Trainee represents a new position whose objective is to encourage the entry of new EAD/FEA/USP professors into the staff of FIA's Project Coordinators, not only in order to stimulate their engagement, but also in the sense of breaking down barriers to entry. Their participation will help the coordinators who appoint them in the management of their projects and other activities, including the mitigation of future risks related to succession.

## Governance of FIA Business School

In addition to the figure of the Dean, FIA Business School also has its own governance structure defined by FIA, which maintains the educational institution in accordance with the guidelines of the Ministry of Education (MEC):

### High Council

The High Council is the highest body of a normative, consultative and deliberative nature in administrative, didactic-scientific and disciplinary matters of the Faculty. The Board of Trustees is responsible for:

- Supervise and coordinate at a higher level all academic and administrative activities developed by FIA Business School;
- To decide on the creation, modification or extinction of higher education courses and programs, limited to the prior authorization of the Government, in accordance with the Law;
- Establish general and complementary rules of the Rules of Procedure on the selection process for admission to courses, curricula, teaching plans, enrollments, transfers, adaptations, use of studies, evaluation of academic and course performance, special study plans, and others that fall within the scope of its competences; and
- Approve and monitor institutional policies for teaching, research, extension, social inclusion, social responsibility and academic management.

### Coordination of Graduate Studies, Research and Extension

The Coordination of Graduate Studies, Research and Extension is a superior body for the coordination and supervision of the postgraduate, research and extension activities of FIA Business School, and is subordinate to the Dean. It is responsible for guiding and supervising, pedagogically, the activities inherent to this area of activity, as well as its human resources, teachers and students.

### Undergraduate Coordination

The main duties of the Undergraduate Program Coordinator are to guide the preparation of the pedagogical project of the courses and their changes, whenever necessary, as well as constant

revision of the curricular matrix, disciplines, workloads, their syllabi and programs for forwarding to the competent bodies for approval, guide the analysis of the syllabus of each course to be worked on so that, once the course is completed, the graduated student has had access to all the content he or she needs to exercise the profession; and implementing, guiding and supervising the deliberations of the Board of Trustees and the General Board, as well as coordinating and supervising the teaching plans and policies of FIA Business School.

### General Coordination of Distance Learning

The General Coordination of Distance Education is responsible for planning the accreditation project of FIA Business School for the offer of distance learning education, guiding coordinators of distance learning programs that use a percentage in this modality in a face-to-face program, on printed and online materials and on Virtual Assessment Environments, supervise distance learning projects and coordinate and supervise communication activities for the different distance learning offers, in accordance with the legislation in force.

### Program Collegiate

The didactic coordination of each program is under the responsibility of the Program Collegiate whose purpose is the integration of studies, the coordination and evaluation of academic activities. It is incumbent upon the Program Collegiate to:

- Approve, monitor and evaluate the Pedagogical Project of the Program;
- Propose changes to the Program and Program Regulations;
- Establish standards for program structure, syllabus, course load, and
- Other pedagogical and scientific aspects.

The table below summarizes the main collegiate bodies of the governance structure of FIA and FIA Business School in the last three years. Committed to increasing diversity among collegiate, advisory and governing bodies, it is possible to note that female participation grew from 19% in 2022 to **29%** in **2023**, and the expectation is that this participation will continue to increase for the future. [\[GRI 405-1\]](#)

Collegiate Governance Structure	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Board of Trustees ( <i>deliberative</i> )	2	12	2	12	2	12
Superior Council of the FIA BS ( <i>deliberative</i> )	5	20	5	19	9	17
Program Committee ( <i>advisory</i> )	4	13	3	19	6	11
Advisory Committee ( <i>advisory</i> )	2	8	2	8	1	9
Permanent Evaluation Committee of the FIA BS ( <i>advisory</i> )	3	3	3	3	3	2
<b>Total Members</b>	<b>16</b>	<b>56</b>	<b>15</b>	<b>61</b>	<b>21</b>	<b>51</b>



## Voluntary Commitments

[GRI 2-3 | 2-4]

Since its establishment in 1980, the **Fundação Instituto de Administração (FIA)** synthesizes the efforts made by all its members throughout the year in an **Annual Report of Activities**, communicating the activities developed in the field of education, consulting and applied research.

In this report, the Foundation presents data from January 1 to December 31, 2023. For the third consecutive year, the Foundation adopts the **Global Reporting Initiative (GRI) methodology**, associating its conduct with the **Sustainable Development Goals (SDGs)**, as well as with **the Principles of the Global Compact**, both established by the United Nations.

The adoption of internationally recognized methodologies duly aligned with the FIA's business represents the commitment to transparency, the search for efficiency and actions that have an impact on society. All indicators represent inputs for responsible decision-making, considered in all management instances, and the Foundation is continuously committed to improving and expanding the volume of indicators answered.

The positive effects are seen with the national and international recognitions that the FIA achieves in its different fields of activity, in addition to the absence of cases of non-compliance in relation to information and labeling of products and services, as well as in relation to marketing communication or proven complaints related to the violation of privacy and loss of customer data.

[GRI 417-2 | 417-3 | 418-1]

Being a publicly known report, it is annually made available on FIA website – [www.fia.com.br](http://www.fia.com.br) – as well as on the international website of the Global Compact – [www.unglobalcompact.org](http://www.unglobalcompact.org) – fulfilling the commitment to transparency and adoption of the best sustainability practices. Clarifications, doubts, comments, compliments and suggestions can be forwarded to the Ombudsman's Office, also available on FIA website.

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

PRME is a United Nations (UN) global platform for voluntary engagement for business schools and other higher education institutions. A signatory since 2011, FIA expresses its conviction that academic institutions, through the integration of universal values into curriculum and research, can contribute to a more stable and inclusive global market, helping to build prosperous and successful societies.

All initiatives are guided by seven principles: purpose, values, teaching, research, partnership, practice, and sharing.

# The Seven Principles



## Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



## Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



## Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



## Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



## Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



## Practice

We adopt responsible and accountable management principles in our own governance and operations.



## Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

**PRME** Principles for Responsible Management Education

an initiative of the 

# SUSTAINABLE DEVELOPMENT GOALS



Launched in 2000 by the then Secretary-General of the United Nations, Kofi Annan, the Global Compact is a call for companies to align their strategies and operations with universal principles in the areas of Human Rights, Labor, Environment and Corruption.

Since 2018, FIA has been a signatory to the UN Global Compact and continuously promotes actions and programs to align its strategies and operations with the ten universal principles, associated with the areas of human rights, labor, environment and anti-corruption, as illustrated below:





### Anticorruption

Businesses must work against corruption in all its forms, including extortion and bribery.



### Human rights

Responsibility: Corporate and Human Rights: An integrated approach to a sustainable future.



### Environment

Companies leading the change to a world where all forms of life can thrive.



### Work

Building Sustainable Work Environments: Corporate Commitment to Social Justice.

## ESG Agenda

Always committed to its stated values and objectives, FIA remains attentive to best business practices and has started to incorporate elements of the **ESG agenda: Environmental, Social and Governance** in its strategic guidelines in relation to the SDGs.



SDGs		FIA ACTIONS	ASG/EH3	GLOBAL COMPACT
1	Elimination of poverty	FIA is sensitized to social problems and frequently promotes the engagement of its managers and employees with campaigns to combat poverty and hunger	Social	1, 8
2	Zero Hunger			
3	Good Health and Well-being	Several actions are carried out throughout the year in order to ensure psychological support and the promotion of the mental health and well-being of FIA community, including employees and students	Social	1, 8
4	Quality Education	The theme of sustainability is present in all FIA courses, presenting and inspiring business initiatives related to the ten principles of the Global Compact, the Sustainable Development Goals and Social, Environmental and Governance Aspects - ESG. Special policies and discounts are offered for low-income people	Social, Environmental Governance	From 1 to 10
5	Gender equality	At FIA, all job openings are available without gender preference, offering equal opportunities; Officers are appointed on the basis of meritocratic analysis or competitions without gender preference	Social Governance	1, 8
6	Clean water and sanitation	In the classes, the debate around aspects related to water and sanitation is promoted, including stimulating research on the causes and paths to a solution based on public policies, good practices adopted by companies and the involvement of society. Consulting projects promote increased access to clean water and clean energy	Environmental	8, 9
7	Affordable and clean energy			
8	Decent work and economic growth	The scope of teaching, research and quality education activities promoted by FIA expands the possibilities of work for the community while contributing to the inclusion and progress of our students throughout the national territory	Social	8, 9
9	Innovation and infrastructure	Physical infrastructure and technological advancement promote, each in its own way, the fight against inequality, favor inclusion and greater diversity in the educational environment	Social	9
10	Reducing inequalities	FIA invests in sound programs and policies to ensure the reduction of inequalities in various aspects of society	Social Governance	1, 6
11	Sustainable Cities and Communities	Following best practices for climate change mitigation, the FIA headquarters is located in a LEED Gold certified building, with programs that contribute to urban mobility solutions, waste management and reduction of the use of natural resources	Social Environmental	7, 8, 9
12	Responsible consumption and production			

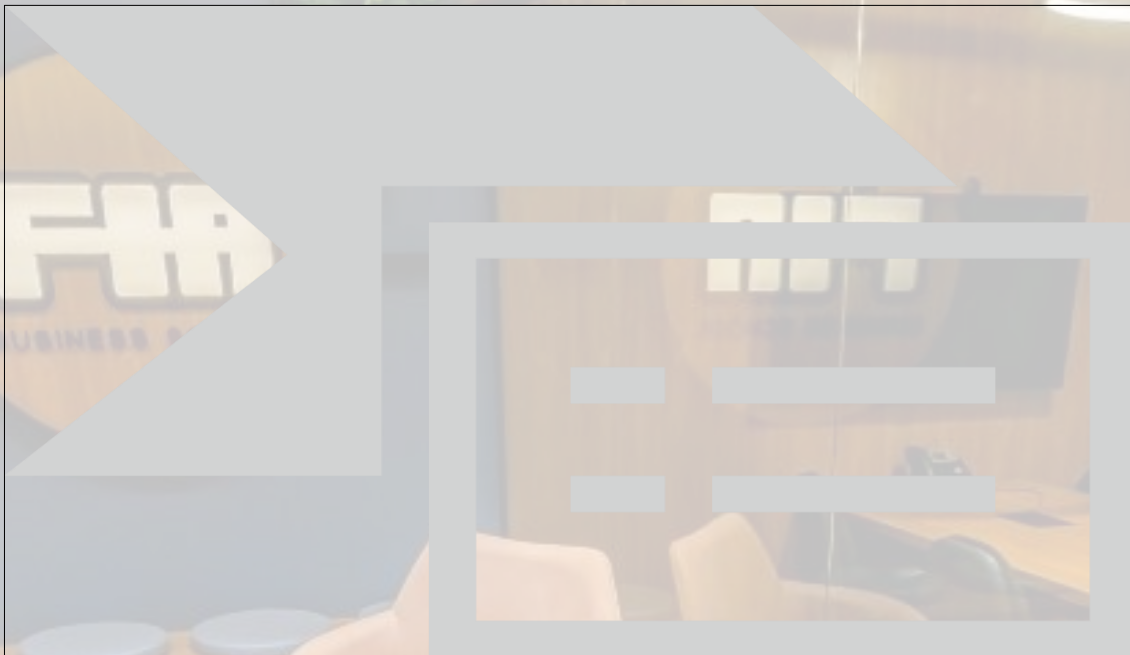


13	Climate change			
14	Life Underwater	In classes and in research and extension activities, the debate around aspects related to the world's oceans, rivers and forests is promoted. It is known that the consistent work of educational institutions guides and inspires the transformation of society	Social Ambiental	8, 9
15	Life on Earth			
16	Peace, justice and strong institutions	The absence of social or environmental fines reflects FIA's commitment to the ethical approach and mission oriented towards the development of people and the preservation of the environment	Social, Environmental Governance	From 1 to 10
17	Partnerships to achieve goals	The commitments made at national and international level express the dynamic and collaborative action signaled by the FIA in the search for a more developed society	Social, Environmental Governance	From 1 to 10



In 2023, in compliance with Strategic Guideline No. 6, FIA created its ESG Committee, composed of members of the faculty and institutional technical staff, which aims to: (i) deepen the understanding of FIA's role in the ESG theme, (ii) support the preparation of a perception survey of the Foundation's various stakeholders, (iii) analyze the indicators and (iv) propose policies and projects thinking about the future of institutional business. The work is being conducted in the form of an institutional project and is led by the manager of the People Management area, Juliana Baldin Barreto.

For the first half of 2024, it is planned to carry out a major stakeholder perception survey on the FIA ESG agenda:



The image above is showing the cover of the survey.



## Accreditations, Certifications & Affiliations

[GRI 2-27 | 2-28]

The Foundation fully complies with all the guidelines determined by the institutions that regulate the country's educational activities, in addition to constantly improving its practices to meet the requirements of certification and accreditation bodies, whether in Brazil or abroad.

FIA's Accreditations, Certifications and Affiliations, at the national and international levels, reinforce the Foundation's commitment to the development of its activities and also the recognition of clients and regulatory entities regarding the quality of our courses, as detailed below:

### National Accreditations



FIA Business School is accredited by MEC Ordinance No. 750, of May 26, 2000, published in the Official Gazette of the Union (DOU), Section I of May 30, 2000. The Undergraduate Program in Business Administration was recognized by Ordinance MEC/SESU No. 250, of May 31, 2013 – DOU, No. 104 of June 3, 2013.



In 2012, FIA Business School obtained the recommendation of its Professional Master's program in Business Management, recognized by the CNE/MEC through ORDINANCE No. 609, OF MARCH 14, 2019 (quadrennial evaluation 2017).



In 2007, FIA was accredited by ANPAD (National Association of Graduate Studies and Research in Administration), in order to evaluate the characteristics and competencies of institutions that offer graduate programs, ANPAD created the SAA (ANPAD Accreditation System), with the objective of complementing the performance of Capes in the evaluation



FIA is one of the founding members of ANAMBA – National Association of MBAs, created with the mission of promoting excellence and innovation in MBA programs through respect for its quality standards, which aim to constantly improve the characteristics of Business Schools in Brazil.



Accredited since 2011 for the Undergraduate Course in Administration by ANGRAD – National Association of Undergraduate Programs in Administration.

