

# Annual Report 2024

Activity Report  
2024

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## **Fundação Instituto de Administração**

### **Diretor Presidente**

Prof. Dr. Roberto Sbragia

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### **Administrative and Financial Superintendent**

Prof. Ms. Fábio Ogawa Hashimoto

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### **Superintendent of Consulting, Research & In-Company**

Prof. Ms. Eduardo Savarese Neto

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### **Academic Superintendent**

Prof. Dr. Maurício Jucá de Queiroz

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# President's message


[GRI 2-22]

We have concluded another year, **2024!** This year marks the end of an important cycle for me—four years of leadership that began in 2021. It was a challenging year, marked by hard work and resilience, but also by significant achievements. We returned to growth, reaching the level of R\$ 200 million in revenue, with highlights in Consulting and Applied Studies activities. In the field of Education, the severe post-pandemic crisis has not yet been absorbed by the vast majority of educational institutions, including FIA, generating a significant disruptive movement. Hence the importance of preparing for the future, combining lessons learned from the past with reflections on a new and challenging context, focusing on the creation of new points of differentiation.

In this regard, we highlight the creation of three business lines in Education: FBS – FIA Business School, internationalized and oriented toward the executive segment; FIATECH, a digital school focused primarily on asynchronous teaching and learning methods; and FIA/USP, special projects within the scope of our Technical Cooperation Agreement with the University of São Paulo. It is also important to highlight the approval of the Undergraduate Program in Economics and the Professional Doctorate program, both starting in 2025, resulting from intense and successful work by our entire team.

In light of the guidelines established at the beginning of the administration and continuously updated over these four years, the following points should also be highlighted:

1. The importance of strategic reflection for the evolution of FIA, initiated in 2022 with the creation of a guiding group and the implementation of awareness workshops for change. This work later unfolded into two major initiatives: Education 2030 and Consulting Now, with solutions conceived, incorporated into FIA's structure, and partially implemented. For 2025, a broader strategic group, composed of 16 key Coordinators, was established to continue this work;
2. We continued our internationalization efforts, with emphasis on international accreditations. We completed the reaccreditation processes with AMBA and EFMD (two accredited MBA programs: International Executive MBA and International MBA) and continued our work with AACSB;
3. We continued our efforts to connect with and support FIA Coordinators—our most important stakeholders—through adjustments to our governance, infrastructure, and improvements in operational processes, creating a space for integration, sharing of experiences, and mutual learning. The implementation of resonance committees, including the creation of groups focused on facilities, marketing, education, and technology, continued in 2024;

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4. The Compliance and ESG agenda received special attention, with the execution of two new projects. We now have a set of practices, actions, and metrics in place and under continuous evaluation, as well as an ongoing governance movement aimed at convergence among centers, Coordinators, and project teams, and between them and the central staff;
  5. We continued our institutional projects based on best practices. A total of 19 were developed over the four-year period, with only four currently in execution. New projects will certainly be created, but always selectively and in response to current and future demands;
  6. In the area of Marketing, we created a new structure directly reporting to the Presidency, hired new professionals, and developed a work plan to be implemented starting in 2025. Four major pillars of action were defined: strengthening the FIA brand through a rebranding effort; building FIA communities, starting with the customer journey; revitalizing the portfolio based on a new definition; and fostering a sense of belonging to FIA through engagement with key stakeholders;
  7. In terms of succession, it is important to highlight the effort to validate and support the 60 active Project Coordinators, as well as to bring in new professors from the Department of Administration at FEA-USP, incorporating four new members;
  8. Finally, the movement toward professionalization and employee development continued, with numerous events, scholarships, recognitions, and renewals, aimed at preparing them for FIA's future.

Having been reelected for a new two-year term, I would like to reaffirm my commitment to continuing these initiatives during the 2025–2026 period, as well as creating new ones. The year 2025 presents a highly challenging agenda, with emphasis on the following aspects:

- we will need to balance the institutionalization and decentralization of our operating model;
- likewise, we must balance the presence of institutional and individual values, including authority and autonomy, regulation and flexibility, and physical and psychological commitment, among others;
- the role of the Council, the CEO, and the board acting alone is definitively outdated. Groups are the new leaders at this moment, and their roles must be increasingly recognized and encouraged.

All of this reflects many achievements, results, and challenges. It is important to recognize that this effort is closely linked to the dedication and commitment of the other members of the Executive Board and FIA's staff, the support and engagement of Coordinators of centers and projects and their teams, in close collaboration with the Board of Trustees, its Ethics and Compliance Committee, and the permanent committees for Education and for Consulting/Research. To everyone who is part of this remarkable structure, we extend our most sincere thanks for being with us on this journey.

**ROBERTO SBRAGIA**

# About us

[GRI 2-1]

The **Fundação Instituto de Administração (FIA)** is a private, non-profit organization established in 1980 by professors from the Department of Administration at FEA-USP. The Foundation brings together a select group of coordinators who work on institutional programs and has as its main objective the development and dissemination of knowledge in Administration through research, consulting, and educational activities. Recognized as a reference among business schools, FIA has a highly qualified faculty. Since 1993, when it launched its first MBA program, FIA has graduated more than 100,000 students, many of whom hold prominent positions in leading organizations in Brazil and around the world.



## MISSION

**To assimilate, develop and disseminate management knowledge** and related sciences through education, consulting and research with an ethical approach. To prioritize collaboration and innovation following international standards. To implement customized services to address the needs of public and private organizations for fairer and more sustainable development via the Research Center.



## VISION

**To be a center of reference and excellence** in generating and disseminating knowledge in management for the qualification of professionals internationally and to increase the competitiveness of Brazilian organizations.



## VALUES

- To guide actions by the values of Ethics and Justice;
- To support the sustainable development of Brazilian society in harmony with the environment;
- Respect pluralism and diversity;
- Be innovative and dynamic.



# Strategic Drivers

[GRI 2-23 | 2-24 | 3-2]

The **2024 Work Plan** was guided by a set of Strategic Drivers that represent the expected convergence of actions carried out by staff and core teams, including the active participation of stakeholders, under the management of the Executive Board and the oversight of the Board of Trustees.

## GOVERNANCE

Transparency, accountability, and commitment to results

## EXCELLENCE

Teaching, Research, and Consulting

## INTEGRATION

Active listening and sharing of best practices

## EFFICIENCY

Impact-driven projects and a forward-looking approach

## TALENT

FIA People Academy for the development of core competencies

## PARTNERSHIPS

Collaboration and the development of standards and best practices

## SUSTAINABILITY

Actions and metrics for measuring impacts



## FOR OVER 40 YEARS, FIA HAS BEEN RECOGNIZED AS ONE OF THE BEST SCHOOLS FOR EDUCATION AND CONSULTING.



### EDUCATION

Our contribution to the development of individuals and professionals is driven by the excellence of a dedicated, up-to-date faculty, employing modern techniques and creating new paradigms for a modern, connected society.



### FIA UNDERGRADUATE PROGRAMS

FIA's undergraduate program is among the highest-rated in the market, having received the highest score multiple times in the MEC evaluation. The institution holds an IGC score of 5, the maximum rating. It also offers Professional Master's and Doctoral programs, reflecting FIA's excellence in developing professional leaders.



### CONSULTING

For more than 40 years, FIA Consulting has brought together technical expertise, innovative methodologies, and a team of qualified professionals to help organizations succeed in leading business transformations in the present and the future.

# About the report

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

Since its establishment in 1980, the Fundação Instituto de Administração (FIA) has been committed to disclosing its operations annually in clear, accessible language. This report summarizes the efforts of the FIA community and presents the activities undertaken in the fields of education, consulting, and applied research.

In this fourth report aligned with the Global Reporting Initiative (GRI) standards, the Foundation presents data covering the period from January 1 to December 31, 2024. The adoption of internationally recognized methodologies, properly aligned with the Foundation's business, reflects its commitment to transparency, efficiency, and impactful actions for society.

Regarding its scope, the report compiles data from the Foundation's headquarters at Avenida Doutora Ruth Cardoso, 7, 221 – Pinheiros, São Paulo/SP.

Throughout the report, the actions presented align with the principles of the United Nations Global Compact and PRME – Principles for Responsible Management Education, as well as the Sustainable Development Goals (SDGs), demonstrating the integration of sustainability into the Foundation's organizational strategy. The GRI Index also presents the SDGs and the principles of the Global Compact.

Positive outcomes are reflected in the national and international recognitions achieved by the Foundation across its areas of activity, as well as in the absence of cases of non-compliance related to product and service information and labeling, marketing communications, or substantiated complaints regarding privacy violations or the loss of customer data.

This report remains committed to expanding the volume of reported indicators, introducing a new design, and ensuring the assurance of financial statements.

As a public document, the report is made available annually on the 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 the adoption of best sustainability practices. Clarifications, questions, comments, compliments, and suggestions may be submitted to the Ombudsman, who is also available on the FIA website.





