



FiA BUSINESS
SCHOOL

Annual Report 2025

Activity Report 2025

Fundação Instituto de Administração

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President's Message

[GRI 2-22]

As we close the year 2025 and begin another two-year term leading FIA's Board of Directors, I cannot fail to note that this has once again been a year of intense work, but also of significant achievements and accomplishments.

From a financial standpoint, we once again exceeded the BRL 200 million threshold, with particular emphasis on Consulting, Applied Studies, and In-Company Training activities. This line of business, oriented toward the B2B market, will continue to receive ongoing attention, with two main fronts standing out: one focused on the public sector and the other directed toward the private sector, with important intersections between the two. It is also worth noting the need to intensify efforts to develop new products that systematically integrate consulting initiatives with training and applied research.

In the field of Education, we remain immersed in a significant wave of disruption, underscoring the importance of preparing for the future with a focus on creating new competitive advantages. In this context, we have advanced in consolidating two lines of activity within this segment: FBS – FIA Business School, internationalized and oriented toward the executive segment; and FIADigital, a school focused on distance education. It is also noteworthy that the Undergraduate Program in Economics and the Professional Doctorate were approved—both launched in 2025—resulting from the intense and successful efforts of our entire team.

In addition, it is important to highlight:

1. The holding of **SUMMIT 25**, a commemorative event marking the 45th anniversary of FIA's founding. On that occasion, the "Impacts of Education and Consulting" on the market were emphasized through panels representing concrete experiences, bringing together specialists, students, and representatives of organizations to share their perspectives and testimonials. Held in October at Espaço Santander, the event brought together approximately 400 participants, strengthening our institutional image and reputation. We also took the opportunity to honor FIA's former presidents for the significant legacy they have left.

2. The launch of the new **FIA Business School** brand, accompanied by a new visual identity—including logos, color palette, layouts, and taglines. This represents an important rebranding initiative, carried out with the support of the specialized consultancy Ana Couto, with the active participation of the Board of Directors, Coordinators, and staff members.
3. The commencement of the first cohort of the **Undergraduate Program in Economics and the Professional Doctorate in Administration** expands the portfolio of institutional programs.
4. The submission and approval of the **AMBA/BGA** (Business Graduates Association) accreditation, which extends AMBA—The Association of MBAs' recognition to the entire FIA Business School, encompassing both undergraduate and professional graduate programs.
5. The achievement of the **BSIS** (Business School Impact System) label, in partnership with EFMD—European Foundation for Management Development. This recognition, based on indicators and field research, demonstrates that FBS generates tangible impacts within its ecosystem, including the career trajectories of its alumni, the outcomes of successfully implemented consulting activities, and social impacts, among others.
6. Participation in **COP 30**, in Belém/PA, with presence in selected panels addressing topics such as Sustainability, Agribusiness, and PRME.

All these achievements reflect not only significant results but also the challenges faced throughout the period. It is essential to recognize that such progress is the result of the commitment and dedication of the members of the Board of Directors, FIA's staff, the support and engagement of program and project coordinators and their teams, in close collaboration with the Board of Trustees, its Ethics and Compliance Committee, as well as the standing committees for Programs and for Consulting/Research.

ROBERTO SBRAGIA
President



About us

[GRI 2-1]

The Fundação Instituto de Administração (FIA) is a private, non-profit organization established in 1980 at the initiative of professors from the Department of Administration of FEA-USP. Since its creation, the Foundation has been dedicated to promoting and disseminating knowledge in the field of Administration, integrating academic production, organizational practice, and executive education.

FIA brings together coordinators responsible for institutional programs and projects developed in the areas of education, consulting, and applied research. Its operating model is grounded in the integration of theory and practice, advancing management in both public and private organizations.

Recognized as one of the leading business schools in the country, the Foundation is composed of a highly qualified faculty, comprising professors and specialists with strong academic and professional backgrounds. Throughout its trajectory, FIA has built a broad network of alumni and institutional partners who hold leadership positions across different sectors of the economy, expanding the reach and relevance of its activities both in Brazil and internationally.



Purpose

TO KNOW TO ACT, TO ACT TO IMPACT



Mission

To assimilate, develop, and disseminate knowledge in Administration and related fields through teaching, consulting, and research activities, guided by an ethical approach. To prioritize collaboration and innovation, follow international standards while adapting them to the national context. To provide, through specialized centers, tailored services that meet the needs of public and private organizations, aiming to generate impacts that contribute to more equitable and sustainable development.

Vision

To be a center of excellence in the generation and dissemination of knowledge in management, contributing to the international qualification of professionals and to the enhancement of the competitiveness of Brazilian organizations.

Values

- To guide actions by the values of ethics and justice;
- To support the development of Brazilian society in harmony with the environment;
- To respect pluralism and diversity; and
- To be innovative and dynamic.

45 years

[GRI 2-1]

On June 10, we celebrated FIA's 45-year trajectory. These four and a half decades have been marked by educating leaders, advancing careers, and supporting public and private organizations in reinventing themselves in the face of the challenges of the contemporary world. The event was attended by FIA's former Presidents, who shared their stories and recalled significant moments in the institution's history.

In 2025, four strategic pillars were defined to guide the institutional management of FIA Business School: (i) FIA brand; (ii) FIA portfolio; (iii) FIA communities; and (iv) sense of belonging and internal culture.



FIA PORTFOLIO

To promote the continuous evolution of FIA Business School's portfolio of programs and services, ensuring its alignment with market transformations and the expectations of its stakeholders, while strengthening and enhancing its institutional offerings.

FIA BRAND

To consolidate the positioning of the FIA Business School brand, highlighting its differentiators and competitive advantages through educational programs, research initiatives, and consulting services, with a focus on generating value and positive impact for society.

FIA COMMUNITIES

To enhance and expand FIA Business School's communities, strengthening an already well-established environment of ongoing engagement with its stakeholders. These initiatives aim to increase interaction, the exchange of experiences, and collaboration, encouraging active participation and knowledge sharing, while reinforcing the sense of belonging to the FIA community.