## International Accreditations



FIA was re-accredited by the Association of MBAs (AMBA) in August 2018. FIA has had this accreditation since 2003, through the International Executive MBA program. The Association of MBAs is an international MBA accrediting agency created in 1967 and headquartered in London, which seeks to evaluate the characteristics of an institution and its MBA program according to a set of criteria that aim to reflect the continuous changes in the business and management environment of organizations.

## National and International Affiliations



Through the Innovation Management and Technological Projects Program – PGT – it maintains a technical cooperation agreement with IPMA Brazil (International Project Management Association) for the development of the project management area in Brazil.



Accredited since 2002 by PMI, it is now part of a restricted group of REP – Registered Education Provider programs. In March 2021, it joined PMI's new accreditation: ATP Authorized Training Partner Program.



AACSB is an association of educational institutions, businesses, non-profit organizations, and government bodies dedicated to advancing higher education in business administration. FIA has been a member since 2012 and is currently in the process of accreditation after becoming eligible in December 2017.



EFMD – European Foundation for Management Development is an international entity that brings together more than 800 organizations between educational institutions and companies in 81 countries with the aim of promoting a single forum for information, research, networking and debate in innovation and best practices in management. FIA has been affiliated to the EFMD since 2014.

## Signatories



Developed in 2007 by a group of universities with the objective of disseminating social responsibility practices in executive education based on the UN Global Compact. FIA has been a member of the PRME since 2011. The last SIP was submitted in July 2020 with information on FIA's activities and actions carried out in the 2019 - 2020 biennium.













The Global Compact is not a regulatory instrument, a mandatory code of conduct, or a forum for policing management policies and practices. It is a voluntary initiative that provides guidelines for the promotion of sustainable growth and citizenship through committed and innovative corporate leadership. The Global Compact is headquartered in New York. FIA became a signatory in 2018.



## Rankings

Due to the quality of its courses and its student body, FIA is a constant presence in the most important international rankings:

				
 <b>QS STARS</b>	 <b>QS UNIVERSITY RANKING</b>	 <b>"EXECUTIVE MBAS" BY FINANCIAL TIMES:</b>	 <b>"GLOBAL BUSINESS EDUCATION AWARDS" PELA EUROPEAN CEO:</b>	 <b>"THE BEST MBAS IN BRAZIL IN 2010" BY REVISTA VOCÊ S/A:</b>
<p>International Executive MBA - 5 stars on QS Stars in 2022</p> <ul style="list-style-type: none"><li>Professional Master's in Administration - 4 stars at QS Stars</li><li>Graduation - 4 stars on QS Stars</li><li>FIA (Institutional) 4 stars at QS Stars</li></ul>	<p>International Executive MBA - 3 times voted the best in Brazil in the QS Ranking</p>	<p>The British newspaper chose the Executive MBA as the 25th best in the Americas, the only one from a Brazilian institution to appear in this ranking, in addition to highlighting the quality of the Fundação Instituto de Administração student body, as the 6th most experienced in the world.</p>	<p>Important title granted to the Foundation as "Most innovative school in South America", a publication run by an editorial team made up of journalists and correspondents from the most influential media outlets in the world.</p>	<p>The FIA MBA program leads several categories researched for the ranking, such as:</p> <ul style="list-style-type: none"><li>Human Resources, the MBA HR is in 1st place;</li><li>Information Technology, the MBA GTI is in 1st place;</li><li>Marketing, the MBA Services Marketing course is in 1st place and the MBA Marketing in 2nd place;</li><li>Executive MBA, the International Executive MBAs are in 2nd place and the Business Management MBA is in 4th place;</li><li>Finance, the MBA Finance is in 2nd place.</li></ul>

### Ranking EmpresasMais



FIA is responsible for the methodology of the **EmpresasMais Ranking**, of the newspaper O Estado de São Paulo, which annually classifies companies as the largest and the highest economic performance among the sectors of the economy. The evaluation metric for each company is the **Economic Impact Coefficient**, which weights two metrics:

- **Size:** indicates the size of the company in its respective sector, derived from mathematical treatment applied to its revenues and assets;
- **Performance:** points out the economic performance of the company in its respective sector, derived from mathematical treatment applied to the return on assets and the annual rate of revenue growth.

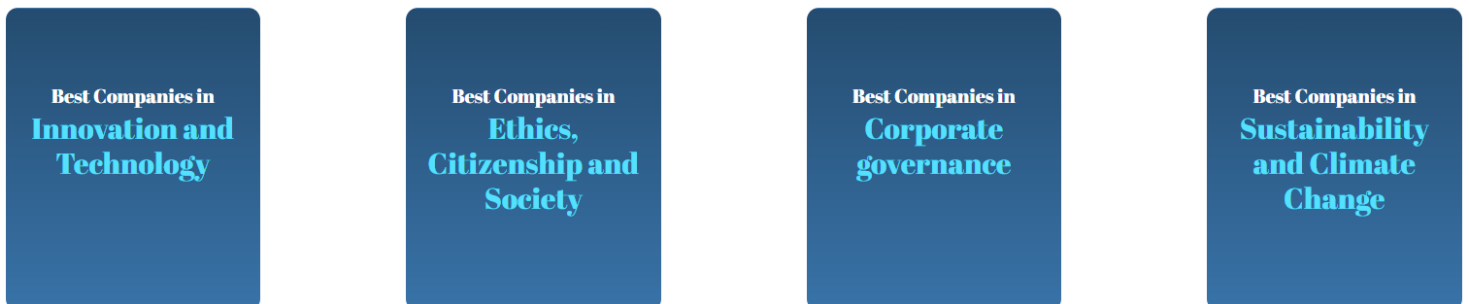
A robust database that is constantly updated and revised and a consistent methodology that is adaptable to the changes of an economy that is always changing, which analyzes dimensions such as revenue, profitability, shareholders' equity, net income, financial results, gross results, depreciation/amortization, size and historical consistency, are the

ingredients for Estadão EmpresasMais to establish itself every year as one of the *rankings* more reliable performance across industries.

In the 2023 edition, twenty-three sectors were contemplated:

- Sugar and Alcohol;
- Agriculture and Livestock;
- Food & Beverage;
- Wholesale and Distribution;
- Consumer Goods;
- Construction and Specialized Services;
- Education;
- Home Appliances, Electronics and Computers;
- Pharmaceutical;
- Machinery and Equipment;
- Metallurgy and Steelmaking;
- Mining, Cement and Petroleum;
- Pulp and Paper;
- Chemical and Petrochemical;
- Health;
- Services;
- Telecommunications;
- Textiles and Clothing;
- Transportation and Logistics;
- Utilities and Utilities;
- Retail;
- Vehicles and Auto Parts;
- Communication and Media;

The 2023 edition also featured 4 cross-sector categories that highlighted the 10 best ESG performances:



The entire event and the research were published in a supplement produced by the newspaper O Estado de São Paulo and had wide repercussions on the group's channels, internet, radio, digital platforms and continued to have repercussions for the actions of the winning companies that cite the **FIA Estadão EmpresasMais Award** as an important recognition of management excellence.



## Amazing Places to Work Award

Based on the exclusive FEEEx (FIA Employee Experience) survey, conducted by FIA (PROGEP), carried out with more than 209 thousand Brazilian workers, the Incredible Places to Work Award selected the 150 companies with the best HR and organizational climate practices in the country.

They were divided by size: large, medium and small, with special emphasis on the champions in each belt. These are companies that understand that, in order to achieve maximum levels of quality, productivity and customer satisfaction, human potential needs to be preserved, stimulated and rewarded.



*The image is showing a youtube livestream where Filipe Fonoff is presenting the award. He is FEEEx research coordinator and the award coordinator. Youtube – Canal UOL*

## IBEVAR/FIA Ranking

IBEVAR's mission is to be an institution that brings together retail, industry and service executives, promoting professional and social relationships with executives who work directly and indirectly in the retail and consumer market in Brazil. The event took place in the FIA auditorium on 19 September. In partnership with FIA, this is now one of the most consolidated and awaited events in the sector.

*Ranking IBEVAR/FIA*





## National and International Partnerships and Agreements

Since its foundation, FIA has maintained relationships with some of the largest educational institutions in the world. This relationship is materialized through partnerships and agreements with business schools in Latin America, North America, Europe and Asia. Through these agreements, FIA connects its students, professors and researchers to the best business schools and universities in the world, conducting international modules and exchanges.



## International Affairs Office

In order to prepare its students for a career of excellence in Brazil and abroad, FIA established in 2012 the International Affairs Office, which has among its objectives: (i) to assist in the exchange of students and professors, (ii) to support the processes of international accreditations, (iii) to assist the school in the participation of rankings (iv) manage partnerships with international organizations, such as PRME, Harvard Business Publishing, AMBA, AACSB and PMI and (v) receive foreign delegations and visitors.

The Office seeks actions to strengthen the relationship with other educational institutions, enabling the student to develop science and exchange knowledge through partnerships with international universities around the world.

With the resumption of exchanges, in 2023 the student Talles Wood from the Undergraduate course in Administration at FIA was selected and spent 6 months doing an exchange in Bocconi, Milan.

## International Immersions

International Immersions are institutional programs offered to all FIA graduate programs. The contents, details, teachers and procedures for registration are detailed on the page: <https://fia.com.br/imersoes-internacionais>.

In 2023, international activities resumed. In April, we had a partnership with the **Lisbon School of Economics & Management (ISEG)** in Lisbon, Portugal. Its program, entitled "*Leading into the future*", is focused on management and leadership for the future, with a workload of 32 hours. With 98% satisfaction, the program took 26 participants with different profiles, from different sectors of the market and the most varied levels of management.



*ISEG/Lisbon Immersion*



*Illinois/Chicago Immersion*

## Testimonials from participants of the international immersions:

### **Tatiana de Melo Gomes de Oliveira**

Medical Operations Manager at Biomarin, for the Intercontinental region.  
Latin America, United Arab Emirates and Turkey  
Lisbon Immersion 2023

"I had an incredible opportunity to participate in a true immersion experience in Lisbon "*Leading into the Future*". It's definitely one of the best courses I've ever taken. The main reason for this is the chance to quickly put process innovations into practice, in the face of uncertainties and turbulent scenarios, improving my approach to the strategy of the company where I work. Not only was the program comprehensive, with exceptional speakers, but the collaborative spirit of fellow participants played a crucial role in the success of our discussions and learning. I can't forget to mention that Lisbon surprised me positively with its mountainous landscapes, historic alleys, delicious gastronomy and rich culture. All of this still adds up to an amazing interaction from the participating group. It was an unforgettable experience! Thank you to all the academic coordination of FIA, especially to Professor Roberto Sbragia, and to Liliane Sartorio leading this group. Great job!"

### **Anna Carolina Poletti**

FIA – GPRO  
Lisbon Immersion 2023

"Participating in the international module "*Leading into the Future*" was an incredible experience for me. I learned to anticipate future scenarios and embrace change with an innovative mindset. Additionally, I had the opportunity to conduct visits to local businesses in Portugal, which further enriched my understanding of the business dynamics in the country. I also established valuable contacts with my colleagues at the FIA, broadening my perspective. The immersion in Portuguese culture was fascinating and taught me to value empathy and respect. This journey has equipped me to face the future with confidence. I'm excited to continue applying these learnings to my ever-evolving life and career."





## Profile of New Projects Contracted in 2023



In 2023, **458** new projects were opened in the lines of continuing education and applied studies and research, as a result of the fundraising effort of FIA's Project Coordinators. A **total of 147** proposals for the development of applied studies and research were evaluated and registered, **98** in the Public Sector and **49** in the Private Sector. We also had **1443** evaluations of contact record requests. A total of **318** open courses were offered (MBA, Specialization, Extension and Distance Learning). In addition, **79** continuing education projects were developed for public and private organizations. Of particular note are the courses offered to the following organizations:

Administradora de Cartão de Crédito Todos S.A., Agência São Paulo de Desenvolvimento, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda., Alpek Polyester Pernambuco S.A, AMVALE - Associação de Municípios do Vale do Paraíba e Litoral Norte, ArcelorMittal Brasil S.A., Arval Brasil (grupo BNP Paribas), Banco BMG SA, Banco Bradesco S/A, BANCO COOPERATIVO SICOOB S.A, Banco do Brasil SA, BANCO SUMITOMO MITSUI BRASILEIRO S.A., Brasmetal Waelzholz S.A. Indústria e Comércio, Câmara Interbancária de Pagamentos - CIP, Câmara Municipal de Boituva, Carrefour Comércio e Indústria LTDA, SABESP, CIEE, CIP SA, COBB-VANTRESS BRASI, Cocal Energia S.A., Companhia Energética de Brasília, Companhia Ituana de Saneamento - CIS, Confederação Nacional das Coop. Centrais de C. e Economia Familiar, Confederação Nacional das Cooperativas do SICOOB Ltda., Corteva Agriscience do Brasil, Crummer Graduate School of Business - Rollins College, Daiichi Sankyo Brasil Farmacêutica, Desenvoolva - Educação, Treinamento e Consultoria Corporativa, Empresa de Pesquisa Energética - EP, EuroChem Fertilizantes Tocantins S.A, Fazenda Progresso, Femsá - Coca Cola, FIESC - Federação das Indústrias do Estado de Santa Catarina, Finnet - Tecnologia e Instituição d Pagamento, Fleury S/C, Granel Química LTDA, Horizon Therapeutics Brasil LTDA, Hotelaria Accorinvest Brasil S.A, Hotelaria Brasil Ltda., Iguatemi Empresa de Shopping Center, Instituto Nacional do Seguro Social - INSS, Investe São Paulo - Governo do Esta de São Paulo, LELLO CONDOMINIOS, Madeiramadeira Comercio Eletrônico S/A, Metrô - Companhia do Metropolitano de São Paulo, MOTO HONDA DA AMAZONIA LTDA, Petrobrás BR Distribuidora S.A., Pinheiro Neto Advogados, Prefeitura Municipal de Mairiporã, Robert Bosch Limitada, SCHULZ COMPRESSORE, SEAD/GO Secretaria de Estado da Administração, Sebrae MG - Serviço de Apoio às Mic e Pequenas Empresas, Sebrae MT - Serviço de Apoio às Micros e Pequenas Empresas, Senar/GO - Serviço de Nacional Aprendizagem Rural, SESCOOP/GO - Serviço Nacional de Aprendizagem do Cooperativismo, SiDi, SindusFarma - Sindicato da Ind. de Prod. Farmacêuticos do Estado de SP, SUPPLIER ADM CARTOES CREDITO SA, Thomson Reuters Brasil Conteúdo e Tecnologia, TIME NOW ENGENHARIA S/A, TRT/SP - Tribunal Regional do Traba 2ª Região, Universidad Católica del Uruguay, Universidad ESAN, Veolia Tecnologias e Soluções para Tratamento de Aguas LTDA, Vivaz House Consultoria Imobiliária e Representações Ltda., WILSON SONS, WMS Supermercados do Brasil LTDA (Atacadão Lages).