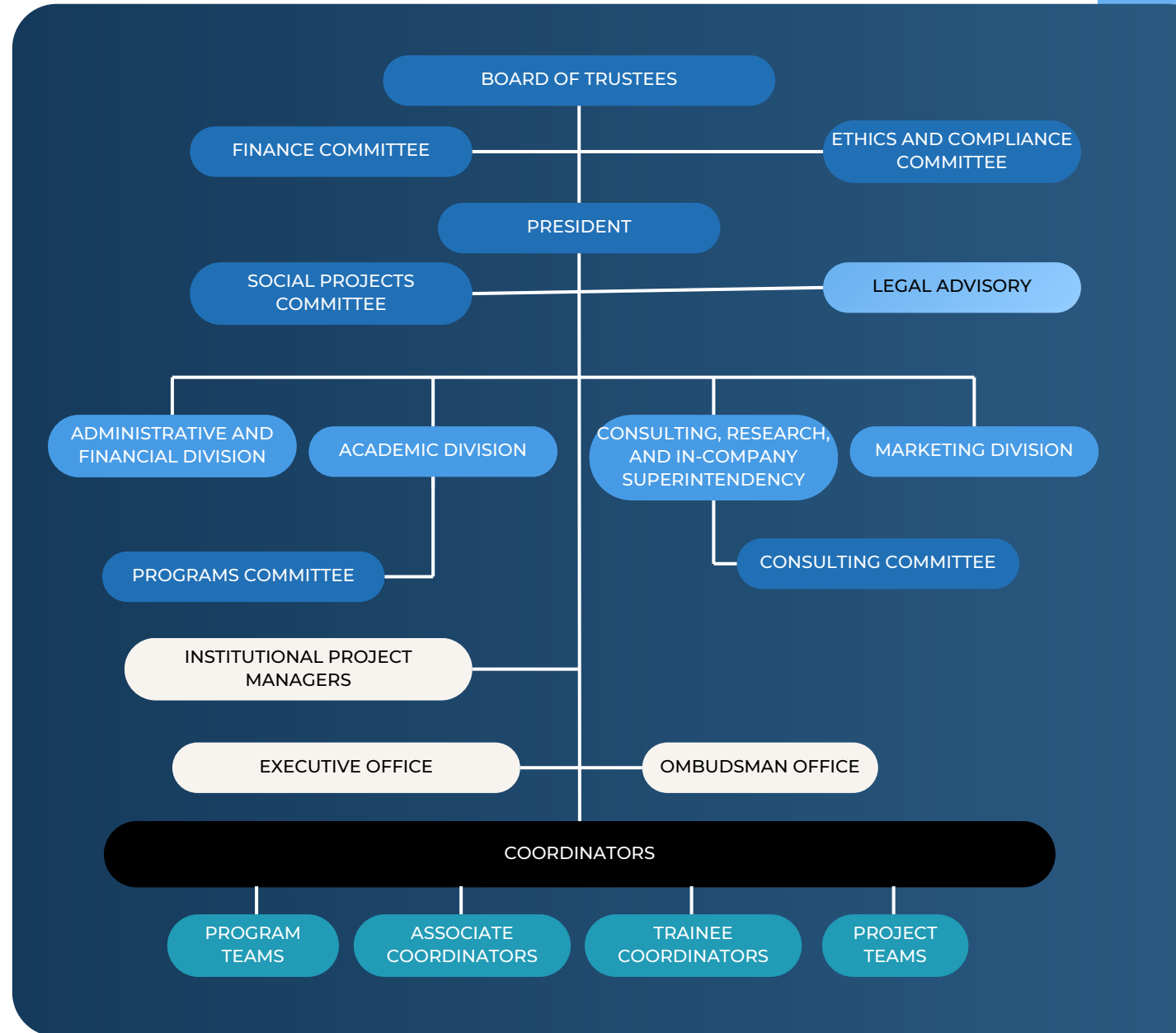
# Organizational Structure

[GRI 2-9 | 2-15]

The year 2024 marked the consolidation of the executive team, appointed based on technical expertise and guided by excellence. Among other responsibilities, the President and the superintendencies play a key role in preventing conflicts of interest.

The Foundation's governance structure is guided by a set of rules that ensure transparency and proper alignment with its consultative and executive bodies. FIA's organizational structure comprises the Board of Trustees, the Executive Board, the Superintendencies, and the Program and Project Coordinators.

FIA adopts internal procedures focused on full compliance with fiscal and regulatory obligations. Tax management is conducted with the support of an external law firm specialized in tax matters. Sound fiscal practices contribute to the institution's financial sustainability and the integrity of its social mission.



# Economic and Operational performance

[GRI 2-9 | 2-15 | 201-1 | 201-4 | 207-1]

As a result of another year of notable progress, the Foundation concluded 2024 with more than 15,000 students and over 50 consulting clients, generating gross revenue of R\$ 193 million.

The direct economic value generated by the Foundation originates from its core activities, including tuition fees from undergraduate and master's programs, installment payments from lato sensu and extension courses, and consulting and research projects. This value reflects the financial impact of the Foundation's operations, directly aligned with its mission.

Regarding the direct economic value distributed, the Foundation invests not only in its internal management but also in its suppliers and employees, while also making significant direct and indirect contributions to the University of São Paulo (USP).

As a non-profit educational institution, the Foundation benefits from tax immunity on its revenue, assets, and earnings, in accordance with Article 150, item VI, subsection "c" of the Federal Constitution. It is important to note that, to maintain this status, the Foundation strictly complies with legal requirements, ensuring that resources are applied exclusively to its core activities and that no profits are distributed. In this context, although the Foundation is exempt from certain taxes, it fulfills its fiscal obligations in areas where immunity does not apply, such as the payment of INSS (Social Security Tax) on employees' salaries under CLT contracts, and IPTU (Urban Property Tax) on leased properties.

The Foundation reaffirms its commitment to transparency and compliance with legal standards, ensuring that its tax immunity is used exclusively for the execution of its institutional purposes, in accordance with the Federal Constitution and applicable complementary legislation. Furthermore, the Foundation adheres to sound fiscal practices not only to support its financial sustainability but also to preserve the integrity of its social mission, fulfill its legal obligations, and promote quality education.

## Ressonance

The objective of the Resonance Groups is to create a dedicated space to discuss, reflect, and receive feedback on the practices, processes, and procedures that occur within FIA, particularly in the relationships between central staff and programs and projects. It is a collaborative approach used to deepen understanding, improve decision-making, draw lessons from relevant experiences, and disseminate learning across pedagogical areas, IT, facilities, marketing, and others.

## Institutional Projects

The project-based management model includes specific topics to be addressed by FIA leaders, each with its own work agenda, including initiation, development, and completion. In 2024, the following Institutional Projects stood out:

- Operating systems
- Certifications
- LGPD
- ESG
- Career
- Course portfolio

## Board Communications

To ensure transparency and engagement in all FIA initiatives, the Executive Board has adopted a practice, initiated in 2021, of issuing monthly bulletins to all employees. In this way, the FIA community can stay informed about strategic decisions, achievements, and plans.

# Governance Bodies

[GRI 2-10 | 2-11 | 2-14]

## Board of Trustees

The highest authority among the Foundation's governance bodies, the Board of Trustees is composed of 14 members appointed in accordance with the Foundation's Bylaws.

The Board of Trustees is responsible for ensuring compliance with the Bylaws, Internal Regulations, rules, and resolutions. It is also responsible for electing, appointing, and dismissing the Foundation's President, within the previously established terms.

The Foundation's Work Plan, Budget Proposal, Financial Statements, and Annual Report must be approved by the Board of Trustees, which also deliberates on the incorporation of earnings into the Foundation's assets and other related matters.

This report, before being submitted to the Public Prosecutor's Office of the State of São Paulo—the governmental body responsible for overseeing foundations—must also be approved by the Board.

To carry out its activities, the Board of Trustees ordinarily meets at least every six months and, when convened by its President, meets extraordinarily.

The renewal of the Board of Trustees, as well as the appointment of its President and Vice President, is always carried out through voting, in accordance with the provisions of the Foundation's Bylaws.

**President:** Adalberto Américo Fischmann

**Vice-President:** Almir Ferreira de Sousa

Alessandra de Ávila Montini  
André Luiz Fischer  
Claudio Felisoni de Angelo  
Ewaldo Mário Kuhlmann Russo  
Geovana Maria Donella  
João Maurício Gama Boaventura  
Moacir de Miranda Oliveira Júnior  
Nelson Rubino de Azevedo Neto  
Paulo Roberto Feldmann  
Renata Giovinzazzo Spers  
Roy Martelanc  
Sérgio Ephim Mindlin

# Governance Bodies

[GRI 2-10 | 2-11 | 2-14]

## Executive Board

The Foundation's management is carried out by a President, elected by the Board of Trustees for a two-year term. The responsibilities of the President are outlined in the Foundation's 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 the institution whenever required, and appointing professionals to carry out FIA's operational and technical activities. To perform these responsibilities, the President is supported by three Superintendencies, whose roles are executive in nature and provide support to the President and the Board of Trustees, as well as by a Legal Advisor.

The Academic Superintendent also serves as the General Director of Faculdade FIA de Administração e Negócios. The Board of Trustees ratifies the appointment for a two-year term. Among the main responsibilities of the General Director are: supervising, overseeing, directing, and coordinating all activities of Faculdade FIA; representing the institution internally and externally, both actively and passively, within the scope of their responsibilities; convening and presiding over meetings of the Higher Council, with the right to speak and a casting vote; and submitting the financial statements and the activity report of the previous year for review and approval by the Board of Trustees.