BELONGING AND INTERNAL CULTURE

To continuously strengthen the organizational culture of FIA Business School through clear, consistent communication aligned with its institutional values. These initiatives aim to enhance collaboration among teams, consolidate employees' sense of belonging and engagement, and encourage the development of internal brand ambassadors.



Strategic Drivers

[GRI 2-23 | 2-24]

The 2025 Work Plan was guided by a set of Strategic Drivers that reflect FIA’s commitment to generating impact and strengthening its governance. These drivers promoted the convergence of actions carried out by the staff and program centers, with the active participation of stakeholders, under the management of the Executive Board and with the systematic 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

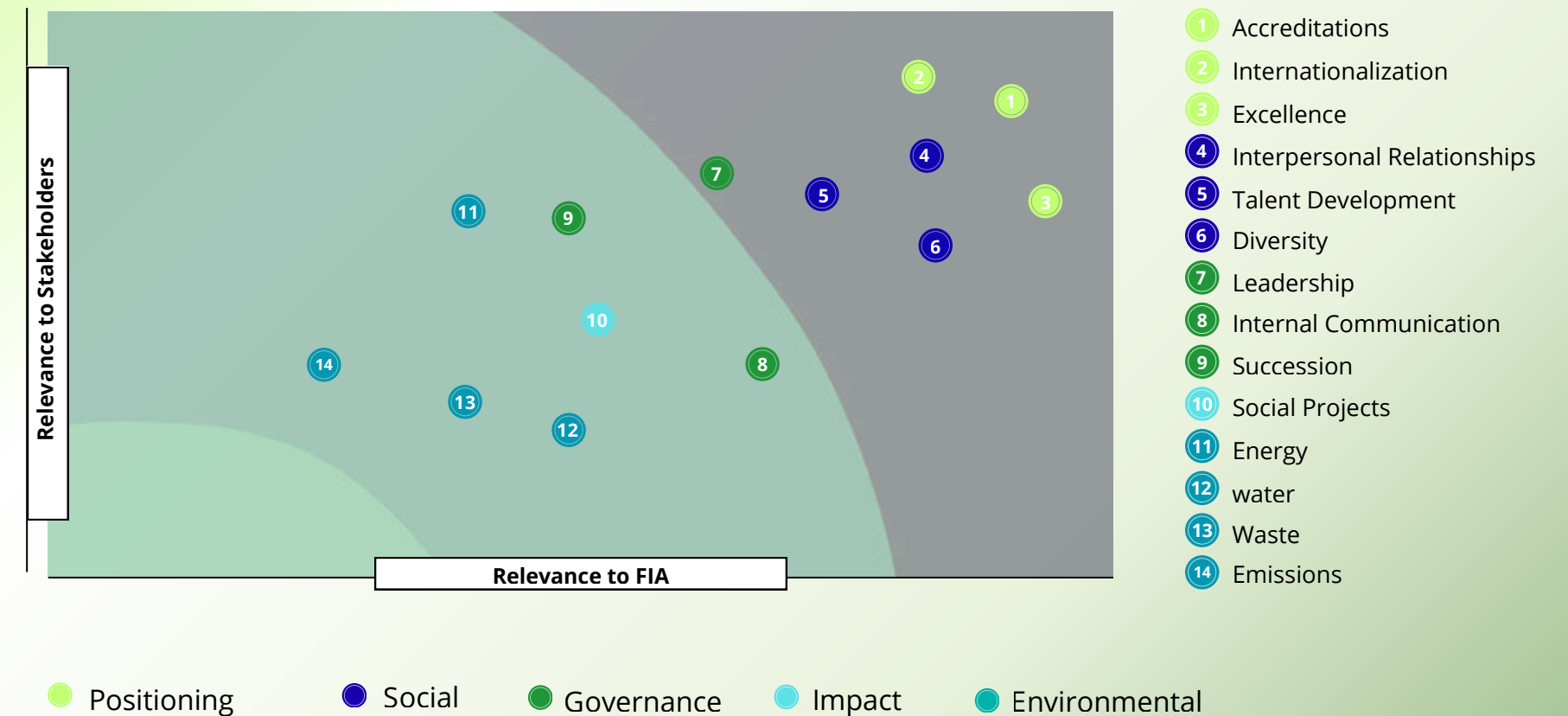
Actions and metrics for measuring impacts

Materiality Matrix

[GRI 3-1 | 3-2]

In 2025, FIA updated its materiality matrix, incorporating expertise derived from its organizational climate survey. The process involved 230 respondents representing the institution's different stakeholder groups.

The results were analyzed in accordance with the GRI (Global Reporting Initiative) guidelines, ensuring technical rigor and alignment with international best practices in sustainability reporting. The updated matrix reinforces FIA's commitment to managing the material topics prioritized by its stakeholders, guiding decision-making and generating sustainable value.



About the Report

[GRI 2-2 | 2-3]

This report presents the main activities carried out by the Fundação Instituto de Administração (FIA) throughout 2025. Since its establishment in 1980, the Foundation has maintained its commitment to annual disclosure of its operations, adopting a communication style that is transparent, objective, and accessible to its various stakeholders. This voluntary practice reaffirms the belief that institutional transparency strengthens organizations and builds a more just and responsible society.

At the conclusion of another cycle of achievements, FIA consolidates in this document the results attained by its community in the areas of education, consulting, and applied research. The report synthesizes initiatives, projects, and indicators that reflect the collective effort to generate and disseminate knowledge, develop leadership, and provide strategic support to public and private organizations.

In 2025, companies and institutions entrusted FIA with significant challenges, which its teams addressed with technical rigor and a strong commitment to quality. Professors and researchers operated in a plural environment, guided by academic freedom and the encouragement of critical thinking. Likewise, students found the Foundation to be a center of excellence for their professional and personal development, supported by updated pedagogical practices aligned with contemporary demands.

This report covers the period from January 1 to December 31, 2025. Its preparation follows the guidelines of the Global Reporting Initiative (GRI), an international reference in sustainability reporting. It takes into account the Sustainable Development Goals (SDGs) and the principles of PRME – Principles for Responsible Management Education. These frameworks guide the presentation of information and ensure consistency, comparability, and alignment with best reporting practices.