## Development of Applied Studies and Research









In 2023, **61** consulting and research projects were contracted for public and private sector organizations.

Especially in the public sector, **38** new projects involving studies in the areas of innovation, modernization and administrative reform, knowledge management, information technology, human resources and finance stand out. The sectors involved included: energy, health, environment, information technology, education, sanitation, transportation, industry and services.

Some featured projects:

	<p><b>3R Petroleum</b>                  Peroá and Papa-Terra Environmental Education Project (Pea Peroá Papa-Terra) within the scope of Line F of Ibama's Technical Note No. 01/2010 According to the Work Plan Presented to Ibama.                  Support the qualified discussion and facilitation of the establishment of agreements for the shared management of the activities developed in the maritime zone of influence of the Ports of Vitória and Açu.</p>
	<p><b>ARSESP – Agência Reguladora de Saneamento e Energia do Estado de São Paulo</b>                  Support to the planning, organization and implementation of performance evaluation processes and functional evolution of ARSESP's public servants/employees. Individual Development Plan (IDP); Promotion; and Progression.</p>
	<p><b>Amazu – Amazônia Azul Tecnologias de Defesa S.A</b>                  Market Salary Survey for all Career Positions included in AMAZUL's PCRC and Review of the Salary Scales for the Specialist, Analyst and Technician Careers, Structuring of the Position, Compensation and Career Plan and the Amazu Function Plan.</p>
	<p><b>CAERD – Companhia de Águas e Esgotos do Estado de Rondônia</b>                  Development of Asset Valuation Studies of the Water and Sewage Company of Rondônia, including Water Distribution Networks, Sewage Collection and Treatment Networks, in all Municipalities where the Company provides services, as well as a Test Study of 2 Recoverability of Assets, Provision of Legal Advice and Business Management Consulting.</p>
	<p><b>Câmara Municipal de Barueri</b>                  Readjustment of the Staff of the Municipality of Barueri.                  Encompassing the review and implementation of improvements to the organizational structure and the position framework of the city council of Barueri.</p>



	<p><b>Câmara Municipal de São Sebastião</b> Elaboration and Implementation of the Reorganization of Positions, Nomenclatures, Description of Attributions, Organizational Chart and Implementation of the Plan of Positions, Careers and Remuneration of the Employees of the Municipality of São Sebastião.</p>
	<p><b>SABESP – Companhia de Saneamento Básico do Estado de São Paulo</b> Development of Studies, Research, Elaboration of Diagnoses and Action Models with a view to Improving the Company's Financial and Performance Indicators in the area of Property Security.</p>
	<p><b>CRAISA – Companhia Regional de Abastecimento Integrado de Santo André</b> Structuring and Implementation of the Compliance Sector. Assistance in the constitution of guidelines, standards and documents necessary for the structuring of a Compliance Sector, providing the institution with anti-corruption mechanisms.</p>
	<p><b>DESO – Companhia de Saneamento de Sergipe</b> Evaluation of the Technical Studies of Privatization of Water Distribution and Sanitary Sewage Services in Sergipe, Analysis of Studies and Preparation of Tariff Proposal.</p>
	<p><b>Investe São Paulo - Governo do Estado de São Paulo</b> Elaboration of the Institutional Strategic Planning (PEI 24/27), as well as monitoring of its implementation, through the preparation of the first Annual Work Plan (PTA 24) and the first Monitoring and Evaluation Report (PAA 24)</p>
	<p><b>Prefeitura de Mogi Mirim</b> Elaboration of the Municipal Plan for Integrated Solid Waste Management with presentation of a Calculation Model for Public Price Definition (Waste Fee established according to the new Regulatory Framework) for Waste Management and Sustainable Waste Disposal within the Municipality of Mogi Mirim - São Paulo.</p>
	<p><b>PETROBRAS - Petróleo Brasileiro S.A</b> Development of specialized technical services to support the training of Artisanal Fishermen and their families in the municipalities of the State of São Paulo.</p>
	<p><b>Prefeitura de Embu das Artes</b> Development of specialized technical studies aimed at the evaluation of the provision of services and Exploitation of Public Funeral Services and the Management, Operation, Maintenance and Exploitation of Public Cemeteries.</p>

 <p>PREFEITURA DE <b>BOITUVA</b></p>	<p><b>Prefeitura de Boituva</b> Provision of technical services of Specialized Consulting to Improve Efficiency in the Administrative Management of the Municipality of Boituva.</p>
 <p>PREFEITURA DE <b>CAMPOS DO JORDÃO</b></p>	<p><b>Prefeitura de Campos do Jordão</b> Structuring of Municipal Governance and support for the Implementation of the Citizen Service Center, within the scope of the Municipality of Campos do Jordão.</p>
 <p>PREFEITURA DE <b>DIADEMA</b> Secretaria de Gestão de Pessoas</p>	<p><b>Prefeitura de Diadema</b> Carry out surveys, elaborate studies and specifications of processes and procedures aiming at the implementation and support of priority projects for technological modernization within the scope of DTIC – SEPLAGE.</p>
 <p>PREFEITURA DE <b>GUARULHOS</b></p>	<p><b>Prefeitura de Guarulhos</b> Specialized technical consulting services corresponding to the diagnosis, analysis and conformity assessment of the tax entry, collection and inspection processes.</p>
 <p>PREFEITURA MUNICIPAL DE ITAPECERICA DA SERRA/SP</p>	<p><b>Prefeitura Municipal de Itapecerica da Serra</b> Specialized technical services aimed at the Implementation of Positions, Career and Remuneration – PCCR for the Municipality of Itapecerica da Serra.</p>
 <p>PREFEITURA DE <b>POÁ</b> ESTÂNCIA HIDROMINERAL</p>	<p><b>Prefeitura Municipal de Poá</b> Consulting Services, Preparation of technical, legal and financial studies related to the structuring, development, maintenance and operation of the future Concession of Public Spaces and Equipment.</p>
 <p>PREFEITURA MUNICIPAL DE PONTA PORÃ/MS</p>	<p><b>Prefeitura Municipal de Ponta Porã/MS</b> Specialized technical services for Review and Update of the Fiscal Situation of the Municipality of Ponta Porã and Sanitation and Electronic Review of the Registers of Municipal Public Servants.</p>
 <p>PREFEITURA MUNICIPAL DE <b>São Vicente</b></p>	<p><b>Prefeitura Municipal de São Vicente</b> Carry out a Diagnosis and Prepare a Project for Constitutional Adequacy in the Denominations, Attributions and Requirements for the Provision of Positions in Commission and Designation of Functions of Trust of the Hierarchical Command Units within the Scope of Direct Administration in the Municipality of São Vicente.</p>
 <p><b>SANASA</b> CAMPINAS</p>	<p><b>SANASA</b> Water Supply and Sanitation Company SA Support and Elaboration of the Review of the Plan of Positions, Careers and Salaries, of the Performance Evaluation Process and Realization of Studies for the Implementation of Variable Compensation at Sanasa Campinas.</p>
 <p><b>SANEPAR</b></p>	<p><b>SANEPAR – Companhia de Saneamento do Paraná</b> Conducting a study aimed at analyzing and proposing improvements to the Information Life Cycle of SISweb - SANEPAR Information System within the scope of the Institutional Modernization process of the Sanitation Company of the State of Paraná.</p>



	<p><b>SP Urbanismo - Secretaria Municipal de Urbanismo e Licenciamento da Prefeitura da Cidade de São Paulo</b> Improvement in the Management Model of SP Urbanismo, making more efficient strategic alignment between areas; Review and specialization in the processes that support SP Urbanismo's Value Chain and that ensure the support and execution of the strategy.</p>
	<p><b>Governo do Estado de São Paulo</b> Specialized Technical Services for Revisions, Updates, Technological Innovations and the Improvement of Technical Studies of Outsourced Services – CADTERC</p>
	<p><b>Secretaria da Fazenda do Piauí</b> Execution of support and advisory measures, with payment of fees, exclusively ad exitum, considering the effective profits that may be obtained by the State of Piauí.</p>
	<p><b>TIM</b> Preparation of Technical Report for Arbitration: TIM Brasil - C6 BANK. Carrying out a technical report, clarifying the aspects related to the planning and marketing actions carried out in the partnership established between these two companies.</p>
	<p><b>TCE AL - Tribunal de Contas do Estado de Alagoas</b> Development of specialized Technical Services for Training and Institutional Development with the Implementation of Innovative Strategic Projects within the scope of the Technical Cooperation Agreement between TCE/AL and FIA.</p>
	<p><b>VIABAHIA – Concessionária de Rodovias</b> Specialized technical consultancy for the development of a Technical Report confronting the technical, legal and regulatory conclusions presented, including the chain of rights, duties and obligations of VIABAHIA under the terms of the concession agreement.</p>



## Institutional Programs

One of the main characteristics of the Foundation is its organization through specialized centers, whose research and activities are divided into the various thematic fields of Administration, such as: Agribusiness, Science and Technology, Foreign Trade, Social Entrepreneurship, Public Infrastructure, Future Studies, Finance, People Management, Project Management, Health Management, Social and Environmental Management, IT Science, Operations Management, Marketing, Small and Medium Enterprises and Retail.

The programs bring together professors, researchers and technical-administrative collaborators who develop activities through projects in the three areas of activity of the institution: education, research and extension.



### **Programa de Carreira (CARLAB)**

**Coordinators:** Tania Casado e Liliana Vasconcellos Guedes

The general objective of the CarLab Program is to establish, study and disseminate the connections between education and careers, through teaching, consulting and research, promoting conditions for the improvement of quality in education and increased satisfaction in relation to career and life in general.



### **Programa de Gestão de Projetos (GPRO)**

**Coordinator:** Graziella Maria Comini

GPRO is a program dedicated to the search for knowledge, training of professionals and specialized support to project-oriented organizations.



### **Laboratório de Análise de Dados (LABDATA)**

**Coordinator:** Alessandra de Ávila Montini

The Data Analysis Laboratory - LABDATA is a teaching, research and consulting laboratory in Data Analysis, Applied Statistics, Data Mining, Artificial Intelligence and Big Data Analysis.

**LABFIN  
PROVAR**

**Laboratório de Finanças (LABFIN)  
Programa de Administração de Varejo (PROVAR)**

**Coordinators:** José Roberto Securato e Claudio Felisoni de Angelo

The Finance Laboratory (LABFIN) is synonymous with quality when it comes to Corporate Finance and Financial Markets. The PROVE (Retail Management Program), of the Fundação Instituto de Administração (FIA), was created in 1992 with the objective of promoting research and offering training for the retail sector.



**Programa Lab Marketing Design (LABMKT)**

**Coordinator:** Andres Rodriguez Veloso

FIA's Lab Marketing Design Program (LabMKT) is a teaching, research and consultancy laboratory focused on the Marketing activities of organizations and their interconnections with Design.

**NICE**

**Núcleo de Investigação em Economia Comportamental e  
Compliance (NICE)**

**Coordinator:** Fernando Carvalho de Almeida

Since 2008, it has trained professionals of excellence in the courses of Behavioral Economics, Compliance and Corporate Risk Management.



**Programa de Economia, Mercado de Capitais e Imobiliário da FIA  
(PEM.FIA)**

**Coordinator:** Roy Martelanc

The Program is dedicated to the generation of knowledge and education in the banking and real estate sectors.



### **Programa de Estudos dos Negócios do Sistema Agroindustrial (PENSA)**

**Coordinator:** Cláudio Antonio Pinheiro Machado Filho

Pensa is an advanced center, dedicated to the Management and Coordination of Agribusiness, which operates in the national and international scenarios, developing excellence in academic research applied to teaching.



### **Programa de Gestão da Inovação e da Tecnologia (PGT)**

**Coordinator:** Moacir de Miranda Oliveira Júnior

PGT is made up of professors linked to research, training and consulting in the area of technology and innovation management in companies, government, institutions and other enterprises and agents that are part of the national innovation ecosystem.



### **Programa de Comércio Exterior Brasileiro (PROCEB)**

**Coordinator:** Celso Cláudio de Hildebrand e Grisi

Multidisciplinary core of research, teaching and consulting in international business, with a focus on marketing, finance, logistics, trade and international operations.



### **Programa de Capacitação da Empresa em Desenvolvimento (PROCED)**

**Coordinator:** Almir Ferreira de Sousa

ProCED is a center of excellence in the small and medium-sized enterprise sector, whose objective is to contribute to the development and updating of business management.





### **Programa de Gestão e Negócios do Esporte (PROESPORTE)**

**Coordinator:** Almir Ferreira de Sousa

**Assistant Coordinator:** Michel Mattar

PROESPORTE is a program dedicated to the search for knowledge, training of professionals and specialized support to organizations involved in the management and business of the Sports Industry in Brazil.



### **Programa de Estudo do Futuro (PROFUTURO)**

**Coordinator:** Renata Giovinazzo Spers

It helps companies and public and private institutions to improve their strategic planning and management processes, enabling them to deal with changes in the environment.



### **Programa de Gestão da Educação Corporativa (PROGEC)**

**Coordinator:** Marisa Pereira Eboli

Marked by its pioneering spirit and with more than 25 years of expertise in Corporate Education, PROGEC – FIA's Corporate Education Program stands out in the design, modeling and implementation of Corporate Education Systems. Its approach encompasses teaching/learning, research, publications, and expert consulting, providing customized educational solutions to enhance the continuous development of leaders and their teams, as well as business success.



### **Programa de Estudo em Gestão de Pessoas (PROGEP)**

**Coordinator:** Joel Souza Dutra

PROGEP is a reference center in the production and dissemination of knowledge about people management and organizational change processes.



### **Programa de Gestão Estratégica Socioambiental (PROGESA)**

**Coordinator:** Isak Kruglianskas

It deals with environmental complexity, addressing the issue through initiatives that encompass the organization as a whole and highlight the need for sustainable activities.