**President:** Roberto Sbragia

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

**Superintendent of Consulting, Research & In-Company Programs:** Eduardo Savarese Neto

**Academic Superintendent:** Maurício Jucá de Queiroz

**Legal Advisor:** Janaína Ribeiro

**Executive Assistant:** Patrícia Alves de Oliveira

# Program and Project Coordinators

Program and Project Coordinators are faculty members from the Department of Administration at FEA-USP and are technically responsible for the Foundation's projects. Their main activities are guided by the fields of knowledge within Administration. Coordinators may also assemble multidisciplinary teams composed of other faculty members, researchers, consultants, and technical-administrative staff.

- Adalberto Américo Fischmann
- Adelino De Bortoli Neto
- Adolpho Walter Pimazoni Canton
- Adriana Backx Noronha Viana
- Adriana Marotti de Mello
- Alceu Salles Camargo Júnior
- Alessandra de Ávila Montini
- Almir Ferreira de Sousa
- Alvair Silveira Torres Junior
- Ana Cristina Limongi França
- André Luiz Fischer
- Andres Rodrigues Veloso
- Antônio Geraldo da Rocha Vidal
- Carlos Eduardo de Mori Luporini
- Celso Cláudio de Hildebrand e Crisi
- Cesar Alexandre de Souza
- Claudia Sofia Frias Pinto
- Cláudio Antonio Pinheiro Machado Filho
- Claudio Felisoni de Angelo
- Decio Zylbersztajn
- Edison Fernandes Polo
- Edson Crescitelli
- Eduardo Kazuo Kayo
- Eduardo P Gondim de Vasconcellos
- Fábio Lotti Oliva
- Fauze Najib Mattar
- Felipe Mendes Borini
- Fernando Carvalho de Almeida
- Flávio Hourneaux Junior
- Geraldo Luciano Toledo
- Gilmar Masiero
- Graziella Maria Comini
- Guilherme Ary Plonski
- Guilherme de Farias Shiraishi
- Hélio Janny Teixeira
- Isak Kruglianskas
- João Maurício Gama Boaventura
- Joel Souza Dutra
- José Afonso Mazzon
- José Augusto Giesbrecht da Silveira
- José Roberto Ferreira Savóia
- José Roberto Securato
- Kavita Miadaira Hamza
- Leandro dos Santos Maciel
- Leonardo Augusto de Vasconcellos Gomes
- Liliana Vasconcellos Guedes
- Lino Nogueira Rodrigues Filho
- Marcelo Caldeira Pedroso
- Maria Sylvania Macchione Saes
- Marisa Pereira Eboli
- Martinho Isnard Ribeiro de Almeida
- Moacir de Miranda Oliveira Junior
- Nelson Barrizzelli
- Nicolau Reinhard
- Nuno Manoel Martins Dias Fouto
- Paulo Roberto Feldmann
- Paulo Tromboni de Souza Nascimento
- Renata Giovinzazzo Spers
- Roberto Coda
- Roberto Sbragia
- Rosa Maria Fischer
- Roy Martelanc
- Sérgio Luiz de Oliveira Assis
- Tânia Casado

# Deputy Coordinators and Trainees

In line with FIA's internal guidelines, the main professionals who work alongside Program and Project Coordinators are recognized as Deputy Coordinators. In 2024, several initiatives were undertaken to highlight the work of this group and integrate it across all administrative areas of the Foundation.

The Trainee position represents a newly created role aimed at encouraging the entry of new faculty members from EAD/FEA/USP into FIA's Project Coordinator framework, not only to foster their engagement but also to reduce entry barriers. Their participation supports the Coordinators who nominate them in the management of their projects and other activities, including the mitigation of future risks related to succession.

- Ana Carolina Angeli Polete
- Camila Benatti Mourad
- Carlos Eduardo Furlanetti
- Christiane Leles Rezende de Vita
- Daielly Melina Nassif Mantovani Ribeiro (Coord. Trainee)
- Daniel Estima de Carvalho
- Diego Bonaldo Coelho
- Dinei Antonio Pasqualini
- Edmar Machado Veloso
- Edson Bourguignon Oliveira
- Edson Carlos Germano
- Fabio Meletti de Oliveira Barros
- Felipe Turbuk Garrán
- Fernando Nascimento
- Luis Fernando Ascenção Guedes
- Luiz Patrício Cintra Do Prado Filho
- Marcelo Tavares da Silva
- Marcos Cesar Conti Machado
- Marcos Praxedes da Silva
- Maria Odeth Pereira De Almeida Teixeira
- Marina Cristina Oliveira Schaffman De Almeida
- Michel Fauze Mattar
- Monica Kruglianskas
- Patricia Regina Caldeira Daré Artoni
- Samantha Mazzero
- Sofia Batista Ferraz (Coord. Trainee)

# Governance of Faculdade FIA de Administração e Negócios

## Higher Council CONSUA

The Higher Council is the highest normative, consultative, and deliberative body of the Faculty in administrative, academic, and disciplinary matters. Its responsibilities include:

- To oversee and coordinate, at the highest level, all academic and administrative activities carried out by Faculdade FIA;
- To deliberate on the creation, modification, or discontinuation of higher education programs and courses, subject to prior authorization from public authorities, in accordance with the law;
- To establish general and complementary rules to the Regulations regarding admission processes, curricula, teaching plans, enrollments, transfers, academic adaptations, credit recognition, evaluation of academic performance and programs, special study plans, and other matters within its scope; and
- To approve and monitor institutional policies related to teaching, research, extension, social inclusion, social responsibility, and academic management.

### **GENERAL COORDINATION OF GRADUATE STUDIES, RESEARCH, AND EXTENSION**

The General Coordination of Graduate Studies, Research, and Extension is a senior body responsible for coordinating and supervising the postgraduate, research, and extension activities of Faculdade FIA, reporting to the General Director. It is responsible for providing pedagogical guidance and supervision of activities within this area, as well as its human resources, including faculty and students.

### **General Coordination of Undergraduate Programs**

The main responsibilities of the Undergraduate Program Coordinator include guiding the development of the pedagogical project of the programs and any necessary updates, as well as the continuous review of the curriculum structure, courses, workloads, syllabi, and program content for submission to the relevant authorities for approval. The Coordinator also oversees the analysis of course content to ensure that, upon completion of the program, graduates have been exposed to all the knowledge required for professional practice; and implements, guides, and supervises the decisions of the Higher Council and the General Directorate, as well as coordinates and supervises teaching plans and institutional policies of Faculdade FIA.

### **General Coordination of Distance Education**

The responsibilities of the General Coordination of Distance Education include planning the accreditation process of Faculdade FIA for offering distance education programs; guiding course coordinators in the use of distance learning components within on-campus programs, including printed and online materials and virtual learning environments; supervising distance education projects; and coordinating and overseeing communication activities for the different distance education offerings, in compliance with applicable legislation.

# Compliance



The Transparency Channel is a secure, confidential channel for reporting irregularities, such as fraud, harassment, corruption, or any unethical behavior within FIA. It ensures whistleblowers' anonymity and helps the institution identify and address issues, promoting a fairer, more transparent work environment.

The year 2024 was marked by a restructuring of the Compliance area at FIA, which has been active since 2015. In line with best compliance practices, a training platform was acquired, and an external whistleblowing channel was implemented.

The channel also complies with Law No. 14,457/22, which established the Emprega + Mulheres Program. Likewise, as an organization with a CIPA committee, FIA takes measures to create and maintain a safe and healthy work environment, providing mechanisms to detect and address abusive conduct.

The benefits of a robust compliance structure include an ethical and safe work environment, the dissemination of institutional culture and values, the rapid identification of issues, the mitigation of legal risks and impacts, and the strengthening of FIA's image and reputation.



As of August 2024, the user list was integrated into the platform, the opening video was published on the BeCompliance platform, the Code of Conduct was sent to registered users, and the Conflict of Interest questionnaire was made available to platform users.

The Committee has already handled three reported cases, one of which led to the revision of the coordinator accreditation policy, with the creation of the "inactive coordinator" category.

[GRI 2-27 | 205-3 | 406-1]

For more information, please visit our website at <https://fia.becompliance.com/canal-etica/canal-denuncias>



# EXCELLENCE IN EDUCATION



# International Recognition



Professor Maurício Queiroz represented FIA at the **AMBA & BGA Global Conference for Deans and Directors 2024**, held in Budapest, Hungary, participating in the event and in meetings with AMBA, as well as serving as a speaker in a session that discussed partnerships between business schools from Latin America, Europe, and China.

FIA brings together the main international quality accreditations



FIA was one of the Brazilian host schools of the **AMBA & BGA Latin America Conference for Deans and Directors**, held in Rio de Janeiro, Brazil. This gathering of business school leaders was designed to address pressing issues in business education, such as “The MBA revolution” and “Sustainability: leading responsible management,” among other topics.