Regarding its scope, the document compiles data on the Foundation's headquarters, located at Avenida Doutora Ruth Cardoso, 7, 221, Pinheiros, São Paulo/SP. In 2025, progress was made in strengthening internal controls and advancing performance indicators, as well as consolidating the new institutional visual identity. The financial statements presented were assured by an independent institution.

This report is publicly available on the institutional website (www.fia.com.br) and on the United Nations Global Compact platform (www.unglobalcompact.org). Clarifications, questions, comments, or suggestions may be directed to the Ombudsman's Office, which is also accessible through FIA's website.

PRME
SIGNATORY MEMBER



01

Governance



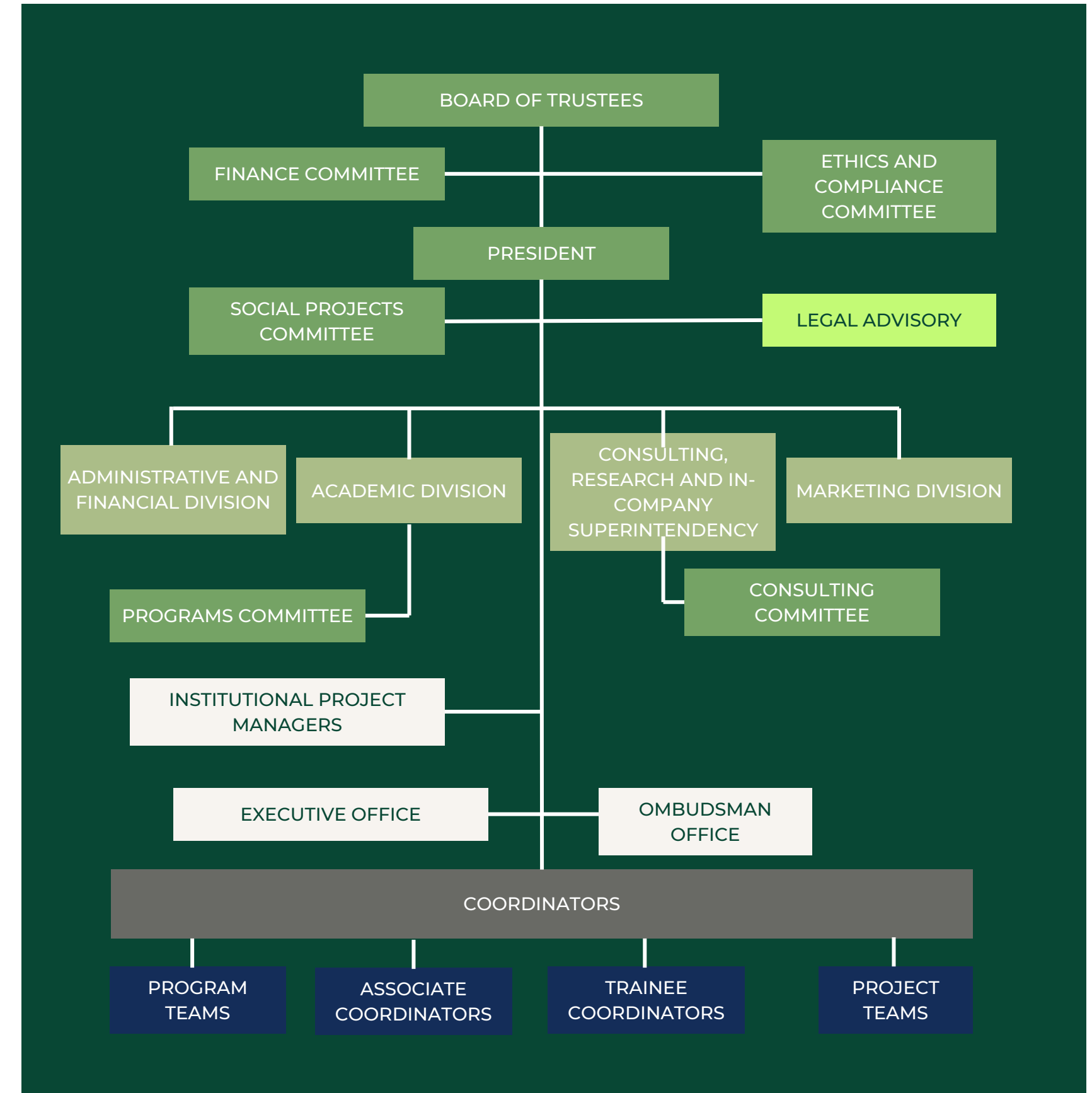
Organizational Structure

[GRI 2-9 | 2-15]

In 2025, FIA advanced its governance structure, reaffirming its commitment to excellence, technical qualifications, and institutional integrity. The activities of the Chief Executive Officer and the Superintendents are guided by principles of compliance, ethics, and accountability, and play a central role in preventing, identifying, and mitigating potential conflicts of interest, as well as in ensuring that decisions are aligned with the Foundation's values and strategy.

The institution's governance is supported by a robust regulatory framework, which ensures transparency, regulatory compliance, and proper coordination among advisory and decision-making bodies. FIA's organizational structure comprises the Board of Trustees, the Executive Board, the Superintendencies, and the Program and Project Coordinators, who operate in an integrated and systemic manner to conduct activities and strengthen the culture of compliance and responsible management.

In the fiscal and regulatory domains, FIA maintains rigorous internal procedures to ensure full compliance with legal, tax, and regulatory obligations. Tax management is supported by specialized external legal counsel, ensuring continuous updating and adherence to best practices. The adoption of sound fiscal and governance practices directly contributes to sustainability in all its dimensions—economic, social, environmental, and institutional—promoting the Foundation's long-term continuity and the integrity of its mission.





Economic and Operational Performance

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

In 2025, the Foundation delivered a robust performance, achieving total gross revenue of BRL 225 million. This result reflects the consistent expansion of its activities and growth across all segments in which it operates, with particular emphasis on strengthening its consulting initiatives, which have grown in both relevance and reach.

The generation of direct economic value stems from its core activities, including undergraduate and graduate programs, extension courses, and consulting and research projects. This set of activities highlights the integration between knowledge production and its practical application, reinforcing the Foundation's role as an agent of academic and institutional impact.