### **Programa de Gestão e Estratégia da Tecnologia de Informação (PROINFO)**

**Coordinator:** Adriana Backx Noronha Viana

PROINFO is a program dedicated to the generation of knowledge, training of professionals and specialized support to public and private organizations on the topics of Information Technology, Digital Transformation, Information Security, Digital Business Management and Digital Technologies in Education through research, consulting and education.



### **Programa de Estudo em Saúde (PRO-SAÚDE)**

**Coordinator:** Marcelo Caldeira Pedroso

Pro-Saúde is an advanced center dedicated to the generation, dissemination and application of management knowledge in the health sector.



### **Centro de Empreendedorismo Social e Administração do Terceiro Setor (CEATS)**

**Coordinator:** Rosa Maria Fischer

The Center for Social Entrepreneurship and Administration in the Third Sector (CEATS) was established in 1998 as an institutional program of the Institute of Administration Foundation (FIA). The participation of professors from the Department of Administration of the School of Administration, Economics and Accounting of the University of São Paulo (FEA/USP), since the early years, has allowed CEATS to develop projects that connect theory to practice, in a process of continuous feedback, through direct contact with private companies, government organizations and civil society entities.

## Educational Activities



The main educational activities developed by FIA are under the umbrella of the **FIA School of Administration and Business**, an educational institution maintained by the Foundation that operates primarily in the following lines of Administration: undergraduate, *lato sensu* graduate, *professional masters* and improvement programs.

Thus, the portfolio brings together the Bachelor's Degree in Business Administration and the Professional Master's Degree in Business Management, as well as courses associated with the Specialized Research Centers; all integrated through institutional actions, which seek to bring the most current in methodological and technological terms to improve the teaching and learning experience for students and teachers. [\[GRI 2-6\]](#)

The following are the MBA and Lato Sensu Specialization Graduate courses *that* were offered throughout 2023:

*Americas MBA*

*International MBA*

*MBA Analytics e Inteligência Artificial - Data Science*

*MBA Analytics em Big Data - Data Engineering*

*MBA com Especialização em Banking*

*MBA com Especialização em Gestão Avançada de Recursos Humanos*

*MBA com Especialização em Gestão de Negócios, Comércio e Operações Internacionais*

*MBA com Especialização em Marketing*

*MBA Diplomacia Corporativa*

*MBA em Gestão da Tecnologia de Informação*

*MBA em Gestão de Franquias*

*MBA em Gestão de Negócios de Seguros e Previdência*

*MBA em Gestão de Negócios e Valorização da Empresa*

*MBA em Gestão de Riscos de Fraudes e Compliance*

*MBA em Gestão Estratégica de Projetos*

*MBA Executivo Internacional*

*MBA Future Studies for Corporate Strategy*

*MBA Gestão de Agronegócios: Estratégia, Transformação e Tecnologia*

*MBA Gestão de Negócios: Cibersegurança e Proteção Digital*

*MBA Gestão de Negócios: Finanças*

*MBA Gestão de Negócios: Inovação e Empreendedorismo*

*MBA Gestão de Negócios: Inteligência de Mercado*

*MBA Gestão de Negócios: Tecnologia e Transformação Digital*

*MBA Gestão de Negócios: Vendas e Planejamento de Vendas*

*MBA Gestão em Medicina Diagnóstica*

*MBA Gestão Empresarial*

*MBA Indústria Farmacêutica - FIA/Sindusfarma*

*MBA Marketing & Branding*



There are 30 MBA courses and 65 Postgraduate programs that demonstrate FIA's ability to produce relevant content in the most diverse areas of Administration:

*Pós Graduação Lato Sensu Especialização em Digital Trust: Auditoria de TI, Privacidade e Segurança da Informação em Negócios*

*Pós Graduação Lato Sensu Especialização em ESG e Gestão Estratégica da Sustentabilidade*

*Pós-Graduação Lato Sensu Especialização Diversidade, Equidade, Inclusão e Cultura Organizacional*

*Pós-Graduação Lato Sensu Especialização Agronegócios: Governança e Gestão de Alta Performance*

*Pós-Graduação Lato Sensu Especialização Certificate em Digital Retail Business: Varejo e Mercado de Consumo na Era Digital*

*Pós-Graduação Lato Sensu Especialização Certificate em Engenharia Financeira*

*Pós-Graduação Lato Sensu Especialização Certificate em Gestão de Crédito e Cobrança*

*Pós-Graduação Lato Sensu Especialização Certificate em Gestão de Vendas e Negociação*

*Pós-Graduação Lato Sensu Especialização Certificate em Gestão Estratégica de Marcas*

*Pós-Graduação Lato Sensu Especialização Certificate em Inteligência de Mercado*

*Pós-Graduação Lato Sensu Especialização Certificate em Moderna Controladoria das Empresas*

*Pós-Graduação Lato Sensu Especialização Certificate em Operador de Mercado Financeiro*

*Pós-Graduação Lato Sensu Especialização Certificate em Varejo, Branding e Mercado de Consumo*

*Pós-Graduação Lato Sensu Especialização Direito Digital, Inovação e Ética nos Negócios*

*Pós-Graduação Lato Sensu Especialização E-commerce e Vendas*

*Pós-Graduação Lato Sensu Especialização Economia Comportamental Neurociências e Tomada de Decisão*

*Pós-Graduação Lato Sensu Especialização em "ESG- Gestão Responsável*

*Pós-Graduação Lato Sensu Especialização em Aconselhamento e Consultoria de Carreira*

*Pós-Graduação Lato Sensu Especialização em Administração de Logística e Distribuição*

*Pós-Graduação Lato Sensu Especialização em Administração Estratégica*

*Pós-Graduação Lato Sensu Especialização em Análise de Big Data - Data Engineering*

*Pós-Graduação Lato Sensu Especialização em Análise de Dados, Data Mining e Inteligência Artificial*

*Pós-Graduação Lato Sensu Especialização em Analytics e Inteligência Artificial – Data Science*

*Pós-Graduação Lato Sensu Especialização em Cibersegurança e Proteção Digital de Negócios*

*Pós-Graduação Lato Sensu Especialização em Comércio Internacional*

*Pós-Graduação Lato Sensu Especialização em Consultoria Empresarial*

*Pós-Graduação Lato Sensu Especialização em Customer Success Management*

*Pós-Graduação Lato Sensu Especialização em Desenvolvimento e Gestão de Negócios no E-commerce*

*Pós-Graduação Lato Sensu Especialização em Desenvolvimento Gerencial*

*Pós-Graduação Lato Sensu Especialização em Economia Comportamental: Organizações, Mercado e Sociedade*

*Pós-Graduação Lato Sensu Especialização em Engenharia de Marketing*

*Pós-Graduação Lato Sensu Especialização em Engenharia e Arquitetura de Software*

*Pós-Graduação Lato Sensu Especialização em Finanças Corporativas e Investment Banking*

*Pós-Graduação Lato Sensu Especialização em Finanças e Eficiência Empresarial*

*Pós-Graduação Lato Sensu Especialização em Gestão da Educação Corporativa*

*Pós-Graduação Lato Sensu Especialização em Gestão de Cibersegurança e Riscos Tecnológicos*

*Pós-Graduação Lato Sensu Especialização em Gestão de Negócios Digitais e Empresas de Software*

*Pós-Graduação Lato Sensu Especialização em Gestão de Negócios e Projetos*

*Pós-Graduação Lato Sensu Especialização em Gestão de Negócios, Inovação e Empreendedorismo*

*Pós-Graduação Lato Sensu Especialização em Gestão de Programas e Tecnologias Digitais de Educação*

*Pós-Graduação Lato Sensu Especialização em Gestão de Riscos de Fraudes e Compliance*

*Pós-Graduação Lato Sensu Especialização em Gestão de Tecnologia e Transformação Digital*

*Pós-Graduação Lato Sensu Especialização em Gestão Estratégica de Recursos Humanos*

*Pós-Graduação Lato Sensu Especialização em Gestão para Arquitetos e Designers de Interiores*

*Pós-Graduação Lato Sensu Especialização em Gestão para Escritórios de Arquitetura e de Design de Interiores*

*Pós-Graduação Lato Sensu Especialização em Liderança e Gestão de Pessoas e Negócios*

*Pós-Graduação Lato Sensu Especialização em Marketing Digital*

*Pós-Graduação Lato Sensu Especialização em Marketing: Gestão, Estratégia e Growth*

*Pós-Graduação Lato Sensu Especialização em Mental Health e Gestão da Qualidade de Vida no Trabalho*

*Pós-Graduação Lato Sensu Especialização em Negócios do Mercado Imobiliário (Real Estate)*

*Pós-Graduação Lato Sensu Especialização em Produtos Financeiros e Gestão de Risco*

*Pós-Graduação Lato Sensu Especialização em Programação Full-Stack e Desenvolvimento em Linguagens Eficientes*

*Pós-Graduação Lato Sensu Especialização em Sustentabilidade e ESG*

*Pós-Graduação Lato Sensu Especialização Formação Executiva e Competências para C-Level*

*Pós-Graduação Lato Sensu Especialização Gestão de Marketing Digital: Estratégia, Prática e Performance*

*Pós-Graduação Lato Sensu Especialização Gestão de Projetos*

*Pós-Graduação Lato Sensu Especialização Gestão Estratégica de Pessoas*

*Pós-Graduação Lato Sensu Especialização Gestão Exponencial*

*Pós-Graduação Lato Sensu Especialização Investigações Corporativas*

*Pós-Graduação Lato Sensu Especialização Liderança e Gestão Estratégica de Pessoas*

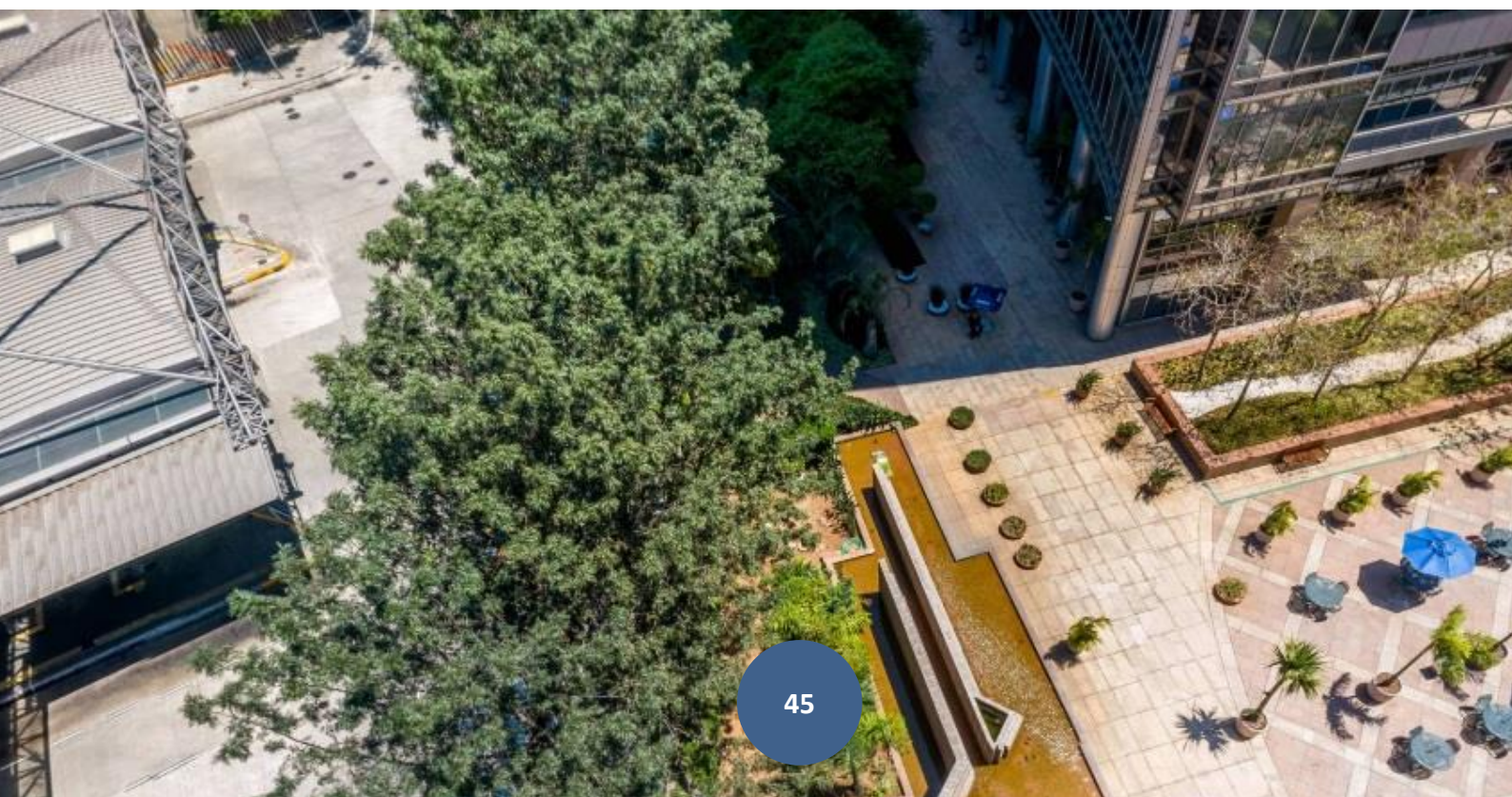
*Pós-Graduação Lato Sensu Especialização Marketing: Gestão, Estratégia e Geração de Valor*

*Pós-Graduação Lato Sensu Especialização Negócios Inteligentes e Indústria 4.0*

*Pós-Graduação Lato Sensu Especialização Novas Tecnologias, Transformação Digital e Agilidade*

*Pós-Graduação Lato Sensu Especialização Tech Recruiting e Gestão de Talentos em Tecnologia*

*Pós-Graduação Lato Sensu Especialização Tech Strategy: Planejamento, Gestão e Arquitetura Tecnológica de Negócios*





## Bachelor of Business Administration

With its first class started in 2009, the bachelor's degree in business administration at FIA Business School completed 14 years of success in 2023 and has been consolidating itself as one of the best undergraduate courses in Business Administration in the country. The program lasts four years and has a diversified curriculum focused on a comprehensive education with an international career. During the first two years, classes take place full-time. From the third year onwards, the student has the possibility to put their knowledge into practice through internships with companies and becoming a consultant for the junior company or social entities that help NGOs to improve their administrative activities.