The President, Professor Roberto Sbragia, attended the **EFMD Annual Conference** in Bologna, Italy, where he received two certifications issued by the institution for the International Executive MBA and International MBA programs of PROFUTURO FIA.



# Undergraduate Program in Administration

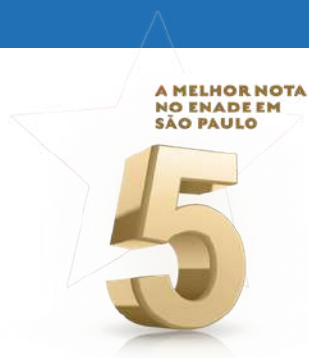
The program combines theory and practice, providing comprehensive training across a range of disciplines.

With highly qualified faculty and partnerships with leading companies, students have the opportunity to participate in real projects, internships at renowned organizations, and international exchange programs.

## NEW PROGRAM: Undergraduate Program in Economics

In August 2024, the FIA Undergraduate team, led by Professor Maurício Jucá and Professor Ísis Koelle, held the launch event for the Bachelor's Degree in Economics.

The launch of the program represents an important milestone, reinforcing the commitment to educating highly qualified professionals prepared to meet market challenges.



### FIA achieves the highest rating in the IGC (General Course Index)

The IGC is a quality indicator that evaluates higher education institutions and encompasses undergraduate and stricto sensu graduate programs. Only 4% of higher education institutions in São Paulo hold this rating.



RANKED THE **BEST BUSINESS SCHOOL** IN BRAZIL THREE TIMES BY VOCÊ S/A



**TOP UNIVERSITIES** RANKED BY GUIA DO ESTUDANTE (EDITORA ABRIL)



**THE HIGHEST-RATED INSTITUTION** IN THE ENADE IN SÃO PAULO

For more information, please visit the website: <https://fia.com.br/graduacao/?src>



# Professional Master's in Business Management

FIA's Professional Master's program stands out for successfully combining theory and practice. This effort is based on FIA's 35 years of experience in international-standard executive education, combined with the pedagogical experience of a faculty predominantly composed of PhDs trained at USP, with experience in business consulting and in executive education programs that follow international quality standards.

The Professional Master's in Business Management has as its main objective to promote professional education for advancement in the field of Administration and related areas, with emphasis on deepening knowledge of managerial theories and practices.

All professors hold PhD degrees and are part of FIA's permanent faculty. All have both practical, professional, and academic experience.

## Research lines:

**1 – STRATEGIC MANAGEMENT:** focuses on advancing theories and managerial practices related to the formulation and execution of strategies.

**2 – MARKETS AND VALUE CREATION:** involves the study of theories and practices throughout the value chain.

For more information, please visit the website:  
<https://fia.com.br/mestrado-e-doutorado/>



## PROFESSIONAL DOCTORATE in Business Management

from FIA Business School is

**APPROVED**

by  CAPES

### Approval of the Professional Doctorate Program

With great satisfaction, FIA received CAPES approval to launch its Professional Doctorate, becoming part of a select group of institutions in Brazil authorized to offer this degree.

The Professional Doctorate is a *stricto sensu* graduate program designed to prepare professionals to work across various fields of knowledge. It grants a high-level academic degree that combines research with professional training for the job market.

# Infrastructure in Service of Education



All FIA facilities are designed to ensure the best learning experiences.

FIA's classrooms are designed to offer different layout possibilities, with movable desks and chairs, as well as various technological resources supporting the teaching and learning processes.

**EDUCATIONAL UNIT NAÇÕES UNIDAS**  
**Avenida Doutora Ruth Cardoso, 7.221**  
**Pinheiros – São Paulo/SP**

The infrastructure also prioritizes the use of natural light from windows, provides ample access to power outlets, and fully complies with accessibility standards for people with special needs.

The Nações Unidas Educational Unit is located across five floors of the Birmann 21 Building, with approximately 4,000 m<sup>2</sup> of usable space and modern facilities, including:

- classrooms in various formats
- spaces for administrative and support areas
- active learning room
- entrepreneurship room
- common areas
- maker lab
- auditorium and foyer
- video studio
- podcast studio
- library
- cafeteria
- reprographics
- student organization space



# Technology and Qualified Professionals

[GRI 203-1]

Classrooms, studios, common areas, and workstations are designed to provide comfort, ergonomics, and the best conditions for creativity and learning.

FIA's teams are composed of qualified professionals committed to inclusive education and the delivery of quality outcomes.

NEAD led the development of extension courses in the distance-learning modality in response to demands from FIA Coordinators. It also supported filming, photography, and editing for various institutional and core events, both internally and externally.

With this sense of recognition, all levels of FIA's management express their sincere gratitude to the professionals who dedicate their efforts and expertise to building a more just society through education.



# Physical Library and Digital Platforms



All FIA environments are designed to ensure the best learning experiences.

- Electronic databases with 48,000 scientific articles
- More than 12,000 company profiles
- 17,500 items available for loan and on-site consultation
- Digital book platforms with more than 18,000 titles
- Two market intelligence databases

Always attentive to trends and committed to facilitating access to education, the FIA Library offers the possibility of borrowing and returning books and other materials through Autonomous Smart Lockers. By requesting books via email, users can collect them using a numeric password at the locker in a simple and practical way.



# LEED PLATINUM Facilities

[GRI 203-1]

## Recognized for Sustainability



FIA is headquartered in one of the most modern and sustainable buildings in Brazil: Birmann 21, formerly the headquarters of Editora Abril and an icon among corporate buildings in the country.

Leadership in Energy and Environmental Design (LEED) is an international certification system and environmental guideline for buildings used in more than 160 countries, designed to encourage the adoption of sustainable solutions.

The LEED Platinum category was achieved in 2024, representing the highest level of compliance with certification criteria, including water and energy efficiency, waste management, indoor environmental quality, access to public transportation, promotion of mobility, and innovation and technology in resource management.

Birmann 21 is a building designed to offer its users the best experiences in terms of occupancy, safety, and technology. It is located next to the Pinheiros Intermodal Terminal, which connects buses, the metro, and the train system, making it a benchmark in mobility. It also offers easy access to the city's main metropolitan routes and bike paths, with multiple transportation options. Its strategic location offers a unique range of services and amenities, including hotels, restaurants, and shopping centers.



# Academic Activities

[GRI 302-1]

After years of the pandemic and a gradual, careful resumption of in-person events, 2024 marked the full reopening of all FIA common areas.

Energy consumption reflected a diverse agenda of graduation ceremonies, conferences, and lectures with professionals and specialists from various fields.

Energy Consumption	2022	2023	2024
kWh/M2	67,8	74,95	74,34



FIA is also a space for honoring distinguished professors who have dedicated decades of work to building a more developed society. PROINFO, represented by Professor Adriana Backx Noronha Viana, Professor Edson Germano, Professor Iara Yamamoto, as well as Licia Mutsuko Abe and her team, paid tribute to Professor Nicolau Reinhard in recognition of his dedication to FIA and, especially, to the program.



## CONARH

FIA had a very special participation in CONARH 2024, with an interactive booth that attracted visitors throughout the three days of the event. Coordinators and the entire FIA team had the opportunity to share their latest practices and discuss new trends in Human Resources. The event was an excellent opportunity for FIA to strengthen connections, exchange experiences, and learn from leaders and specialists in the field.



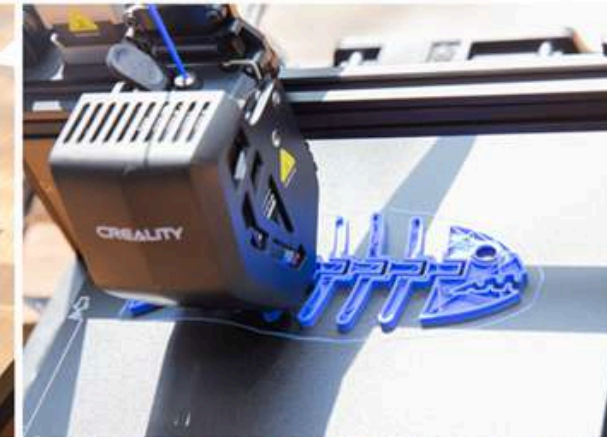
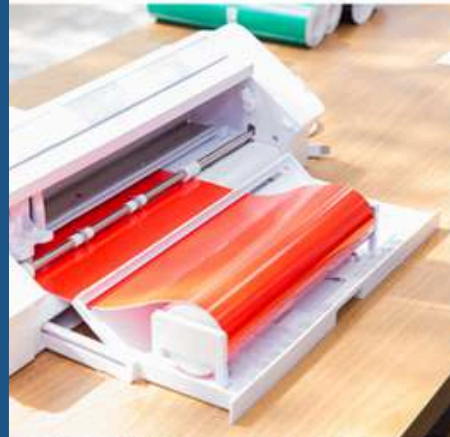
## SUMMIT FIA

Summit FIA 2024 highlighted essential topics such as market, people, and innovation. The event brought together renowned speakers, including journalist Adriana Araújo, André Fischer, Ahmad Yassin, Roberto Sbragia, Claudio Felisoni de Angelo, Ana Claudia Plihal, Ana Cecília do Valle Simões, Marcos Amazonas, Caio Moriani, Luís Guedes, Alessandro Leal, among others. It was an event marked by high-level discussions and valuable networking, generating important reflections for the future of business.