Regarding the distribution of this value, the Foundation allocates resources to strengthening its organizational structure, as well as to recognizing its employees and its relationships with suppliers. In addition, it continues to make significant direct and indirect contributions to the University of São Paulo (USP), consolidating its presence within the academic and scientific environment.

As a non-profit educational institution, the Foundation benefits from tax immunity on its revenue, assets, and earnings, as provided for in Article 150, item VI, subparagraph "c" of the Federal Constitution. To maintain this status, it strictly complies with the applicable legal requirements, ensuring that all resources are fully allocated to its institutional purposes and that no results are distributed.

Nevertheless, the Foundation complies with its fiscal obligations in situations where such immunity does not apply, including the payment of social security contributions (INSS) on payroll for employees under the CLT regime, as well as the payment of property tax (IPTU) on leased properties.

The Foundation reaffirms its commitment to transparency, responsible resource management, and the adoption of sound governance practices, ensuring the sustainability of its operations and the continuity of its mission to promote excellence in education and generate positive impact on society.

Resonance

The purpose of the Resonance Groups is to create a dedicated space for discussion, reflection, and feedback on the practices, processes, and procedures carried out within FIA, particularly regarding relationships between central staff and programs and projects. It is a collaborative mechanism used to deepen understanding, improve decision-making, draw lessons from relevant experiences, and multiply learning across areas such as pedagogy, IT, facilities, marketing, and others.

Institutional Projects

The project-based management model includes specific themes to be addressed by FIA's leadership, each with its own work agenda comprising initiation, development, and completion stages. In 2025, the following Institutional Projects stood out:

- Operating Systems
- Certifications
- LGPD (General Data Protection Law)
- ESG
- Career
- Course Portfolio

Board Communications

To ensure transparency and engagement across all FIA initiatives, the Board maintains a practice, adopted 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]

Within the Foundation's governance structure, the Board of Trustees serves as the highest decision-making body. The Board is composed of 14 members, appointed in accordance with the criteria and requirements outlined in the Bylaws, thereby ensuring its legitimacy and compliance.

Among its responsibilities, the Board of Trustees is tasked with ensuring compliance with the Bylaws, the Internal Regulations, and all other rules and resolutions governing the Foundation's activities. It is also responsible for electing, appointing, and, when applicable, removing the Chief Executive Officer, in accordance with the terms and conditions established in the applicable regulatory instruments.

The Board also exercises deliberative authority over strategic and financial matters, including the approval of the Work Plan, Budget Proposal, Accountability Report, and Annual Financial Statements. In addition, it deliberates on incorporating results into institutional assets and related matters.

This Annual Report is submitted to the Board of Trustees for review and approval before its submission to the Public Prosecutor's Office of the State of São Paulo, the body responsible for overseeing foundations, in accordance with applicable legislation.

For the proper execution of its responsibilities, the Board of Trustees meets ordinarily at least once every six months and, on an extraordinary basis, whenever convened by its Chair, ensuring regularity and timeliness in the decision-making process.

The renewal of the Board of Trustees, as well as the appointment of its Chair and Vice-Chair, is always carried out through a voting process, as provided for in the Foundation's Bylaws.

President: Adalberto Américo Fischmann

Vice-President: Almir Ferreira de Sousa

Adalberto Américo Fischmann

Alessandra de Ávila Montini

Almir Ferreira de Souza

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 Giovinazzo Spers

Roy Martelanc

Sérgio Ephim Mindlin

Governance Bodies

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

Executive Board

The Foundation's executive management is carried out by the Chief Executive Officer, elected by the Board of Trustees for a two-year term, in accordance with the Bylaws. The Chief Executive Officer is responsible for ensuring the strategic and operational management of the institution, promoting the implementation of the guidelines approved by the governance bodies.

Among their responsibilities are the formulation and implementation of policies, procedures, and administrative actions necessary to fulfill the institutional objectives, as well as representing the Foundation in internal and external matters. The Chief Executive Officer is also responsible for appointing professionals to oversee FIA's operational and technical activities, ensuring the proper structuring of teams and the regular functioning of the organization.

In the performance of their duties, the Chief Executive Officer is supported by three Superintendencies, which are responsible for executive functions and for advising the Executive Board and the Board of Trustees, as well as by the Legal Advisory, which provides specialized technical support and contributes to the institutional soundness of decision-making.

President: Roberto Sbragia

Administrative and Financial Superintendent: Fábio Ogawa Hashimoto

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

Academic Superintendent: Mauricio Jucá de Queiroz

Legal Advisor: Janaína Ribeiro

Executive Assistant: Patricia Alves de Oliveira





Program and Project Coordinators

Program and Project Coordinators are faculty members from the Department of Administration of FEA-USP and are technically responsible for the Foundation's projects. The primary role of the Coordinators is guided by the core areas of knowledge in 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 Grisi
- 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 Sylvia 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 Giovinazzo 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 Associate Coordinators. In 2024, several initiatives were carried out to highlight the work of this group and integrate it with all administrative bodies of the Foundation.

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

- Adriano Sica de Campos
- Ana Carolina Angeli Polete
- Artur Tavares Vilas Boas Ribeiro (Coord. Trainee)
- 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
- Emerson Wagner Mainardes (Coord. Trainee)
- Fabio Meletti de Oliveira Barros
- Felipe Turbuk Garrán
- Fernando Nascimento
- Iara Yamamoto
- Luis Fernando Ascensão Guedes
- Luis Hernan Contreras Pinochet (Coord. Trainee)
- 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 Ferreti Lippi
- Marina Cristina Oliveira Schaffman De Almeida
- Michel Fauze Mattar
- Monica Kruglianskas
- Patricia Regina Caldeira Daré Artoni
- Rodolfo Victorio Carvalho Guido
- 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, advisory, and decision-making body in administrative, academic, and disciplinary matters of the School. The responsibilities of the Higher Council include:

- Overseeing and coordinating, at the highest level, all academic and administrative activities carried out by Faculdade FIA;
- Deliberating on the creation, modification, or discontinuation of higher education programs and courses, subject to prior authorization by the competent public authorities, in accordance with the law;
- Establishing general and complementary rules to the Internal Regulations regarding admissions processes, curricula, teaching plans, enrollments, transfers, academic adjustments, credit recognition, evaluation of academic performance and programs, special study plans, and other matters within its scope of authority; and
- Approving and monitoring 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 graduate, research, and extension activities at Faculdade FIA, reporting to the Dean. It is responsible for providing pedagogical guidance and oversight of the activities inherent to this area, as well as of its human resources, including both faculty and students.