*Formandos do curso de Bacharelado da Faculdade FIA de Administração e Negócios.*

FIA Undergraduate students can carry out international exchanges and take programs in business schools that are partners of FIA Business School. However, those who do not participate in the program will have their international experience assured, as the program has subjects taught exclusively in English and, during the semester, there is contact with foreign students who come to take courses in FIA undergraduate program.

In August 2023, the international immersion program was started in partnership with the University of Tampa, another initiative to internationalize undergraduate studies.





Tampa University, August of 2023

Since its inception, the course has been structured based on market research carried out with executives, aiming to be a bachelor's degree program of reference in undergraduate education in Business Administration in the country.

**Program Structure:**

- 3000 class hours in the program;
- Courses taught in English;
- Exchange with the best universities in the world; and
- Infrastructure and FIA quality standard.

Among the companies that hired interns from the FIA Undergraduate Program, the following stand out:



### Student Organizations:

Since the first semester of undergraduate cohorts, we encourage participation in the actions developed by the academic entities of the FIA Undergraduate Program:

- **Athletics and Academic Directory (CA):** Focused on sports and cultural activities, it organizes events, games, competitions and is committed to complementing formal education with opportunities for courses, lectures and social projects.
- **Case Club:** Inspired by student organizations of major foreign universities, students are trained to defend their institution and their country in international business case competitions in Brazil and, especially, abroad.
- **FIA Finance:** Student league focused on the financial market, with lectures and an intense schedule of courses and networking with companies in the sector.
- **FIA Júnior:** A formal company made up of undergraduate students with annual succession, members carry out consulting projects in the various areas of Administration, always supported by professors of the course.



### Enade:

FIA Business School, a renowned higher education institution specializing in administration and business, has achieved a remarkable feat by obtaining the highest score in all editions of the National Student Performance Exam (Enade) in which it has participated. This achievement reflects the institution's relentless commitment to academic excellence, the quality of teaching, and the training of highly qualified professionals.



## Professional Masters



FIA's **Professional Masters in Business Management** is the first *Stricto Sensu Graduate Program* at FIA School and received grade 4 in the last evaluation carried out by CAPES. Offered since 2014, it has already awarded 190 Masters, with 29 dissertations defended in 2023.

The course subjects are structured in three functional groups:

- I. Instrumental – related to methodological training for research;
- II. Core competencies – which involve deepening the specialty of the program;
- III. Complementary – which expand the area of core competence.

Proudly, the FIA's Professional Masters in Management and Business remained prominently at the Top of the QS Ranking 2023, taking 2nd place in Latin America and maintain its status as the only Brazilian institution in this ranking. It is an honor to be recognized for our dedication to academic excellence and the advancement of knowledge. This achievement would not be possible without the support of our educational community, teachers, students and collaborators. This international recognition reinforces FIA's ability to promote academic programs with high quality and benefits for the careers of its students.



**MESTRADO PROFISSIONAL  
FIA BUSINESS SCHOOL:  
ÚNICO NO BRASIL PELO  
TOP 150 E 2ª NA  
AMÉRICA LATINA  
NO QS RANKING 2023**



The image above is showing the text: Professional Masters FIA Business School: the only in Brazil in the top 150 and 2<sup>nd</sup> in Latin America in the QS Ranking 2023.



## Library



The FIA Library was inaugurated on June 17, 2003, with the mission of encouraging the FIA community to study and research as a form of continuous professional improvement. Its collection is fully computerized and freely accessible, combining classic and contemporary titles and national and international academic journals that are used daily by the student body and faculty.

Located on the mezzanine level of the Birmann 21 building, in Pinheiros, São Paulo, the FIA Library provides electronic databases with more than 20,000 technical scientific articles, company profiles with more than 12,000 pieces of information, a computerized collection with more than 17,500 copies for loan and local consultation, in addition to having digital book platforms with more than 15,000 titles for distance learning courses and two more databases in the area of market intelligence.

### Maximum score in MEC

The library is inserted in the evaluation process for authorization, recognition and renewal of recognition of higher education courses in Brazil, based on the dimensions of the evaluation instruments of MEC/INEP/Seres. Thus, in this context, in the second half of 2023, we received the on-site evaluation of the Ministry of Education (MEC), in which we presented our services, infrastructure, and technological innovations in the sector that contributed to achieving the maximum score in the MEC.

### The FIA Library in numbers:

Book Loans: 22,526

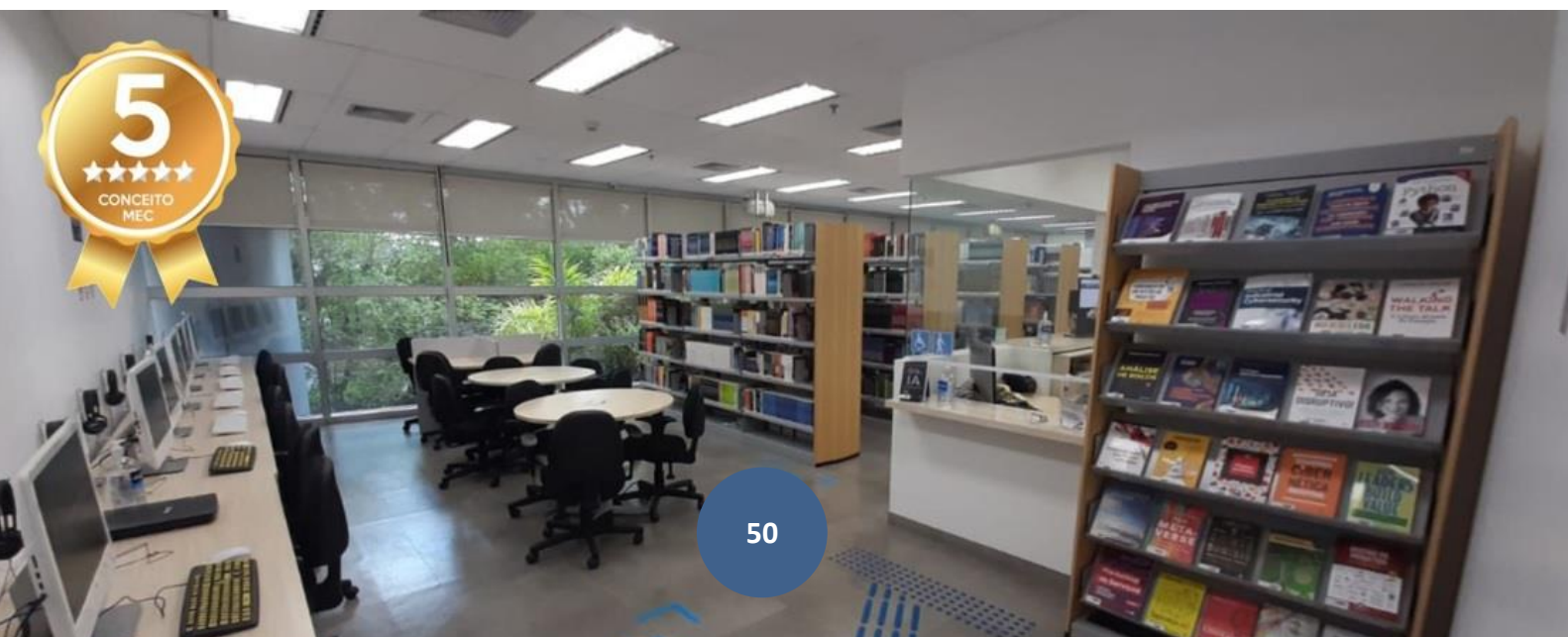
Material Reserve<sup>[EH4]</sup>: 72

Online service<sup>[EH5]</sup>: 16,850

Access to Electronic Databases: 9,734

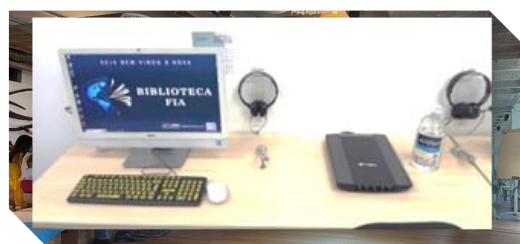
Searches in Scientific Databases: 36,343

Access to Digital Books: 9,208



## Advancements in accessibility

During the year 2023, FIA Library continued the Accessibility Program, aimed at people with special needs, highlighting the types of physical adaptation (infrastructure) and digital adaptation carried out in our library system, making the place accessible and of quality for everyone. In view of this, FIA Library adopts the new updates of ABNT (Brazilian Association of Technical Standards) as a general rule, in accordance with the standards of NBR 9050/2020 (corrected version of 2021) for accessibility to buildings, furniture, spaces and urban equipment.



Accessible consultation terminal, tables and scanner

## Promotion of books

Another service that deserves to be highlighted in 2023 is related to *FIA Library's marketing e-mail*, sent to the cohorts with the purpose of disseminating new books and other materials, an action that provided great visibility and increased the demand for the featured books.

Image portraying one the marketing emails the library has issued.



SEJA BEM-VINDO À NOVA

# BIBLIOTECA FIA

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A BIBLIOTECA FIA INDICA.**

O conhecimento fica mais próximo, quando você tem ajuda especializada. Comunidade FIA: é hora de os usuários explorarem os recursos de leitura e todas as facilidades dos novos livros, disponíveis na Biblioteca FIA.

**SEGURANÇA CIBERNÉTICA INDUSTRIAL**

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Compartilhe esta mensagem para que todos tenham acesso às novas obras de nossa Biblioteca FIA.

Para atendimento presencial e acesso ao acervo físico, estamos funcionando de **segunda a sexta-feira das 8 h às 17 h, com horário de almoço das 13 h às 14 h e aos sábados das 9 h às 13 h.** Se houver necessidade de retirarem livros em horários alternativos em que a biblioteca esteja fechada, o(a) aluno(a), professor (a) poderão solicitar por e-mail os materiais e nosso time disponibilizará em nossos Armários Inteligentes Autônomos.

Acompanhe as novidades em nossa rede social

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fia.phl.bib.br

## Distance Education

In 2023, NEAD – Distance Education Center – dedicated efforts to the preparation of the procedures and documentation necessary for the accreditation process of FIA TECH School in Management Processes, which gave FIA the maximum score.



The Higher Education Program in Technology in Management Processes lasts two years and, for the MEC accreditation visit, NEAD inserted in the Canvas (LMS) the content of a complete year of the program, totaling sixteen disciplines.

NEAD was responsible for the preparation of documents that are responsible for digital education at FIA, participated in the visit of EFMD evaluators for accreditation of international programs and was involved in the analysis of the criteria and necessary adaptations to lato sensu courses in the distance learning modality for the requirements of AACBS accreditation.

Within the scope of the Education 2030 project, an initiative that brings together the efforts of the board of directors, project coordinators and managers of institutional areas, NEAD was involved in questions about the future of FIA's initiatives in relation to infrastructure and knowledge, which involve the decision for the physical environments, technologies and advanced teaching methods adopted to serve students. Surveys were conducted with the public of coordinators and their respective teams to analyze their perspectives in relation to FIA's performance in the current and future educational field, complemented by data extracted from FIA's history in terms of evolution of enrollments and course portfolio. The result of the studies was presented in a workshop aimed at the Coordinators and, in view of the content presented, new demands arose for the continuity of the project in 2024.

In October, NEAD participated in the 28th CIAED International Congress ABED (Brazilian Association of Distance Education) in Rio de Janeiro, with the aim of updating and acquiring knowledge about Hybrid Education and Hybridization of Education. The *insights* collected will serve as inspiration and contribution to the Education 2030 project and future productions.

CIAED Banner.





About the performance of FIA Online management, in March, the classes of five new Postgraduate programs were started, completing the number of thirty-one programs in the portfolio, six MBAs and twenty-five specializations. In December, more than 11,000 total enrollments in the project were recorded. The monthly live classes with the aim of meeting and greet brought important names brought in person such as: PIA Sundhage, Henrique Meireles, Milton Jung, Edu Neves, Tania Cosentino, Zeina Latif, Carlos Netto, Neil Patel, Rafael Gibini and Claudio Lottenberg. NEAD is responsible for serving FIA Online students who need official documents from the institution, as well as managing registrations, evaluating scores, documenting conferences and consequent delivering certificates to students.

NEAD manages the correction of FIA Online *assignments*, object of student evaluation, and the team of professors is composed of masters and doctors in Administration. To ensure the quality of students' answers, in addition to the teachers' tacit skills, the Compilatio tool is used to check for plagiarism and the use of artificial intelligence by students. The tool is available to all Undergraduate, Masters and other FIA professors who need to evaluate students' productions.

Regarding the use of LMS Canvas, several customized trainings were carried out with the teams on the use and integration of Canvas and the Lyceum system. During the year, more than 10,000 students were enrolled in the 849 active courses.

The partnership with Coursera has generated more than 44,000 registrations in the 120 courses available in the portfolio, totaling 157,000 registrations since the beginning of the partnership in 2017.

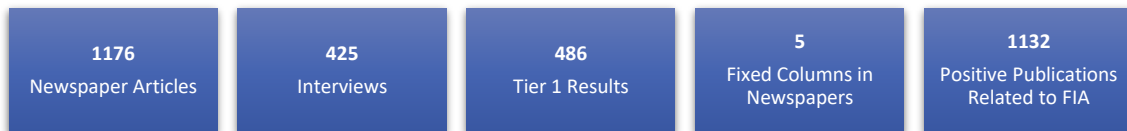
## FIA ONLINE | AULAS AO VIVO EM 2023

Posts made for each of the FIAOnline lectures.



## Results in the Media

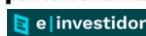
In 2023, FIA consolidated its presence in the media, with a significant share in mentions of relevant media outlets. The institution was mentioned in several newspapers, magazines, news portals, radio and television, reaching a wide and diverse audience.



Fim do saque-aniversário do FGTS, proposta por novo ministros do trabalho, afetaria R\$ 77 bi em crédito



Agro é 25% do PIB; como aproveitar profissionalmente o mercado



Renda+ tende a compor soluções para aposentadoria



Estudo constata diferença de preço de até 2.624% em material escolar



Pesquisa: inadimplência no Brasil deve ficar em 5,92%, em fevereiro



Carnaval pós-pandemia tem passagens até 58% mais caras



Programa de Educação Continuada formou mais de 40 mil alunos em quase 50 anos



ESG: Como ir mais além do discurso eloquente?