# Maker Lab

[GRI 203-1]

The classroom should be a space for creativity and construction.



FIA invests in environments capable of offering different possibilities, such as the Maker Lab, which enables collaborative learning, with new opportunities for creation and interaction among participants in a dynamic setting.

The **FIA/Zoom Maker Lab** features a range of equipment dedicated to maker education: two 3D printers, a vinyl cutting machine, a laser cutting machine, a bench drill, a handheld drill, as well as accessories and a panel with various tools (flathead and Phillips screwdrivers, pliers, and a saw).

# FIA ONLINE



FIA ONLINE

## FIA Postgraduate Programs Present in All States of the Federation

With more than 15,000 students, the FIA Online course portfolio has been consolidated by the quality of its content, the expertise of its faculty, and the platform's usability. In addition, students have access to resources that ensure a human-centered support network throughout all stages of the program.

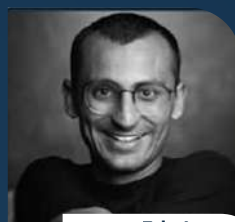
On February 20, FIA began another cycle of live classes, featuring renowned specialists presenting their ideas. At the end of each event, participants engage in a unique moment for conversations and networking. Some of the topics covered included "The construction of a new globalization and its impact in Brazil," with Jamil Chade; "Education and social entrepreneurship: building transformative futures," with Edu Lyra; "Organization of small and medium-sized enterprises in this new digital market," with Luis Nassif; as well as Claudia Costin with the topic "Challenges of education in Brazil and the professional of the future," among others.



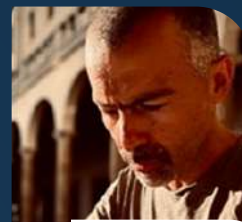
Luis Nassif



Claudia Costin



Edu Lyra



Jamil Chade



# Cooperation and Accreditations



[GRI 2-27 | 2-28]

Since its foundation, FIA has maintained relationships with some of the world's leading educational institutions, including business schools and associations. These partnerships ensure participation in discussion forums on educational trends, knowledge exchange, and new opportunities for intercultural learning experiences for FIA students.

## Cooperation



### **UNIVERSITY OF SÃO PAULO (USP)**

Founded by professors from FEA/USP, FIA maintains a Cooperation Agreement with the University of São Paulo, facilitating the development of joint academic programs, faculty and student exchanges, and the sharing of educational best practices. USP is our alma mater and a strategic partner for FIA's academic excellence.

## Accreditations



### **National MBA Association (ANAMBA) – Global Accreditation**

In 2006, FIA obtained accreditation from ANAMBA (National MBA Association), whose mission is to advance excellence in MBA programs by developing standards that guide the structure and delivery of these programs. ANAMBA seeks to keep the market informed about the quality of programs offered in Brazil, helping candidates choose strong MBA programs and supporting schools in maintaining high educational standards.



### **ANGRAD – National Association of Undergraduate Programs in Administration**

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



### **ANPAD – National Association of Graduate Studies and Research in Administration**

In 2007, FIA was accredited by ANPAD (National Association of Graduate Studies and Research in Administration). To evaluate the characteristics and competencies of institutions offering graduate programs, ANPAD created the SAA (ANPAD Accreditation System), intended to complement CAPES's role in program evaluation.



### **Association of MBAs**

FIA was the first Brazilian school to be accredited by AMBA (Association of MBAs), a title it earned in 2003 through the International Executive MBA. AMBA was founded in 1967, is headquartered in London, and its accreditation process is independent, market-oriented, and internationally focused. This accreditation enables networking among MBA students, business schools, and employers, as well as the exchange of knowledge, ideas, and best practices.



### **Coordination for the Improvement of Higher Education Personnel (CAPES)**

Our Professional Master's in Business Management received a Grade 4 rating from CAPES, standing out for its robust, up-to-date curriculum, innovative teaching practices, and strong market connection. This program is designed to foster our students' professional development.



### **EFMD (European Foundation for Management Development)**

Since 2023, our International Executive MBA and International MBA programs have been accredited by EFMD. This recognition ensures a standard of excellence and positions them among the best MBAs in the world. In addition, we are engaged in pursuing EQUIS accreditation, which applies to the institution as a whole.



### Ministry of Education (MEC)

FIA is proud to belong to the select group of the best business schools in Brazil, with a Grade 5 rating from MEC, the highest recognition of academic excellence for its undergraduate program in the country.

## Rankings



### Global Business Education Awards by European CEO

An important recognition granted to the Foundation as the “Most Innovative School in South America” by a publication led by an editorial team composed of journalists and correspondents from some of the world’s most influential media outlets.



### QS Executive MBA

FIA’s International Executive MBA received 5 Stars in the QS Ranking and is among the TOP MBAs, being the only Brazilian program among the top 100 in the world. In addition to being elected the best Executive MBA in Brazil over the past five years (2020, 2021, 2022, 2023, and 2024) and ranked 5th in Latin America, it stands out internationally with one of the highest global scores in student profile.



### QS STARS

FIA is the first Brazilian institution to be ranked in the QS Stars Rating System, developed by Quacquarelli Symonds (QS). With a strong global reputation, FIA stands out in QS Stars with the highest rating (5 Stars) for excellence in teaching, employability, management and business education, and online education. In addition, its programs received the following ratings:

- International Executive MBA – 5 Stars (highest rating)
- Professional Master’s in Business Management – Grade 4
- Undergraduate Program in Administration – Grade 4

# Affiliation



## **AACSB (Association to Advance Collegiate Schools of Business)**

FIA is affiliated with AACSB and is in the final stages of the accreditation process. This international organization is one of the most recognized and respected in the world, and its accreditation signals compliance with high standards of excellence in teaching, curriculum, resources, and student outcomes.



## **Brazilian Association of Distance Education – ABED**

ABED is a non-profit scientific association created to stimulate the development of Distance Education projects in all its forms and to encourage the highest standards of quality in services for students, professors, institutions, and companies that use online learning.



## **UN Global Compact**

Since 2018, FIA has been a signatory to the United Nations Global Compact and has continuously promoted actions and programs to align its strategies and operations with the ten universal principles related to human rights, labor, the environment, and anti-corruption.



## **PMI (Project Management Institute)**

Since 2002, through the GPRO – Project Management Center, FIA has been an institution approved by the Project Management Institute (PMI)®, becoming part of a select group of REP (Registered Education Provider) programs, a type of certification that recognizes the international standard of the program in the field of Project Management education.



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

Developed in 2007 by a group of universities to promote social responsibility practices in executive education, based on the principles of the United Nations Global Compact. FIA has been a member of PRME since 2011.



The renowned Research Centers of Excellence at FIA Business School joined forces to create the **Advanced MBA, the MBA of MBAs.**

The **Advanced MBA** was officially launched in December 2023 and follows the rigorous quality standards of international accreditation agencies (AMBA and AACSB), consisting of a single management module and 14 specialization tracks across numerous fields of knowledge. It is important to highlight the strong participation of program coordinators, adjunct coordinators, and pedagogical coordinators in the development of the program.

The objectives of the Advanced MBA are: to provide students with an education that enables them to become leaders capable of making a difference across different contexts; to boost students' careers by opening doors to professional opportunities; and to enhance students' leadership, decision-making, and entrepreneurial skills.

#### **FIA Advanced MBA Differentiators**

##### **MBA with global accreditation**

International MBA quality standards

##### **Professors and market speakers**

with experience in the business world and academia

##### **Master classes and networking sessions**

with leaders from the business, social, and political sectors

##### **International experience**

optional activities at global business schools

##### **Integration between theory and practice**

teaching methodologies and tools that enable the application of learning in the workplace

##### **Flexible and updated curriculum**

general education courses and specific tracks based on the expertise of FIA's Research Centers.



Accreditada como nota máxima pelo MEC



4 estrelas da QS Stars 2022

For more information, please visit the website:  
<https://fia.com.br/advanced-mba/>



# INTERNATIONAL MBAs



**BEST INTERNATIONAL EXECUTIVE MBA IN BRAZIL  
QS RANKING 2020 | 2021 | 2022 | 2023 | 2024**

**PROFUTURO FIA's International MBAs** are recognized nationally and internationally. Our International Executive MBA and International MBA are the only Brazilian MBA programs to receive the prestigious EFMD Accredited international seal from the European institution EFMD.

We were the first MBA programs in Brazil to be recognized by AMBA (Association of MBAs), an international organization headquartered in England.

As a result, our certificate grants a Master of Business Administration (MBA) degree internationally recognized, with the same validity as programs such as INSEAD, IMD, and London Business School. These programs are also recognized in the United States.

The average profile of an Executive MBA class is senior-level, with an average age of 39 years and 18 years of professional experience. Generally, more than 40% are partners, directors, or superintendents, while the others are senior managers.

The minimum profile required to participate in the selection process includes graduate professionals with 10 years of experience, or 5 years in management positions, with a good command of English. Classes in Brazil are taught in Portuguese, while classroom materials and international immersion activities may use English.