GENERAL COORDINATION OF DISTANCE EDUCATION

The General Coordination of Distance Education is responsible for planning the accreditation project of Faculdade FIA for the provision of education in the distance learning modality; guiding course coordinators of programs that include a distance learning component within on-campus courses regarding printed and online materials, as well as Virtual Learning Environments; supervising distance education projects; and coordinating and overseeing communication activities for the different distance education offerings, in compliance with the applicable legislation.

GENERAL COORDINATION OF UNDERGRADUATE STUDIES

The main responsibilities of the Undergraduate Program Coordinator include guiding the development of the pedagogical projects for the programs and any necessary revisions, as well as the continuous review of the curriculum structure, courses, workload, syllabi, and program content for submission to the competent bodies for approval. The Coordinator is also responsible for guiding the analysis of each course's content to ensure that, upon completion of the program, graduates have been exposed to all the knowledge required for the practice of their profession. In addition, the Coordinator is responsible for implementing, guiding, and supervising the decisions of the Higher Council and the General Directorate, as well as coordinating and overseeing the teaching plans and institutional policies of Faculdade FIA.



FIA Compliance Celebrates Results

[GRI 2-23 | 2-27 | 205-3 | 406-1]

The FIA Compliance area held an event to celebrate its first year of operations. The event began with a breakfast gathering aimed at fostering integration among employees, followed by a presentation by the area led by the Head of Compliance, Janaína Ribeiro, with the participation of Indira Patricio Nunes.

Concluding the program, digital law specialist Camilla Jimene delivered a lecture entitled “Digital Compliance Culture: Building Trust in the Data Era.”



In 2025,
567
training sessions
were conducted through the
BeCompliance platform.

The Committee has already
acted on

**3 reported
cases**

one of which led to the revision of
the coordinator accreditation
policy, including the creation of
the “inactive coordinator” status.



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

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Excellence in Education



Cooperation and Accreditations

[GRI 2-27 | 2-28]

FIA's accreditations, certifications, affiliations, and cooperation agreements, both nationally and internationally, reinforce the Foundation's commitment to developing its activities and reflect the recognition by clients and regulatory bodies of the quality of its programs. Through these partnerships, Faculdade FIA de Administração e Negócios offers all its students the opportunity to engage with other cultures and to understand what the international market seeks in professionals.



Cooperation



USP – University of São Paulo

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

Accreditations



Ministry of Education (MEC)

FIA takes pride in belonging to the select group of the leading business schools in Brazil, having achieved a score of 5 from the Ministry of Education (MEC), the highest recognition of academic excellence for its undergraduate program in the country. The accreditation of Faculdade FIA de Administração e Negócios was granted by MEC Ordinance No. 750, dated May 26, 2000.

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

Accredited since 2011 for its Undergraduate Program in Administration by ANGRAD – 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 assess the characteristics and competencies of institutions offering graduate programs, ANPAD created the SAA (ANPAD Accreditation System) to complement CAPES' role in evaluating such programs.

**AMBA – Association of MBAs**

The AMBA reaccredited FIA – Association of MBAs in August 2018. The Foundation has held this accreditation since 2003 through its International Executive MBA program. The Association of MBAs is an international MBA accreditation body, established in 1967 and headquartered in London, that evaluates the characteristics of institutions and their MBA programs against a set of criteria designed to reflect ongoing changes in the business and organizational management environment.

**CAPES – Coordination for the Improvement of Higher Education Personnel**

Our Professional Master's Program in Business Management and Professional Doctorate in Business Management stand out for their robust, up-to-date curricula, innovative teaching practices, and strong connections to the market. Master's Program: MEC Ordinance No. 609, dated March 14, 2020 – Official Gazette (D.O.U) of March 18, 2020; Doctoral Program: MEC Ordinance No. 213, dated March 20, 2025 – Official Gazette (D.O.U) of March 21, 2025.

**EFMD – European Foundation for Management Development**

EFMD – European Foundation for Management Development is an international organization that brings together more than 800 institutions and companies across 81 countries to provide a global forum for information, research, networking, and discussion on innovation and best management practices. FIA has been an EFMD member since 2014.

**BUSINESS GRADUATES ASSOCIATION**

The international BGA accreditation is a recognition that reinforces our commitment to academic excellence, impact, and global quality standards. This accreditation consolidates the institution as a global business school, prepared to develop leaders capable of transforming markets and societies.

**ANAMBA – National Association of MBAs – Global Accreditation**

FIA is one of the founding members of ANAMBA – National Association of MBAs – established with the mission of promoting excellence and innovation in MBA programs through adherence to its quality standards, which aim to enhance the characteristics of business schools in Brazil continuously.

Rankings

**Global Business Education Awards – European CEO**

An important distinction awarded to the Foundation as the “Most Innovative Business School in South America” by European CEO, 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 a 5–Star rating in the QS Ranking and is among the top MBA programs, ranking as the only one in Brazil among the world’s top 100. It has also been recognized as the best Executive MBA in Brazil over the past five years (2020, 2021, 2022, 2023, and 2024) and ranked 5th in Latin America, standing out internationally with one of the highest global scores in the student profile category.

**QS STARS**

FIA is the first Brazilian institution to be rated in the QS Stars Ranking, an evaluation 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, business and management 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 – 4 Stars
- Undergraduate Program in Administration – 4 Stars

Affiliations



AACSB – Association to Advance Collegiate Schools of Business

AACSB is an association of educational institutions, companies, non-profit organizations, and government entities dedicated to advancing higher education in business administration. FIA has been affiliated with AACSB since 2012 and is currently undergoing accreditation, with the final report scheduled for submission on December 1, 2026.



ABED – Brazilian Association for Distance Education

ABED is a non-profit scientific association established to promote the development of distance education projects in all its forms and to encourage the highest standards of quality in services for students, faculty, institutions, and organizations that utilize online learning.