IBEVAR: VENDA DE BACALHAU DEVE SER 40% MENOR DO QUE NA PÁSCOA DE 2017



ABRIL

É o fim da bolha? Vagas de tecnologia devem passar por uma desaceleração dos salários, dizem especialistas



Receita das exportações de peixes bate recorde no país



ALTERNATIVAS PARA O ALMOÇO DE PÁSCOA



Conheça o 'lifelong learning', ideia de nunca parar de estudar, agora com mais rapidez e facilidade



Pesquisa projeta recuperação discreta do varejo para o trimestre entre maio e julho, diz Ibevar-FIA



Confira as 13 categorias de presentes mais procuradas para o Dia das Mães



JUNHO

Programa 'Minha Casa' chega à classe média



Bares e restaurantes esperam aumento da lucratividade no Dia dos Namorados



Apesar de corte a distribuidoras, gás está mais caro em 9 estados



Headlines related to FIA.

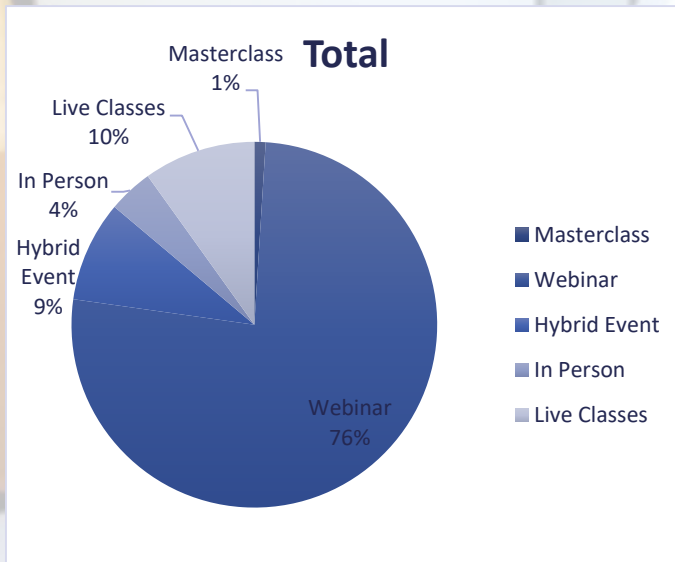
The School participation in the media demonstrates its commitment to the dissemination of knowledge and the promotion of relevant debates for society. The institution will continue to seek opportunities to expand its presence in the media and strengthen its role as a reference in teaching and research in Administration.



## Events and Lectures

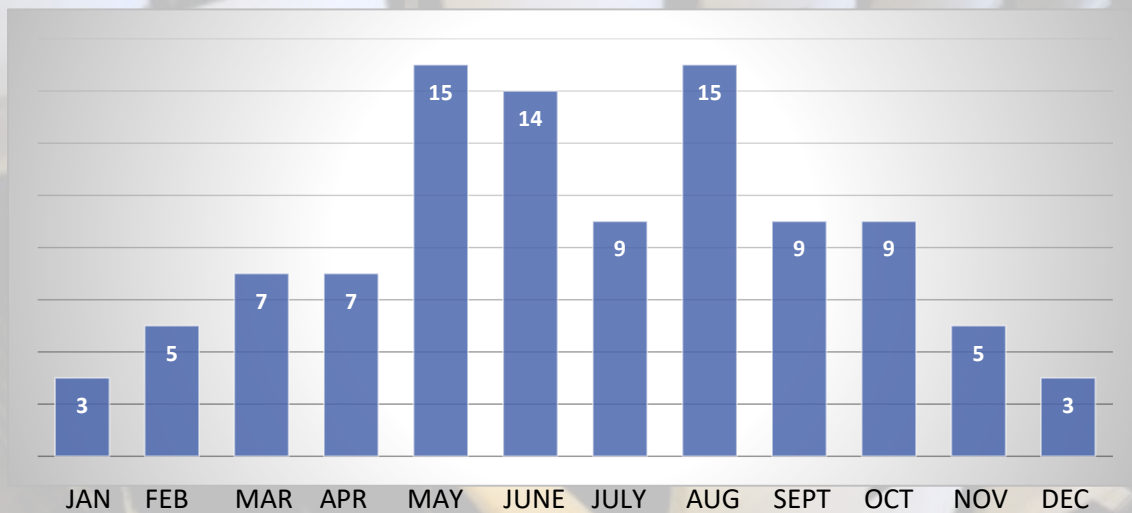


Throughout 2023, FIA held **101** events with around **170** guests and moderators, who dealt with the most varied topics in Administration and the executive world, such as ESG, Innovation, Finance, Marketing, Projects, Technology, Education, Entrepreneurship, Human Resources, *Compliance* and others.



The holding of events and lectures is an important tool for the free dissemination of knowledge, the promotion of debates and the integration of the academic community with the labor market. FIA will continue to invest in hosting high-quality events to meet the needs of its *stakeholders* and contribute to the development of the administration area.

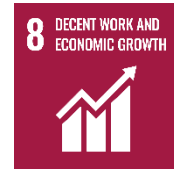
### Events and Lectures: month-by-month evolution in 2023





## People Management

[GRI 2-8 | 2-30 | 403-8]



FIA's **People Management** sector, in addition to ensuring compliance with labor legislation and good practices in people management, works together with the Coordinators, managers and employees responsible for the development of the Foundation's administrative, technical, operational and managerial activities.

All employees are covered by collective bargaining agreements and negotiations negotiated within the union corresponding to their function and receive benefits such as: daycare assistance, transportation vouchers, meal vouchers, medical and dental assistance, private pension, life insurance and educational support with full scholarships for FIA courses and financial aid for external courses. The Foundation also has several service providers for the development of specific activities in projects coordinated by FIA. In this work model, the Foundation supports and offers benefits that go beyond legal regulations, reinforcing its commitment to the safety, personal development and quality of life of all its employees, direct and indirect.

In 2023, the People Management area took another step in its journey of human capital development, believing in the purpose that developing people for life makes corporate challenges be overcome in a positive way. The actions and events promoted by the People Management area in 2023 were anchored in the principle that value creation begins with people. The development of *soft skills* and mental health were topics addressed in most of the actions developed.

In order to identify opportunities for improvement in the relationship between the Foundation and its employees, the People Management area resumed the application of the **Climate Survey - FIA Employee Experience** and several indicators were extracted during the process, enabling a broad, rich and transparent view.

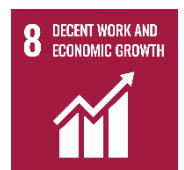
Another highlight was the start of two important engagement initiatives, the DesaFIA program and FIA Games for Good. More than 120 employees were involved and integrated into the initiatives. DesaFIA provided the strengthening of the Foundation's teams and proposals for solutions to everyday problems. At FIA Games for Good, employees worked to carry out social and environmental missions.

## Institutional actions in the People Management sector in 2023

[GRI 2-7 | 401-3 | 403-9] **Maintenance of the Reception and Life Coaching Program**



Created in 2021 and still maintained by the Foundation, the coaching work contributes to making employees feel emotionally safer and stronger, both in the professional environment and in the family and social environments. The relationships between professionals and *the coaching* work have become easier to manage, which has contributed to more efficient



productivity and more harmonious family and social relationships, according to the feedback given by the “coaches”.

The welcoming, support and *coaching sessions* are carried out by the consultant Melania Vaz, from the company Talentos Agregados.

**Consultations carried out in the period (in sessions)**

Year	Services
2021	114
2022	119
2023	75
<b>Total</b>	<b>308</b>

**People Management Events and Activities**



The images are showing the marketing pieces for the events. Women’ Day, Vaccination Campaign and Mother Talk Show from left to right in order.

The People Management area carried out an extensive schedule of events and activities throughout 2023, such as: Women's Week, Vaccination Campaign, Mother's Day Talk Show, among others.

**Gympass Deployment**

With the results of our organizational climate survey, it was possible to identify several indicators related to the health of employees and the direct relationship of satisfaction with work and daily life. Thinking about expanding the repertoire of benefits offered by FIA, the People Management area implemented Gympass, an electronic platform that allows access to teachers, classes, gyms and health and relaxation centers.

## FIA People Academy – Employee Development

### **Workshop Lego Serious Play**

As part of the development actions provided by **FIA People Academy**, corporate education school, the Foundation's leaders participated in the *Lego Serious Play Workshop* in February, a methodology that provides dialogue and strategic reflections in a playful and fun way. The action was carried out with a focus on conflict resolution, innovation and leadership. The methodology was applied by FIA Business School's undergraduate coordinator, Isis Koelle.



### **DesaFIA**

In March, we started **DesaFIA**, an initiative to engage and give voice to FIA staff members, who were able to actively participate in strategic issues of the Foundation. The program was coordinated by the People Management area together with Profa. Lina Nakata. Several professors from the house and members of the FIA Board participated in the meetings and supported the construction of strategic solutions to the issues presented.

### **Movies & Management Workshop**

Another important development action took place in April 2023. Believing that good films collaborate with the formation of people and the development of key skills, our leaders participated in an inspiring chat about Cinema, Leadership and Change Management. Conducted by Prof. Marisa Eboli and Prof. Sérgio Rizzo, the *Cine & Gestão Workshop* provided great reflections for FIA leaders.





## Scholarship and Educational Aid Award

One of the most awaited and valued benefits by FIA's employees, the semiannual distribution of scholarships, collaborates with an important strategic guideline for the development of people. In addition to the distribution of internal scholarships, FIA also supports its employees with educational aid, a benefit granted for programs taken outside FIA, a support of 50% of the registration fee and tuition fees, for programs taken outside the FIA.

## Organizational Climate Survey – FIA Employee Experience

In order to identify opportunities for improvement and expectations in the work environment, the relationship of employees with bosses and colleagues, in addition to the policies and practices of People Management that provide the strengthening and planning of actions for the construction of FIA of the future, the area of people management, in partnership with FEEX, organized and applied, in June 2023, the Organizational Climate Survey.



Image showing the marketing piece for the survey.

Several indicators could be identified throughout the year and worked on by the People Management area, which will continue to apply the research in subsequent years.

## FIA Arraial and start of FIA Games for Good

Another June party full of fun and treats. On this occasion, we started integration between the teams with the launch of the Jogos do Bem along with the Warm Clothing Campaign.

The images are showing the marketing pieces for the "Arraial".



**FIA Games for Good 2023** promoted positive values, such as **empathy, cooperation, creativity** and **problem-solving**, but the main value added was **personal growth**, which directly impacts the **professional growth** of our employees.

For **6 months more than 100 participants** showed why **FIA is a winning institution**, with engaged employees who want to make a difference in the institution and in society.

We started the games aiming for the social and environmental side of our employees to be strengthened and we achieved much more than that - there were about 50 liters of oil collected, more than 4400 seals and caps collected and donated to a needy institution, approximately 50 seedlings planted, more than 15 social causes assisted, 32 people who ran for a very important cause, diverse talents revealed, FIA coordinators inserted and engaged.

Much more than numbers, the **FIA Games for Good 2023** were filled with the donation of time, quality time, positive environmental impact, union of people and especially **smiles and love**, where we are sure that each mission and challenge were engraved not only in **the FIA's history** but in the **life of each participant**.









## For the kids and for FIA moms and dads

In 2023 we had two great moments with the sons and daughters of employees. The first was in July, as we know that the vacation period becomes challenging for parents who are not always able to reconcile their vacation period together with the little ones. With this in mind, in July we carried out an action aimed at the children of employees. The second moment was to celebrate the month of children (October): FIA carried out an action aimed at the little ones that included circus activities, lots of fun, tasty food and a gift at the end for the children.



## Young Apprentice Social Project

The young apprentice project is carried out in partnership with ESPRO Vocational School

and in 2023 continued with a different approach, registration was open to the children of the FIA's employees and the selection process included theoretical and practical tests.



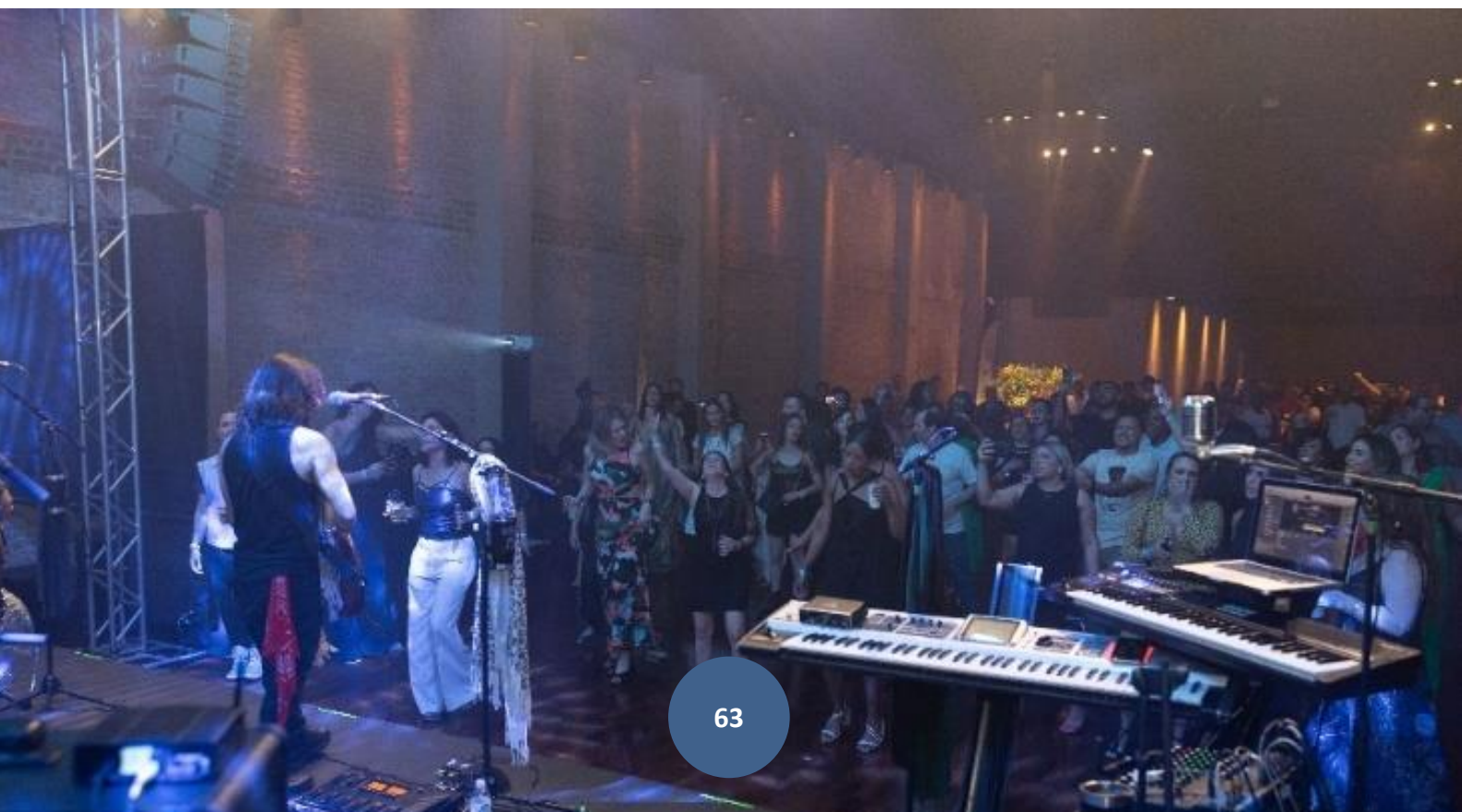
## New Year's Eve Celebration

The traditional New Year's Eve get-togethers were held in December. The project coordinators' dinner was held at Botânico Quintal, a modern event house, which also contributed to welcoming new entrants to project coordination.