The average profile of our students reflects executive experience above the global average.



# Extension Courses



Extension courses are short-term programs offered to complement academic and professional education.

The program is ideal for professionals seeking to enhance their knowledge in data analysis and artificial intelligence. It is also intended for those looking to develop innovative strategies, solve complex problems across different sectors, anticipate trends, and generate valuable insights to support strategic decision-making.

## Data Analysis through Machine Learning – Artificial Intelligence



## Stakeholders and ESG: ESG Fundamentals

The course “Stakeholders and ESG: ESG Fundamentals” is a structured program that covers the fundamental aspects of the three pillars of the ESG agenda, with a focus on analyzing market practices.

## Cybersecurity Leadership Development



Designed for managers, executives, and consultants, the Cybersecurity Leadership Development program was created to meet the needs of professionals from both technical and non-technical backgrounds, providing participants with an in-depth understanding and the authority to address current topics in technology risk management, information security, and data privacy.

For more information, please visit the website:  
<https://fia.com.br/educacao/extensao/>



# Agreements

[GRI 2-28]

Signing agreements represents creating opportunities for different types of partnerships and interactions in various formats. Students and professors benefit from these experiences and build lasting connections that extend beyond the period of interaction.



In 2024, during five weeks, students from FIA Business School embarked on a successful international learning journey, representing Latin America alongside business schools from four continents, including South Africa, Saudi Arabia, Canada, Spain, the United States, Indonesia, Kenya, and the United Kingdom.



Diversity was experienced firsthand in many forms, with groups bringing together people from different cultures, languages, genders, and age groups, as well as the challenge of different time zones. More than experiencing differences, our students were able to practice understanding, empathy, and the challenges and rewards of working in a truly multicultural environment.

They formed global teams and learned from cases from countries different from our own. They collected local data and shared insights with their colleagues on how to address Sustainability and Innovation in our country.



# Knowledge Without Borders

From June 20 to 22, FIA welcomed renowned professor-researchers in stakeholder theory, with special emphasis on Professor **Robert Edward Freeman**, from Darden Business School, known as the “father of stakeholder theory.”



On May 11, FIA had the pleasure of welcoming Professor **Jay Barney**, Professor of Strategy and Management at the Eccles School of Business at the University of Utah/USA. Taking advantage of the occasion, his latest book, “The Secret of Corporate Culture Change – How to Build Authentic Stories that Transform Your Organization,” was launched. The event was enriched by the presence of Dr. Manoel Amorim, former CEO of major companies, and Professors Almir Ferreira de Sousa and Carlos Eduardo de Mori Luporini, among others.

# ENGEMA 25 years



The ENGEMA – International Meeting on Business Management and the Environment of FEA/USP – School of Economics, Business Administration and Accounting of the University of São Paulo, supported by FIA, is an academic event held annually to foster the exchange and discussion of scientific and technological production developed in the field of Ecological and Socioeconomic Sustainability Management, involving contributions from Brazil and abroad.

Preceding the Rio 92, ENGEMA is a pioneering event in Brazil. 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 opportunities for participation to both experienced and emerging researchers, whether from academia, business, or the public sector.

ENGEMA brings together renowned speakers and researchers from Brazil and abroad, as well as professors, graduate and undergraduate students with scientific initiation projects, and professionals from public and private organizations; all interested in learning about, contributing to, and discussing trends in sustainability management.



**517** participants  
**561** papers presented

**Thematic sessions:**  
**109** - online format  
**30** - in-person format

**501** papers presented in 139 thematic sessions  
**44** papers presented in poster format  
**16** projects presented in the consortium

All scientific papers are available at  
<https://engema.org.br/26/>





# SemeAd 2024

XXVII Seminários em Administração



**SemeAd – the Administration Seminars of the School of Economics, Business Administration, Accounting and Actuarial Science of the University of São Paulo** – is an annual scientific event that plays an important role in the exchange and discussion of scientific and technological production in the field of Administration in Brazil and abroad.

SemeAd receives administrative support from Fundação Instituto de Administração.

Since its creation in 1996, the event has undergone development and maturation and is now considered one of the most important in the field of Administration in Brazil.

In 2024, the event featured its traditional activities: sessions for the presentation of papers, technological reports, and teaching cases, as well as Sapiens sessions to improve scientific papers for publication, methodological workshops and short courses, and predoctoral and doctoral consortia.



All scientific papers are available at <https://semead.com.br/27/>

**137** in-person presentation sessions  
**191** online presentation sessions

**13** thematic panels  
**27** workshops  
**112** Sapiens sessions

**5** pre-doctoral consortium presentations  
**23** doctoral consortium panels

# International Immersions



Through its agreements, FIA welcomes students from various countries each year, hosting them in a dynamic program that includes technical visits, cultural enrichment activities, and networking opportunities with FIA students and professors.

Likewise, FIA students have several opportunities for international immersions in some of the world's most innovative and strategic hubs, made possible by our strategic partnerships.



ISEG - Lisbon



Berkeley – Silicon Valley

In 2024, an international immersion program was held in Lisbon, Portugal, in partnership with the Lisbon School of Economics & Management (ISEG). The program, entitled "Leading into the Future," focused on management and future-oriented leadership, totaling a workload of 30 hours. With a satisfaction rate of 96%, the initiative included the participation of 21 professionals from different sectors and management levels, providing an enriching academic experience.

# International Immersions



In these transformative experiences, participants discuss essential topics for the global future, including Economics, Marketing, Innovation, Entrepreneurship, and Technology, always with a strategic perspective focused on trends and challenges in the international landscape.

**Berkeley - Silicon Valley** 



**EMLyon - China** 



**Harvard Business School - Boston** 

# CONSULTING



# The Excellence of FIA Consulting is present in 20 States

FIA's Consulting activities reached all Brazilian states, disseminating FIA's experience, expertise, and innovation through projects that represented complex and necessary transformations for organizations.

- ▶ In 2024, 28% of consulting projects were dedicated to the private sector; 72% to the public sector.





# Consulting

On September 3, the Executive Board held a meeting with Project Coordinators to discuss strategic topics related to consulting. Among the main subjects addressed were the current status of projects and an analysis of the competencies required for private consulting.

# Consulting aligned with Sustainable Development

FIA Consulting projects combine classical theories with the frontier of knowledge.

In 2024, consulting projects addressed 14 SDGs, demonstrating that competent management contributes to sustainable development. Among the SDGs most represented in the projects are:

- SDG 8: Decent Work and Economic Growth
- SDG 9: Industry, Innovation and Infrastructure
- SDG 16: Peace, Justice and Strong Institutions
- SDG 17: Partnerships for the Goals



# FIA is a Reference in Executive Education for Sustainable Development



Encontros com o Futuro Forum

In partnership with PRME, the UN initiative for business schools in Brazil and worldwide, FIA began hosting events aimed at strengthening the connection between the private sector and academia. The Fintech & Future Finance Forum took place in September and was the first in a series that will continue next year, with initiatives focused on COP 30.



FIA at CONARH 2024



## FIA present at Major Events

FIA brings together the experience of more than **8,000 completed consulting projects** and has a team of approximately 300 professionals with multidisciplinary backgrounds, qualified to operate in different areas of public and private administration.

In 2024, FIA participated in events across several Brazilian cities, bringing its teams closer to the market.

All the **experience, expertise, and innovation of FIA** are applied to the complex and necessary transformations in organizations from both the public and private sectors.



2nd Master Mind HR – PROGEP/IPT



Science & Business Connection 2nd Edition, organized by PIT – Technological Innovation Park of São José dos Campos/SP



CSCM – Connected Smart Cities: Intelligent, Human, and Sustainable Cities

IMPACT



# Professional Development Program - CAPEEXECUTIVO



CAPExecutivo is a FIA social project that offers 100% scholarships and has been providing them since 2007 in partnership with ABA (Associação Beneficente Anhembi).

This Professional Development project aims to update and expand the skills of executives who are facing difficulties with career relocation and aspire to return to the job market, whether as entrepreneurs, consultants, or employees.

The program consists of 252 class hours conducted over two semesters, comprising eight courses for classes of up to 35 participants. The course is offered 100% remotely through live transmission; classes are held on Fridays from 7:00 p.m. to 11:00 p.m. and on Saturdays from 1:30 p.m. to 5:30 p.m.

The prerequisites for admission are: having completed an undergraduate degree at least five years earlier in any field of knowledge, being available in the job market for more than four months, and demonstrating the need to be supported by a social project.

The selection process is carried out through exams, verification of socioeconomic status, résumé analysis, and an interview with the program coordination, with the objective of forming a class that allows participants to achieve the best possible learning experience.

The average performance rate has exceeded 75%, as evaluated at the end of each class cycle.