Global Compact

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



PMI – Project Management Institute

Accredited since 2002 by PMI, becoming part of a select group of programs under the REP – Registered Education Provider designation. In March 2021, it joined PMI's new accreditation framework: the ATP – Authorized Training Partner Program.



PRME – Principles for Responsible Management Education

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

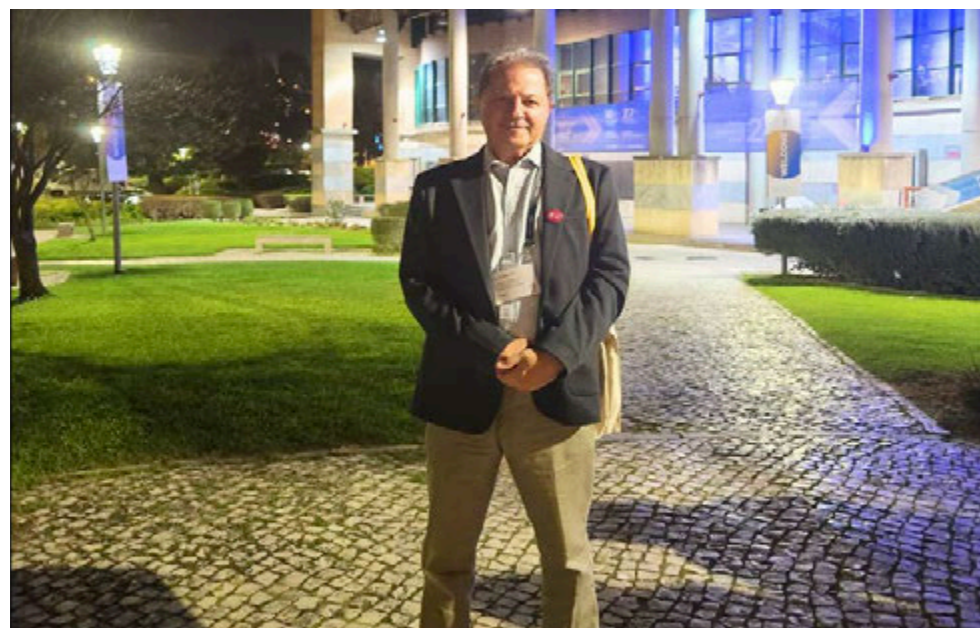
International Partnerships

Since its founding, FIA has established partnerships and agreements with business schools across Latin America, North America, Europe, and Asia, offering students the opportunity to complement their studies through international modules in various programs. The reach of FIA's programs through these international modules seeks to expand its scope of activities each year to strengthen its presence abroad and attract faculty and students from other countries. For students participating in international modules, these experiences go beyond the academic dimension, offering networking opportunities and fostering empathy that contribute to both professional and personal growth.



Double Degree with the University of Coimbra

Professor Roberto Sbragia was in Coimbra, Portugal, for the signing of a Memorandum of Understanding (MoU) between FIA Business School and the Faculty of Economics of the University of Coimbra (FEUC), which advances the Double Degree Agreement for the Undergraduate Program between the two institutions.



EFMD Deans Conference

Under the theme "Leading in Times of Disruption," the event brought together more than 400 deans from leading business schools worldwide, with the primary objective of providing a forum for these leaders to discuss the most relevant topics in business education and to share best practices for addressing current and future challenges.

FIA and Universidad EAFIT (Colombia)

FIA and the School of Management at Universidad EAFIT, Colombia, conducted a working session to establish an alliance between the two institutions. The initiative culminated in the signing of a Memorandum of Understanding (MoU), reinforcing the institutions' commitment to internationalization.



International Immersions

FIA students benefit from a wide range of international immersion opportunities in some of the world's most innovative and relevant hubs, made possible through our partnerships and agreements with institutions of excellence. These experiences provide direct exposure to different cultures, business models, and academic environments, broadening perspectives and strengthening global competencies.

Likewise, FIA annually welcomes students from various countries through a dynamic program that includes technical visits, cultural enrichment activities, and multiple opportunities to network with our students and faculty.

This international exchange significantly enhances multicultural learning, fosters empathy, and promotes highly valuable networking opportunities for the professional and personal development of all participants.



Silicon Valley – EMBA

International Immersion: Leading with Impact



In partnership with ISEG Executive Education, 16 students took part in the first cohort of the Leading with Impact program, held in Lisbon, Portugal. The program aimed to deepen knowledge in leadership, strategic planning, and innovation. The immersion included dynamic, interactive classes and technical visits, providing participants with a rich, applied learning experience aligned with current market demands.

Exchange Program with Universidad EAFIT



From November 25 to December 4, FIA hosted a group of students from Universidad EAFIT (Colombia) for academic activities, as part of the cooperation and international exchange initiatives between the institutions.

International Immersions

In 2025, the Global, C-Level & Board program took its participants to the center of decision-making processes that shape the global future. Several international immersions were conducted, totaling more than 200 hours of learning, in some of the world's most innovative and strategic hubs, including Silicon Valley—with academic experiences at Stanford University and the University of California, Berkeley—and Boston, with classes taught by professors from Harvard University.

These immersive and transformative experiences were designed to deepen participants' understanding of Economics, Marketing, Innovation, Entrepreneurship, and Technology, always through a strategic approach focused on emerging trends and the challenges of the international landscape.

With more than 100 students participating, the immersions combine solid theoretical foundations, real case studies, practical activities, and high-level knowledge exchange, promoting applied learning, international networking, and a global perspective essential to leadership.



📍 Silicon Valley – IMBA



📍 Europe

International Immersions

Silicon Valley Women Leadership

The 40-hour international executive program offers an immersion in Silicon Valley for women leaders from diverse sectors, covering leadership, entrepreneurship, and technology, as well as company visits and activities at Stanford and Berkeley. The initiative broadens perspectives on global trends and practices, with a focus on innovation.

The program also develops analytical capabilities for strategic decision-making and strengthens leadership competencies, with an emphasis on managing high-performance teams and conducting negotiations in dynamic environments.