The invitation sent to the coordinators for the dinner.

The fraternization of the employees, in turn, took place at Estação São Paulo and had the participation of the Combo Band. At the event, in addition to the closing mission of FIA Games for Good, employees were able to participate in the traditional prize draw at the end. Below are some photos from both events.









## Professional Improvement Program – CAPEXECUTIVO

**CAPExecutivo** is a Social project of FIA, focused in granting 100% OFF scholarship, which has been developed since 2007 in partnership with **ABA (Anhembi Beneficent Association)**.



The purpose of the Professional Improvement project is to update and expand the skills of executives with difficulty in relocating in the market, or who aspire to return to the job market as entrepreneurs or consultants or even with an employment relationship. It is a course with 252 class hours, in the period of two semesters, consisting of eight subjects, which is being offered 100% at a distance, by live broadcast; classes are held on Fridays, from 7:00 pm to 11:00 pm, and on Saturdays from 1:30 pm to 5:30 pm.

The prerequisites for entering the course are: to have graduated at least five years ago in any area of knowledge, to be available in the job market for more than four months and to show the need to be helped by a social project. The selection process is carried out through tests, proof of socioeconomic condition, curriculum analysis and interview with the course coordination, with the objective of forming a class that enables the best possible use of the participants. The average achievement has exceeded 75%, evaluated at the end of the classes of each class.



Image showing the marketing pieces for the CAPExecutivo Program.



### About CAPExecutivo in 2023:

1. Total number of participants: 172
2. Enrolled: 41
3. Class in progress scheduled to end in March 2024

## Contributions to USP



One of FIA's objectives is to promote support for educational institutions such as the Department of Administration of the Faculty of Economics, Administration and Accounting of USP (FEA-USP), to which it allocates resources from the revenues of projects that allow the maintenance of important internal policies – such as the publication of the USP Administration Journal (RAUSP), the holding of the Seminars in Administration (SemeAD), the granting of the Ruy Leme Award for Academic Excellence, the support for the research of the Department's professors and the maintenance of the secretariats of the Undergraduate course and the Graduate Program in Administration, among others.

During 2023, various types of support were provided to FEA-USP, such as: press relations in the dissemination of events, administrative and technological infrastructure, among others.

The four modalities of support defined in 2007 were maintained, namely:

- Support for participation in scientific events (APEC): amounts intended to support participation in congresses and scientific meetings;
- Support for research funded by agencies (APEF): amounts intended to support professors who have academic research projects or thematic subprojects approved in official Brazilian research funding institutions;
- Support for Productivity Incentive (APCI): amounts intended to stimulate research and consequently increase the productivity of professors. This support can be used to enable your participation in scientific events, acquisition of materials, or for any other purpose that allows the expansion of your scientific production; and
- Technical Support for Publication (APTR): amounts intended to support the preparation of publications, including grammar and style review, methodological guidelines, assistance in mathematics and statistics, foreign language version and publishing services.



## SemeAd

SemeAd is a Brazilian scientific event that aims to contribute to the strengthening and improvement of the production and dissemination of knowledge aimed at the academic and professional community in the area of Administration.



Organized by the Graduate Program in Business Administration (PPGA) of the School of Economics, Business Administration and Accounting of the University of São Paulo (FEA-USP) and supported by FIA, SemeAd has been consolidating itself as one of the main events in the country in the area of Administration. It is an opportunity for students, researchers and professionals in Business Administration to exchange experiences about research, within the thematic areas addressed in the event.

The 26th edition of 2023 took place between November 7 and 10 in a hybrid way and featured the traditional activities: sessions for the presentation of articles, technological reports and teaching cases, Sapiens sessions for the improvement of scientific articles for publication, workshops and methodological mini-courses, pre-doctoral consortia. In addition, the novelty of the SemeAd Experience included external activities of a cultural and research nature.

The event had 15 thematic areas: Public Administration, Agribusiness, Entrepreneurship, Teaching and Research, Strategy in Organizations, Organizational Studies, Finance, Innovation Management, People Management, Social and Environmental Management, Marketing, Operations, Information Technology, Tourism and Hospitality, Applied Articles.

*"Esquenta SemeAd" in November at the FIA Auditorium.*





## Ruy Leme Award for Academic Excellence

Every year, on the day of the Masterclass, FEA-USP awards the best students in the four courses (Administration, Economics, Accounting, and Actuarial Science). In 2023, the Masterclass took place on 03/20/2023 in a face-to-face format in the auditorium and was broadcast on Youtube, with the presence of His Excellency Mr. Henrique de Campos Meirelles, Minister of Finance between 2016 and 2018, President of Bank of Boston in Brasil for 12 years, elected President of the World Bank in 1996, Federal Deputy, President of the Central Bank of Brazil, State Secretary of Finance of São Paulo between 2018 and 2022. The event also awarded the best students of 2023 with the support of FIA, the teachers with the best didactic evaluation, the technical-administrative servers who stood out for their excellence and the best projects of the Community Services Extension Program (PESC). [EH6]



Fonte: <https://www.fea.usp.br/fea/noticias/henrique-meirelles-lota-auditorio-da-fea-na-aula-magna>

## ENGEMA

The International Meeting on Business Management and Environment of FEA/USP (ENGEMA) is an academic event held annually to provide the exchange and discussion of the scientific-technological production developed in the theme of Ecological and Socioeconomic Sustainability Management, involving contributions from Brazil and abroad. The 2023 edition was hosted by the FIA between November 29 and December 1.

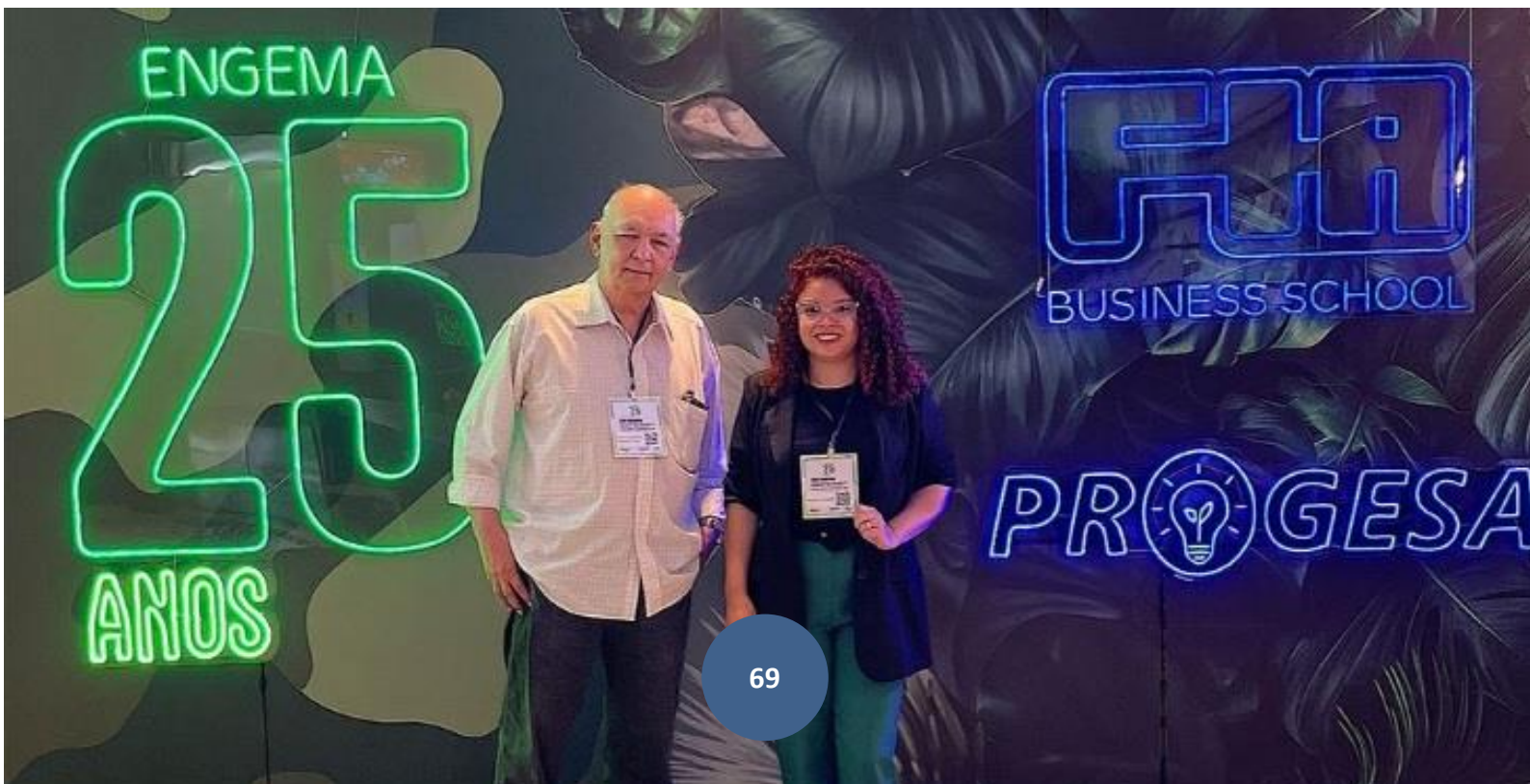


ENGEMA  
**25**  
ANOS

INOVAÇÃO PARA UMA  
SOCIEDADE MAIS  
SUSTENTÁVEL, JUSTA E  
INCLUSIVA

Engema Banner.

ENGEMA is considered a pioneering event in Brazil, which preceded Rio 92. Due to its importance, it has developed a loyal community interested in the diverse and highly relevant theme of sustainability. The event prioritizes inclusion, offering the opportunity to participate for both experienced and beginner researchers, whether from the academic, business or public area. For this reason, it has the participation of renowned speakers, researchers, professors, graduate and undergraduate students with scientific initiation projects and professionals from public and private organizations interested in knowing, contributing and discussing trends in sustainability management.





## Post-MBA



The program is designed and is exclusively open to professionals who have completed an MBA or stricto sensu graduate degree. The **USP Post-MBA** revisits fundamental skills in areas that have changed significantly, equipping professionals to face present and prospective challenges with aplomb and confidence.

There are four tracks, each consisting of two or three classes. Each class is taught face-to-face on the FIA or USP campus with a professor who is an authority on the subject. They are professors with extensive academic and executive experience – we have an unwavering commitment to academic excellence and business acumen.

TRACK 1	TRACK 2	TRACK 3	TRACK 4
<b>Finance, Risk and Management Control</b>	<b>Strategic management</b>	<b>Human capital management in organizations</b>	<b>Innovation and digital intelligence</b>
<ul style="list-style-type: none"><li>• Controlling and value-based management</li><li>• Financial planning and business strategy</li><li>• Corporate risk management</li></ul>	<ul style="list-style-type: none"><li>• Scenarios and corporate strategic planning</li><li>• Strategic marketing management</li><li>• Socio-environmental management</li></ul>	<ul style="list-style-type: none"><li>• Culture and power dynamics in complex organizations</li><li>• New leadership challenges</li><li>• Ethics and socially responsible performance of the company</li></ul>	<ul style="list-style-type: none"><li>• Innovation and sustained value generation</li><li>• Digital strategies and businesses</li></ul>

The coordinators Profa. Dr. Adriana Marotti de Mello and Prof. Dr. Luís Guedes are responsible for the program.

Fonte: <https://www.fia.com.br/post-mba>

## Post-MBA USP

*What did you do for your career after the MBA?*

The USP Post-MBA combines USP's academic excellence with FIA's market orientation to support leadership development in a changing world.

SIGN UP





## Social Balance 2023

[GRI 201-1 | 207-1 | 401-1 | 405-2 | 415-1]

For FIA, metrics are very important, as they allow the monitoring of the institution's social and environmental impact throughout its trajectory. For this reason, the Foundation is proud to publish its social balance sheet since 2007, i.e. uninterruptedly for 17 years, as a symbol of its commitment to social responsibility.