**CAPExecutivo**  
Projeto Social de Capacitação Acadêmica e Profissional - FIA

**APERFEIÇOAMENTO PROFISSIONAL**

▶ 252 horas-aula online e ao vivo

**BOLSA DE 100%**  
PROJETO SOCIAL

▶ Corpo docente formado por Professores da FIA, com experiência em treinamento de executivos e vivência empresarial

**INSCREVA-SE ATÉ 16/06/24**  
PREPARE-SE PARA NOVAS OPORTUNIDADES

**FIA** BUSINESS SCHOOL | **ABA** ASSOCIAÇÃO BENEFICENTE ANHEMBI

## In 2024

- ▶ **245** applicants
- ▶ **42** enrolled students
- ▶ **61%** employability within the first six months of the program

# MBA in Business Management: 20 Years

The celebration of the 20th anniversary of the MBA in Business Management was filled with memories and positive expectations for the future.

The PROCED team brought together students, alumni, professors, and FIA staff members, all of whom have been essential to the program's successful trajectory.



# FIA organizes TED with the theme: **Humanize Yourself**



The year 2024 was marked by the launch of **TEDx FIA Business School**, representing a space for reflection, inspiration, and connection with what is most profound within us.

In an open, plural environment for dialogue, it was possible to learn about life stories told from the perspective of overcoming challenges and grounded in meaningful purposes.

All available content is worth exploring at <https://fia.com.br/tedx/>



# Access to Education



Aware of the power of education as a transformative force in society, FIA is proud to contribute to reducing inequalities by offering scholarships for its programs, as well as educational assistance for external courses. The benefits of these programs also extend to students' families through increased household income.

In 2024, for the internal public, 36 internal scholarships for FIA programs and 11 educational assistance grants for external courses were provided.

## Open Events

FIA also contributes to education by disseminating knowledge freely. Lectures, panels with specialists, and thematic forums are open to the general public.

Throughout 2024, 46 open events were held at FIA facilities, 26 external events, and 69 activities were held online.

## Quality Content on Social Media

FIA is present on all social media platforms, with more than 260,000 followers. The posts reflect the Foundation's day-to-day activities, as well as content that clarifies facts and disseminates knowledge.

In 2024, FIA coordinators, professors, and specialists appeared in 1,730 pieces of national media content, always sharing knowledge with a technical perspective that combines science and practical experience.



# FIA Social Library

Located on the ground floor of the Birmann 21 Building, in front of the elevators leading to the parking area and close to the common area, the FIA Social Library is an invitation to reading.

If a title sparks your interest, take it, read it, and then pass it on, helping knowledge circulate and reach as many readers as possible.

The library is also a donation space, offering new opportunities for books that had remained forgotten on their donors' shelves.



BIBLIOTECA SOCIAL  
PEGUE, LEIA E PASSE ADIANTE



# IBEVAR

A reference in retail and the consumer market, IBEVAR – the Brazilian Institute of Retail and Consumer Market Executives – contributes to mapping the sector through the results of more than 40 annual recurring surveys. It brings together more than 19,000 members and promotes meetings with executives to discuss relevant topics for retail professionals.

Consumption accounts for more than 60% of GDP, and, therefore, retail companies are essential for Brazil to achieve higher standards in the relationship between the market, the environment, sustainability, and transparency in organizational management.



## With each edition, the IBEVAR-FIA Ranking innovates and introduces new perspectives.

In 2024, the list of evaluated segments was expanded to include sectors such as banks, cafés, restaurants, and luxury, bringing the total to 38 analyzed sectors. The methodologies applied include Artificial Intelligence (AI) and Natural Language Processing (NLP) algorithms, enabling the capture and processing of consumers' spontaneous opinions.



***“Image in an increasingly competitive world constitutes an element for protecting profitability,”*** highlights Claudio Felisoni de Angelo, president of IBEVAR and professor at FIA Business School.



To learn more, visit:  
<https://www.ibevar.org.br/evento-ranking-ibevar-fia-2024/>



# 6th International Symposium on Corporate Education



Conducted under the coordination of Professor Marisa Eboli, the **6th National Survey on Corporate Education Practices and Results** is a comprehensive study of the reality of corporate education in Brazil.

This project seeks not only to explore innovations but also to understand the policies and practices currently adopted by Brazilian organizations. The 2024 edition follows the surveys conducted in 2009, 2012, 2015, 2018, and 2021, enabling comparative analyses that reveal the evolution of this field within the national context.

Coinciding with the year of the survey, the 6th International Symposium on Corporate Education stands out as a benchmark event, where the preliminary survey findings are discussed, and panels featuring renowned specialists and practical cases on significant topics identified by the research are held.

This meeting, characterized by its innovative and inspiring nature, contributes significantly to the management of the Corporate Education System within organizations, offering valuable insights to enhance strategic decision-making.



# LUGARES INCRÍVEIS PARA TRABALHAR



The survey analyzes employees' experiences with their work environments, their leaders, and the people management practices of Brazilian organizations.

A **team of specialists** with more than **20 years** of experience and academic support identifies opportunities for improvement and proposes effective actions to build and maintain healthy, productive work environments.

**Better people.  
Superior results.**

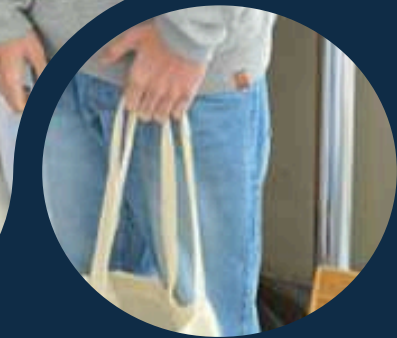
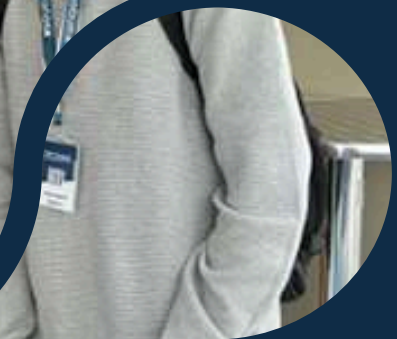


On October 30, the **Awards Ceremony for the Most Incredible Places to Work 2024** took place. The event, organized by FIA Business School and the newspaper O Estado de São Paulo, was led by Professors André Fischer and Joel Dutra, whose careful and rigorous research made this moment possible. The celebration brought together more than 800 people and honored 150 companies, highlighting 10 categories and 17 sectors. To make the celebration even more memorable, participants enjoyed a performance by singer Paula Lima.

To learn more, visit:  
<https://atmosfera.fia.com.br/>



# SOCIAL



# FIA People Management

[GRI 202-1 | 403-6]

The initiatives implemented by the People Management area in 2024 reinforce the dedication to building the FIA of the future, with engaged and highly qualified teams.

## NEW TECHNOLOGIES

In 2024, the payroll system was updated, improving the onboarding process for new employees and ensuring greater agility and alignment with organizational guidelines and strategies.

The modernization of the system also favored the expansion of electronic signatures in digital documents, online document management, and reduced processing time.

Another significant advancement was the hiring of an organizational culture platform to support the performance evaluation process and provide professional and personal development content. Continuous feedback and the identification of development opportunities for employees are also expected to become easier to implement operationally.



## MENTAL HEALTH

In 2024, as part of its welcoming strategy and attention to employees' mental health, FIA invested in the inclusion of professionals specialized in positive psychology to support initiatives and individualized assistance. As a result, reports indicated emotional rebalance and an increased sense of well-being.



## LIFE COACHING

Created in 2021 and still maintained by the Foundation, the coaching initiative helps employees feel emotionally safer and more strengthened, both in the professional environment and in their family and social environments.

In 2024, to expand support services for FIA employees, an awareness campaign was launched to identify cases requiring care and institutional support. Semi-structured clinical interviews, as well as support, guidance, and referral sessions, are practices used to assist participants in the program.

## EQUAL PAY LAW: COMPOSITION OF FIA'S WORKFORCE

Law No. 14,611/23, also known as the Equal Pay Law, establishes that men and women must receive equal pay in companies with more than 100 employees. The law was enacted in July 2023, and since then, FIA has publicly disclosed data related to its workforce composition.



## APPRENTICE PROGRAM

Organizations that fulfill their social role by offering opportunities to young apprentices experience their organizational climate being renewed by youth. For more than a decade, FIA has maintained a partnership with the vocational school ESPRO and welcomes young people interested in learning about the corporate environment. The experience contributes to the development of the initial skills young people need to enter the job market.



# Social Initiatives

Aware of its commitment to contributing to the Sustainable Development Goals, FIA develops engagement initiatives focused on specific social actions.

To help the victims of the floods that occurred in Rio Grande do Sul, the People Management area, with the support of FIA professors, launched a humanitarian aid campaign to collect food, clothing, and drinking water.

A FIA como educadora acredita no ESG e na ajuda humanitária e com isso estamos nos mobilizando para ajudar as vítimas das

## ENCHENTES NO RIO GRANDE DO SUL

Estamos arrecadando:

- ÁGUA POTÁVEL
- ALIMENTOS DE CESTA BÁSICA
- ITENS DE HIGIENE PESSOAL
- MATERIAIS DE LIMPEZA
- ROUPAS
- COBERTORES E COLCHÕES
- ITENS INFANTIS
- RAÇÃO ANIMAL
- EMBALAGENS E DESCARTÁVEIS

"SE A DOR DO OUTRO NÃO DOER EM MIM, EU DESCONHEÇO O AMOR"



Professor Alessandra Montini and the entire Labdata team repeated in 2024 the now traditional initiative of distributing food baskets and kits with traditional items during Easter and Christmas.