For more information, please visit the website:

<https://executivo.fia.com.br/nossos-programas/siliconvalleywomanleadership/>

Agreements

[GRI 2-28]



Entering into agreements creates opportunities for various types of partnerships and interactions across different formats. Students and faculty benefit from these experiences and build lasting connections that extend beyond the engagement period.



PRME Chapter Brazil

On the eve of COP 20, FIA hosted the 2025 Annual Meeting of the PRME Brazil Chapter, bringing together members from various Brazilian institutions and representatives from the PRME Global Secretariat, based in New York. The meeting was led by Project Coordinator Professor Flávio Hourneaux Jr., President of the Brazil Chapter. It featured opening remarks by Professor Maurício Jucá, as well as the presence of Professor Gleriani Torres, who assumed the Chapter's presidency for the following two-year term.



Undergraduate Program in Administration

Established in 2011, the Bachelor's Degree in Administration at Faculdade FIA de Administração e Negócios has, as of 2025, graduated 317 alumni, consolidating its position among the leading undergraduate programs in the country.

Recognized for its performance in higher education in management and business, FIA Business School has stood out by achieving the highest score in all editions of the National Student Performance Exam (ENADE) in which it has participated. This result reflects the institution's ongoing commitment to academic excellence, quality of education, and the development of highly qualified professionals.

Since its inception, the program has been structured based on market research conducted with executives to establish itself as a national reference in undergraduate education in Administration. This strategic direction also guides the expansion of academic activities with the introduction of the Economics program, ensuring continuous alignment with market demands and excellence in education.

In line with this evolution, 2025 marked the beginning of the first cohort of the Bachelor's Degree in Economics, further expanding the institution's academic scope.



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



FIA IS THE **FIRST** BRAZILIAN INSTITUTION TO BE RANKED IN THE QS STARS RANKING



RANKED 5TH AMONG HIGHER EDUCATION INSTITUTIONS WITH THE HIGHEST ENADE SCORE IN SÃO PAULO

Undergraduate Program in Economics

Aligned with its purpose of developing leaders for the global market, FIA's undergraduate programs prepare administrators and economists for strategic roles in finance, consulting, and public and private management. The programs combine a solid theoretical foundation with the development of analytical competencies and the strengthening of socio-emotional skills, equipping students to address complex challenges with critical thinking and innovation.

The programs have a four-year duration and feature flexible curricula in the final year, oriented toward international pathways. The academic model provides for full-time dedication during the first two years and, from the third year onward, prioritizes practical experience, encouraging internships in leading organizations and participation in consulting activities, either through the Junior Enterprise or through social impact projects in partnership with civil society organizations.

In 2025, an academic exchange partnership was formalized with the undergraduate program in Administration at FEA/USP, providing for the semester-based nomination of up to five students from each institution to attend courses on the respective campuses. In the second semester, FIA Business School hosted three students from FEA/USP and sent five of its own students, promoting the exchange of academic experiences and strengthening participants' educational development.



Undergraduate Partner Network



Liceo Scientifico, opzione Scienze Applicate



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

Professional Master's in Business Management

Transform academic knowledge into professional success

The Master's and Doctoral Stricto Sensu programs draw on more than 40 years of FIA's experience, combining theory and practice with a commitment to excellence. The objective of these programs is to promote education focused on the professional and academic advancement of studies in Administration and related fields, particularly in sustainability, emphasizing the deepening of knowledge and the development of new managerial theories and practices.

FIA's Professional Master's in Business Management is the first Stricto Sensu graduate program of Faculdade FIA de Administração e Negócios and received a rating of 4 in the most recent CAPES evaluation. Offered since 2014, it has awarded 264 Master's degrees, with 27 dissertations defended in 2025.

In 2025, we proudly celebrated the graduation of Cohort 10 of the Professional Master's program. This milestone marks knowledge put into practice and the emergence of new leaders already transforming the market. Since its launch in 2014, the program has awarded 264 Master's degrees, with 27 dissertations defended in 2025.



Professional Doctorate in Business Management

FIA's Professional Doctorate in Business Management welcomed its first cohort in 2025. Its objective is to promote education that advances both professional and academic careers in the study of Administration and related fields, particularly in Sustainability, emphasizing the deepening of knowledge and the development of new managerial theories and practices.

The program features a core curriculum primarily focused on the research lines of Strategic Business Management, Markets and Value Creation, and Strategic Socio-Environmental Management, with an emphasis on Sustainability, ensuring alignment with the Master's program, whose area of concentration is defined as Business Management.



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

Technology & Infrastructure

In 2025, FIA's audiovisual production activities reinforced their strategic role in transforming academic expertise into digital learning experiences. In line with the operating model consolidated over the years, the focus remained on instructional design and the use of contemporary teaching methodologies, aligned with institutional guidelines, prioritizing pedagogical innovation, enhancing educational processes, and supporting academic, corporate, and institutional projects.

In this context, notable was the participation in the development of the Institutional Onboarding Project, in partnership with the Human Resources area, with a focus on standardizing content, enhancing the onboarding experience, and disseminating organizational culture.

Throughout the period, audiovisual production exceeded 200 videos—including recorded lectures, institutional and promotional content—and approximately 8,400 photographs, covering events, keynote lectures, interviews, and institutional activities. Around 90 editing projects were completed, and more than 100 marketing videos and digital content pieces were produced, along with the development of courses for partners.

Activities also maintained a strong presence by supporting academic and corporate events, with photo and video coverage that contributed to institutional memory and community engagement. Highlights include coverage of key events such as FIA's 45th anniversary celebrations, ENGEMA, Horizons, and the "Amazing Places to Work" award, reinforcing the institution's positioning on strategic topics related to management, sustainability, and innovation.

FIA ONLINE

FIA Graduate Programs Present in All Brazilian States

In 2025, FIA Online consolidated its role as a strategic digital education platform, expanding access to high-quality education nationwide. During the period, approximately 1,400 certificates were issued, demonstrating the initiative's operational robustness and its commitment to completing learning journeys and recognizing academic achievements.

An average score of 72.3 positioned the programs within the quality range, reinforcing students' positive perception. By the end of the year, FIA Online's portfolio comprised 21 programs—six MBAs and 15 specialization courses—totaling more than 6,000 new enrollments, with presence in all Brazilian states and coverage of 871 cities, demonstrating the reach and potential of digital education to promote broader access.