1 - Origin of resources	2023	% on revenue	2022	% on revenue
	Value (thousands of reais)		Value (thousands of reais)	
Total Revenues	R\$ 180,028	100,00%	R\$ 211,178	100,00%
g. Own Revenues	180.028	-	211.178	-

2 - Application of resources	2023	% on revenue	2022	% on revenue
	Value (thousands of reais)		Value (thousands of reais)	
Total Expenses	R\$ 179,477.	99,69%	R\$ 205,913	97,51%
a. Projects, programs and social actions (excluding personnel)	79	0%	34	0%
b. Personnel (salaries + benefits + charges)	29.127	16%	27.030	13%
c. Miscellaneous expenses (sum of expenses below)	150.270	83%	178.849	85%
Operating	142.904	79%	172.162	82%
Taxes & Fees	1.038	1%	1.561	1%
Financial	122	0%	422	0%
Capital (machinery + plant + equipment)	1.163	1%	1.176	1%
Contributions to the USP System	2.740	2%	2.664	1%
Other (which should be broken down according to relevance)	2.304	1%	864	0%

3 - Internal social indicators	2023	% on revenue	2022	% on revenue
	Value (thousands of reais)		Value (thousands of reais)	
a. Feeding	1.400	0,78%	1.229	0,58%
b. Education	44	0,02%	94	0,04%
c. Capacity building and professional development	181	0,10%	29	0,01%
d. Crèche or auxílio-crèche	18	0,01%	23	0,01%
and. Health	6.872	3,82%	6.696	3,17%
f. Occupational health and safety	-	0,00%	99	0,05%
g. Transport	201	0,11%	175	0,08%
h. Scholarships/Internships	604	0,34%	749	0,35%
i. Miscellaneous	174	0,10%	242	0,11%
Total - Internal Social Indicators	R\$ 9,493	5,27%	R\$ 9,336	5,19%

4 - Projects, actions and contributions to society	2022	% on revenue	2021	% on revenue
	Value (thousands of reais)		Value (thousands of reais)	
a. CapJovem – Pre-Vestibular Course Capexecutivo Lato sensu for market relocation (in R\$ thousand)	R\$ 79	0,04%	R\$ 89	0,04%
	Number of beneficiaries (people): Number of beneficiaries (institutions):	-	Number of beneficiaries (people): Number of beneficiaries (institutions):	
Total Values	R\$ 79	0,04%	R\$ 540	0,30%

5 - Other indicators	2023	2022
Total number of students	3.293	3.960
Number of students with full scholarships	277	327
Total value of full scholarships (in R\$ thousands)	R\$ 1,762	R\$ 1,875
Number of students with partial scholarships	663	646
Total value of partial scholarships (in R\$ thousands)	R\$ 4,285	R\$ 1,487

6 - Indicators on the staff	2023	2022
Total number of employees at the end of the period	265	249
No. of admissions during the period	61	55
Number of service providers	373	370
Number of women working in the institution	172	169
% of management positions held by women	45%	50%
Average age of women in management positions	47	47
Average salary of women	R\$ 3,978	R\$ 3,894
Average age of men in management positions	52	51
Average Salary of Men	R\$ 3,749	R\$ 3,813
Number of trainees	29	43
Number of people with special needs	3	2
Average salary for people with disabilities	R\$ 6,481	R\$ 2.760

7 - Relevant information regarding ethics, transparency and social responsibility	2023
The process for hiring employees is:	0% per referral 100% per selection/contest
In the selection of partners and service providers, ethical criteria and social and environmental responsibility:	<input type="checkbox"/> are not considered <input checked="" type="checkbox"/> are suggested <input type="checkbox"/> are required

The participation of employees in the planning of the institution:

does not occur  occurs at the management level  occurs at all levels

## Work Plan for 2024

This section aims to summarize the main actions planned for 2024 as part of the **Board of Directors' Work Plan**. Such actions are already incorporated into the budget proposal for the year, either through activities performed by the staff team itself, or through specific hiring for the purposes described below. The active participation of the Foundation's various stakeholders, especially the Project Coordinators, is an essential condition for its realization.

The Work Plan was structured based on the guidelines presented by the Board of Directors to the Board of Trustees for the 2023-2025 biennium, duly reassessed and adapted according to the experience lived in the first term.

Guidelines	Actions
<p><b>1.</b> Continuously seek, together with the main <i>stakeholders</i> (Board of Trustees, Program/Project Coordinators, Advisory Committees, Collaborators and Partners) the <b>maintenance and elevation of FIA as a leading entity in the market of executive education, consulting and studies/research in Administration of the country and the Latin American context</b>, positioning it among the best private business management schools, with the pertinent and important national and international affiliations and accreditations, from a global perspective.</p>	<ul style="list-style-type: none"> <li>• AACSB: accreditation estimated by 2025;</li> <li>• EFMD/EQUIS: accreditation approved at the program level (PROFUTURO). Start institutional accreditation in 2024;</li> <li>• AMBA: accreditation granted, meet requirements until 2026;</li> <li>• UN Global Compact: strengthening of SDG/GRI/PRME metrics in FIA reports;</li> <li>• MEC/CAPEs: renewed accreditations for FBS and approval obtained for FIATECH.</li> </ul>
<p><b>2.</b> Build and <b>lead a minimally structured process of permanent strategic planning</b> for FIA that guides its future trajectory and facilitates the articulation between the short and long term, between routine and innovation, between general and specific issues, strengthening, as a result, its competitive advantages as part of an improved/new business model.</p>	<ul style="list-style-type: none"> <li>• Continuity of strategic reflection actions, based on the creation of expanded subgroups, with a focus on execution;</li> <li>• Educação 2030: 8 projects were elected, the first of which focused on the definition of the Business Lines (BU's) of Education (FBS, FTECH and FIA/USP), Advanced MBA and others of a pedagogical, infrastructure and operational nature;</li> <li>• Consultoria Já: definition of business lines, FIA CONSULT (Public and Private), two projects elected, risk management in public consulting projects and private consulting models.</li> </ul>



<p>3. Develop and make the best advantage, for competitive purposes, of <b>strategic partnerships</b> with client companies/institutions, providers and complementary entities, with emphasis on FEA/USP.</p>	<ul style="list-style-type: none"> <li>• FIAONLINE: launch of two new <i>lato sensu</i> courses, portfolio review and internalization of the project at FIA as a routine activity;</li> <li>• FIA/USP: relaunch of the renewed Post-MBA and explore the business line selectively, based on other agreements.</li> </ul>
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Guidelines	Actions
<p>4. <b>Continuously support the Program/Project Coordinators</b> in their operations and in new business development initiatives, involving the creation of products and services, commercialization and measurement of revenues necessary for the maintenance and expansion of FIA's business as a whole, continuously seeking the balance between the main sources of revenue and demonstrating to current and potential customers' different capabilities, complementarity, unity, integration and quality.</p>	<ul style="list-style-type: none"> <li>• Revitalization of the Shared Services Center (NSC) to support coordinators;</li> <li>• Support in institutional <i>branding</i> and institutional campaigns with the participation of nuclei and coordinators;</li> <li>• Continuous support in the entrepreneurial initiative, support in solving problems and maintaining continuous dialogue;</li> <li>• Continuity of coordinators' meetings to reinforce communication, presentations of news and active listening</li> <li>• Attraction and internalization of new coordinators of the distance learning staff, both in the form of <i>trainees</i> and active ones.</li> </ul>
<p>5. Strengthen <b>Compliance</b> practices through the Commission recently established within the Board of Trustees.</p>	<ul style="list-style-type: none"> <li>• Strengthening of <i>compliance actions</i>, with constant monitoring of the actions and external links of the FIA coordinators, as well as the Assistants;</li> <li>• Implementation and monitoring of the Standard regarding the rights and obligations of Active and Inactive Coordinators;</li> <li>• Structuring of channels required by MEC (e.g. combating sexual harassment).</li> </ul>
<p>6. Strengthen an <b>ESG Agenda</b>, improve practices and implement metrics for FIA's actions, reporting concrete progress on each topic, and creating evaluation mechanisms that meet national and international parameters.</p>	<ul style="list-style-type: none"> <li>• Continued execution of the ESG Project, coordinated by the People Management sector, with the participation of internal and external consultants.</li> </ul>
<p>7. Strengthen the <b>integration and sharing of experiences of/between coordinators and centers</b>, creating a space for active listening, learning, standardization of procedures and professionalization of the staff.</p>	<ul style="list-style-type: none"> <li>• Continuity and consolidation of the resonance committees – Education, Technology, Marketing and <i>Facilities</i>.</li> </ul>
<p>8. Define and permanently execute, based on best practices, <b>impact projects</b> to support the activities, ends and means, in line with the strategic guidelines.</p>	<ul style="list-style-type: none"> <li>• Continuity of the management of institutional projects, with different levels of attention from the Board of Directors (3 maximum, 2 medium and 3 low);</li> <li>• Creation of new projects in line with the FIA portfolio;</li> <li>• Continuation of the biannual workshops and the</li> </ul>

	development of institutional project managers fully dedicated to FIA.
Guidelines	Actions
<p>9. Improve the <b>governance model of FIA and its organizational structure</b> in the search for a better balance of power, definition of roles, functions and training, ensuring ethical and equity principles, transparency of the decision-making process, commitment to results and <i>accountability</i>.</p>	<ul style="list-style-type: none"> <li>• Review of the organizational structure, with new hires and allocations, especially in the Marketing area;</li> <li>• Strengthening of the Superintendence of Consulting and Applied Research;</li> <li>• Review positioning of other functions, such as IT, NSC and ...;</li> <li>• Consolidation of the International Relations Office, with broader roles (accreditations, affiliations, management of international agreements, management of IN and OUT immersion programs, among others);</li> <li>• Review of the scope of the Courses Committee to support the governance of all FIA business lines and the criteria for the participation of coordinators in it;</li> <li>• Review of the number of participants of CONSUA (18 members) of FBS and implementation of CONSUA of FIATECH (5 members).</li> </ul>
<p>10. Creation of a stronger area <b>of Marketing and institutional Market Intelligence</b>, to give vent to the needs of FIA, define policies, guidelines, practice continuous actions and support the nuclei/coordinators, especially those most in need.</p>	<ul style="list-style-type: none"> <li>• New institutional <i>website</i>, with new <i>design</i> and UX, and conversion to English;</li> <li>• <i>Website</i> with <i>web</i> accessibility (inclusive practice);</li> <li>• Monitoring for FIA brand reputation, competitors and pillars of improvement for the brand;</li> <li>• Intensification of PR services, with testimonials from consulting and education clients;</li> <li>• New campaigns for 24 and 25 (Digital and OOH);</li> <li>• Participation in major educational and consulting events (BETT EDUCAR, Consulting Congresses, CONAR among others);</li> <li>• Planning and execution of the FIA 24 Summit;</li> <li>• Continuous support of Post-MBA and Advanced MBA;</li> <li>• Strengthen the business relationship with B2C and B2B customers to meet customer demands.</li> </ul>
<p>11. Improve <b>communication and the flow of information between the Board of Directors, the Project Centers/Coordinators and other collegiate bodies</b>, privileging the importance, timeliness, accuracy and other requirements of an effective process. The revitalization and enhancement of the FIA's policy manual &amp; guidelines is an important ingredient in this process.</p>	<ul style="list-style-type: none"> <li>• Continued curation of the R&amp;D&amp;N Manual and emphasis on communications and clarification meetings.</li> </ul>

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Guidelines	Actions
<p>12. Constantly monitor the <b>FIA's price and cost structure in the search for controllability</b>, constantly reassessing the physical infrastructure, staff, work models (face-to-face vs. <i>home office</i>) and other aspects, in a permanent action, within a healthy balance between needs and opportunities, efficiency and effectiveness, present and future, in order to preserve the institution's financial reserves.</p>	<ul style="list-style-type: none"> <li>• Review the policy for the cost of classrooms and equipment within the new educational reality;</li> <li>• Review and cost containment for 2024-2025;</li> <li>• Constant monitoring of budget and cash flow.</li> </ul>
<p>13. Study and implementation of <b>means to facilitate the inclusion of new coordinators as an instrument to strengthen FIA-FEA relations</b> and the long-term sustainability of the institution, especially considering that about 70% of the coordinators are over 60 years of age and about 40% are already over 70 years of age.</p>	<ul style="list-style-type: none"> <li>• Definition of Succession rules (entry and exit of coordinators), in a process led by the Board of Trustees;</li> <li>• Creation of a "trousseau" for new entrants from USP, supported by the continuity of workshops at FIA and USP.</li> </ul>
<p>14. Develop a <b>plan and execute a continuous action for the development of talents and core-competences</b> of professionals – coordinators, teachers, managers and other employees, aiming to prepare them for the future in the areas of FIA.</p>	<ul style="list-style-type: none"> <li>• Continuity of the FIA <i>People Academy</i> program through the creation of continuous opportunities for the development of skills in the FIA's middle management;</li> <li>• Increased the frequency of meetings between managers and the Board of Directors for close communication and active listening;</li> <li>• Continuity of events for fraternization and socialization of employees, but in a more selective way;</li> <li>• Evaluation of actions to adapt to the new <i>home office / team integration</i> regime.</li> </ul>
<p>15. To provide the institution with an <b>increasingly professionalized management</b>, aiming at overcoming short-term political interests without convergence with the collective and corporate interest, meeting the expectations of the main <i>stakeholders</i>, both internal and external.</p>	<ul style="list-style-type: none"> <li>• Advance in the degree of delegation and decentralization of the actions of the Executive Board;</li> <li>• Aggregation of new talents;</li> <li>• Implementation of more efficient and effective digital management tools;</li> <li>• Advance in the creation of an image of high efficiency and effectiveness of the <i>central staff</i> with the coordinators and external public.</li> </ul>



## 2024 Budget Proposal

The following table presents the budget proposal approved by the Board of Trustees at its regular meeting in November 2023:

*(Values expressed in thousands of Reais)*

### RECIPES

Consulting & Research	73.500
MBA, Postgraduate and Extension Courses	51.210
Fia Online	23.900
Undergraduate Course	3.565
Masters	2.225

**TOTAL REVENUES** 154.400

### EXPENDITURE

Institutional expenditure	(41.520)
Project Expenses	(119.815)

**TOTAL EXPENDITURE** (161.335)

Net financial result 10.280

**EARNINGS BEFORE CONTRIBUTIONS** 3.345

Contributions to the USP system (2.300)

Social Projects (20)

**SURPLUS FOR YEAR** 1.025

## Academic Production of the Faculty and Coordinators



FIA, as the educational foundation that maintains a higher education institution – FIA Business School – has among its statutory objectives the development and dissemination of knowledge in Administration, supporting and executing teaching, research and extension activities for more than 40 years.

In this sense, FIA annually dedicates part of its budgetary resources to support the scientific production of its faculty and coordinators, either by providing administrative and financial support, or through the results obtained in the projects: studies and

applied research in public and private organizations that converts into learning in the classroom and scientific publications of the FIA community.

This section presents the academic production of FIA's faculty and coordinators in the year 2023, obtained through the *Curriculum Lattes* and the Dedalus database, organized in alphabetical order by researcher.

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## **CLAUDIO FELISONI DE ANGELO**

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