# Faculty Development Center

[GRI 404-2]

The Faculty Development Center was conceived within the scope of the “**FIA Education 2030**” project, an initiative led by FIA Business School leadership that involved all educational program coordinators in a deep reflection on the future of higher education and its impacts on the Foundation’s strategies.

Recognizing the constant educational innovations in higher education, CAD is dedicated to the continuous development of professors and to promoting a collaborative environment, fostering more effective and meaningful learning experiences for students.



## 2024 Events Agenda

- Feb/2024 Jigsaw in Action
- Mar/2024 Faculty Qualification
- Apr/2024 Team-Based Learning
- May/2024 Visit to Inteli
- May/2024 Assurance of Learning
- Jun/2024 Launch of Faculty Development Center
- Sep/2024 Teaching Case Scenarios: Connecting Theory and Practice – Part 1





# FIA PEOPLE ACADEMY

## Employee Development



[GRI 404-2]



### Lyceum – User Refresher Training

In 2024, as an integral part of the development initiatives provided by FIA PEOPLE ACADEMY, several users of the Lyceum academic system underwent a refresher and update process. Two sessions were held to provide knowledge of the system's process and operational stages. A particularly enriching aspect of the learning process was allowing FIA IT technicians, system users, and system specialists themselves to be responsible for structuring and conducting the training, reinforcing the establishment of a focal point for internal users and facilitating exchanges and clarification of doubts after the training.

### Process Management – Practice and Continuous Improvement

Held in October 2024 and led by Professor José Finocchio, the sessions aimed to train participants to identify opportunities for improvement using practical modeling tools, with a focus on improving peer and departmental interactions, highlighting key performance indicators, and identifying interfaces between partner areas.



### Customer Journey

This activity was dedicated to reproducing the customer journey, from the first contact with the FIA brand to purchase and after-sales service. During the session, participants evaluated the institution's strengths and challenges to build a human-centered service approach that meets FIA's strategic guidelines.

# FIA Employee Experience Organizational Climate Survey



Excellent progress, with an increase of 7 points in the overall score compared to 2023.

Implemented two years ago, the organizational climate survey aims to identify opportunities for improvement and to capture expectations regarding the work environment, employees' relationships with supervisors and colleagues, and the People Management policies and practices that contribute to strengthening the institution and to planning actions for building the FIA of the future.

The first Leadership Meeting of 2024 aimed to present the organizational climate survey indicators to managers, enabling joint development efforts with the People Management area.

With FEEX's support, which organized and conducted the survey, 212 valid responses were obtained, representing a 46% participation rate. The topics surveyed were:

- Learning
- Career
- Communication
- ESG
- Innovation and autonomy
- Leadership
- Quality of life at work
- Recognition and reward
- Interpersonal relationships

Inspirational leadership is perceived by 38% of employees

All FIA areas showed significant improvement in their scores.

FIA achieved growth across all topics, especially in Career, Recognition and Reward, and ESG.

- **89%** of respondents stated that they are satisfied or very satisfied with their work model.
- **75%** stated that the work model is positive or very positive for their mental health.
- **54.1%** regularly engage in physical activity at least twice a week.
- **85.2%** feel they are doing well or are in a great stage of life.

# Health Promotion Webinars

[GRI 403-3 | 403-6]

Health webinars have become an essential tool for disseminating knowledge and promoting well-being, both in corporate environments and for the general public.

In 2024, several events brought VALUE to the FIA community:

- **Access to Information:** the webinar format reaches employees present at the institution as well as those working remotely during the events.
- **Awareness and Education:** they represent opportunities to educate the public on health-related issues, clarifying myths and misinformation. Specialized speakers shared evidence-based information, promoting greater awareness of current-relevance topics.
- **Interactivity and Engagement:** unlike other presentation formats, such as recorded videos or webinars, webinars provide an interactive space where participants can ask questions in real time and discuss relevant topics. This interaction enriches the learning experience.
- **Promotion of Organizational Well-Being:** these events reinforce FIA's commitment to employee health and equip employees with tools and knowledge for self-care.



# Health & Well-Being

Benefits that ensure quality of life and well-being.

[GRI 403-3 | 403-6]

With the support of the largest network of partners for physical activities in Brazil, FIA encourages its employees to practice sports, regardless of their work arrangement. In 2024, **7,370 check-ins** were recorded across 192 partner facilities in 30 different cities.



## New FIA Fire Brigade Training

A new team of FIA employees participated in the 2024 Fire Brigade training. The initiative aimed to provide essential knowledge and safety practices for fire prevention and firefighting.



# CAMPANHA DE VACINAÇÃO 2024

Vacina Influenza Tetravalente (tetravalente, quadrivalente):



Held between April and May 2024, the traditional flu vaccination campaign was conducted in partnership with FLEURY LABORATORIES on the mezzanine floor of the Birmann building. The campaign was also extended to employees' dependents, who could receive the vaccine at FIA facilities. In total, 141 employees were immunized.



## Profuturo FIA Run

To prioritize mental and physical health, Profuturo began organizing running events, inviting the entire team, professors, students, and alums.

# Pride of Belonging



**FIA June Festival**  
Everyone was invited to participate wearing outfits that represented joy, brightness, and a spirit of celebration.



## Year-End Celebration Party with the Theme "Prosperity"

Everyone was invited to participate wearing outfits that represented joy, brightness, and a spirit of celebration.



# Pride of Belonging



## Year-End Gatherings

The traditional year-end dinner gathering with FIA Project Coordinators was marked by moments of integration and celebration, renewing the initiative of honoring a member of the institution. This year, Professor Nicolau Reinhard was honored in an emotional tribute conducted by the Board of Trustees, the Executive Board, and Professor Adriana Backx Noronha. The dinner reinforced the spirit of unity and gratitude among participants, celebrating the achievements of another year of joint work.



# Content Index

[GRI 201-1]

	2024	2023
<b>ECONOMIC VALUE GENERATED</b>		
Financial Result	7.584	10.153
Service Revenue	192.361	167.528
Other Revenue	31.228	2.343
<b>Total</b>	<b>231.173</b>	<b>180.024</b>
<b>ECONOMIC VALUE DISTRIBUTED</b>		
Compensation for Employees	141.698	140.925
Employee Benefits	8.987	8.689
Operating Costs	45.258	20.283
Contributions to the USP System and Social Projects	2.617	2.818
Taxes and Contributions	7.318	6.776
<b>Total</b>	<b>205.878</b>	<b>179.491</b>

[GRI 405-1]

DIVERSIDADE EM ÓRGÃOS DE GOVERNANÇA			
Governance Structure Committees	Age range	2024	
		Female	Male
Advisory Committee	Under 40 years old		
	40 to 60 years old	1	
	Over 60 years old		9
Courses Committee	Under 40 years old		
	40 to 60 years old	4	2
	Over 60 years old	2	9
Standing Evaluation Committee	Under 40 years old	1	
	40 to 60 years old		1
	Over 60 years old		
Board of Trustees	Under 40 years old		
	40 to 60 years old	3	1
	Over 60 years old		10
Higher Council	Under 40 years old		
	40 to 60 years old	6	5
	Over 60 years old	2	10
Associate Coordinators	Under 40 years old	3	
	40 to 60 years old	4	11
	Over 60 years old	1	5
Program and Project Coordinators	Under 40 years old		1
	40 to 60 years old	8	10
	Over 60 years old	5	40
Trainee Coordinators	Under 40 years old	1	
	40 to 60 years old		
	Over 60 years old		
Executive Board	Under 40 years old		
	40 to 60 years old		3
	Over 60 years old		1
<b>Total of Members</b>		<b>41</b>	<b>118</b>

# Content Index

[GRI 2-7]

EMPLOYEES, BY GENDER AND AGE GROUP							
		2022		2023		2024	
		Female	Male	Female	Male	Female	Male
Young apprentices	Under 40 years old	5	4	4	4	6	5
	40 to 60 years old	0	0	0	0	0	0
	Over 60 years old	0	0	0	0	0	0
Interns	Under 40 years old	52	19	43	25	27	25
	40 to 60 years old	2	5	2	2	2	1
	Over 60 years old	0	0	0	0	0	0
Employees	Under 40 years old	103	56	98	50	99	48
	40 to 60 years old	70	19	74	19	72	18
	Over 60 years old	1	2	1	1	1	1
Managers	Under 40 years old	1	0	0	0	0	0
	40 to 60 years old	7	2	9	2	9	1
	Over 60 years old	1	0	1	0	0	1
Directors	Under 40 years old	0	0	0	0	0	0
	40 to 60 years old	0	3	0	3	0	3
	Over 60 years old	0	1	0	1	0	1
Coordinators	Under 40 years old	4	2	6	2	3	1
	40 to 60 years old	15	22	13	22	13	22
	Over 60 years old	11	48	11	48	6	44
Professors	Under 40 years old	0	0	0	0	0	0
	40 to 60 years old	4	14	5	12	4	12
	Over 60 years old	1	2	1	3	2	3
<b>Total</b>		<b>476</b>		<b>462</b>		<b>430</b>	



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