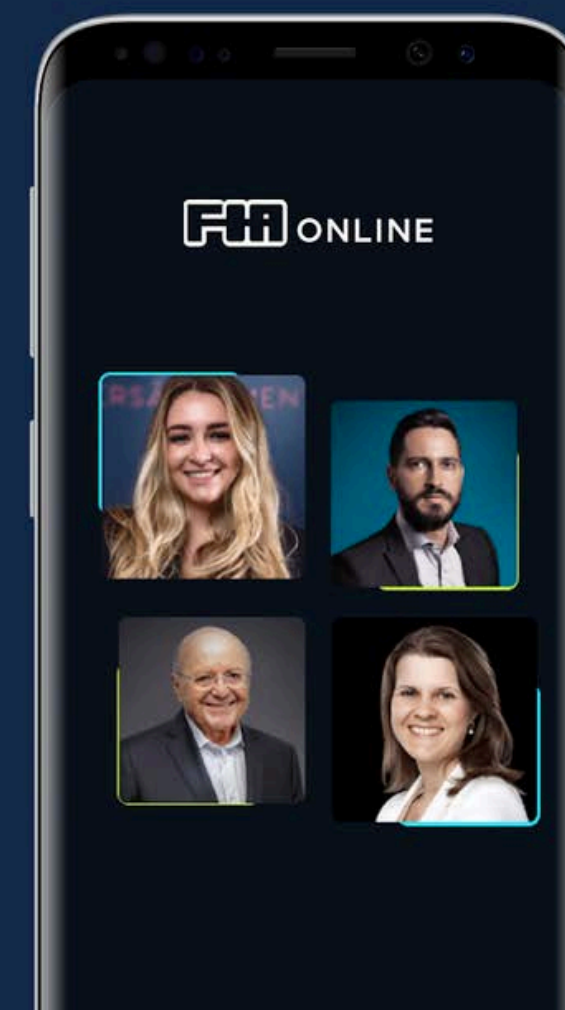
Additionally, keynote lectures featured prominent experts and leaders, including the Minister of the Environment and Climate Change, Marina Silva, who addressed topics related to COP30, thereby expanding discussions on sustainability and the climate agenda.



Quality
Confirmed:
NPS 72,3



JOIN THE BEST IN THE WORLD



Environmental Management

[GRI 302-1 | 203-1]

FIA is headquartered in the Birman 21 Building, recognized by the international Leadership in Energy and Environmental Design (LEED) certification, widely adopted for the evaluation and recognition of sustainable buildings.

Classified under the LEED Platinum category—the highest level of certification—the building meets rigorous technical and environmental standards, reflecting a commitment to water and energy efficiency, user comfort, and the promotion of mobility solutions.

The Nações Unidas Educational Unit is located across five floors of the Birman 21 Building, with approximately 4,000 m² of usable area and modern facilities, including:

- Classrooms in various formats
- Space for administrative and support areas
- Active learning room
- Entrepreneurship room
- Common areas for social interaction
- Maker laboratory
- Auditorium and foyer
- Video studio
- Podcast studio
- Library
- Cafeteria
- Reprography services
- Space for student organizations

The commitment to environmental management and responsible use of natural resources led to the implementation of a one-hour daily reduction in the use of air conditioning systems. Activating the systems one hour later than usual was immediately incorporated into daily operations, and the positive results were reflected in reduced energy consumption, even amid increased in-person activities and events.

Energy consumption	2023	2024	2025
kWh/M2	74,95	74,34	71,83

Facilities & Technological Infrastructure

[GRI 203-1]

Located next to the Pinheiros Intermodal Terminal, the facility offers integration with various modes of public transportation, including buses, the subway, and trains, as well as easy access to the city's main roads and cycling network. Its strategic location provides a wide range of nearby services, including hotels, restaurants, and shopping centers, enhancing convenience and accessibility for its users.

In 2025, FIA Business School made significant progress in its technological infrastructure, renewing critical assets with a focus on high availability, system security, and performance.

During the period, the Information Technology area implemented two strategic projects: the restructuring of the on-premises data center and the modernization of the Wi-Fi network, expanding operational capacity and improving connectivity quality for the academic community. As a result, the institution began operating at standards equivalent to Tier 3 infrastructure and enterprise-level Wi-Fi 7, achieving an approximate 90% reduction in downtime and up to a tenfold increase in performance, while updating its technology warranties.

These advancements position technology at FIA as a strategic pillar, combining modern infrastructure with advanced solutions that align with the institution's drivers of efficiency and innovation. As next steps, continuous monitoring of environments and the evolution of the technological architecture are highlighted, including expansion toward artificial intelligence-based solutions and hybrid cloud models.



FIA Library

The FIA Library, inaugurated on June 17, 2003, was established with clear objectives aligned with academic development. Its mission is to encourage study and research as ongoing practices for professional development, thereby enhancing academic and scientific activities.

The Library of Faculdade FIA de Administração e Negócios offers a computerized and open-access collection, ensuring the availability of both classic and contemporary titles, as well as national and international academic journals, in both print and digital formats. This collection comprehensively meets the needs of students, faculty, and the broader academic community.

Located at Doutora Ruth Cardoso Avenue, No. 7,221, in the Pinheiros district of São Paulo, the Library provides access to electronic databases containing more than 48,000 technical and scientific articles, as well as corporate profiles with over 12,000 records. Its physical and digital collection includes more than 18,000 items available for loan and on-site consultation. Additionally, the institution provides access to digital book platforms with more than 22,000 titles for distance education programs, as well as to two specialized market intelligence databases.

In 2025, the FIA Library expanded its services by offering on-site access to ABNT Technical Standards, further strengthening support for the academic community.

This initiative provides access to more than 30 updated standards, helping standardize academic works such as undergraduate theses, dissertations, doctoral theses, and scientific articles. The guidelines cover the structure of academic work, the use of citations and references, and formatting aspects, including margins, fonts, and spacing.

Through these efforts, the Library aims to ensure greater quality, organization, and scientific integrity, while also facilitating academic evaluation processes.

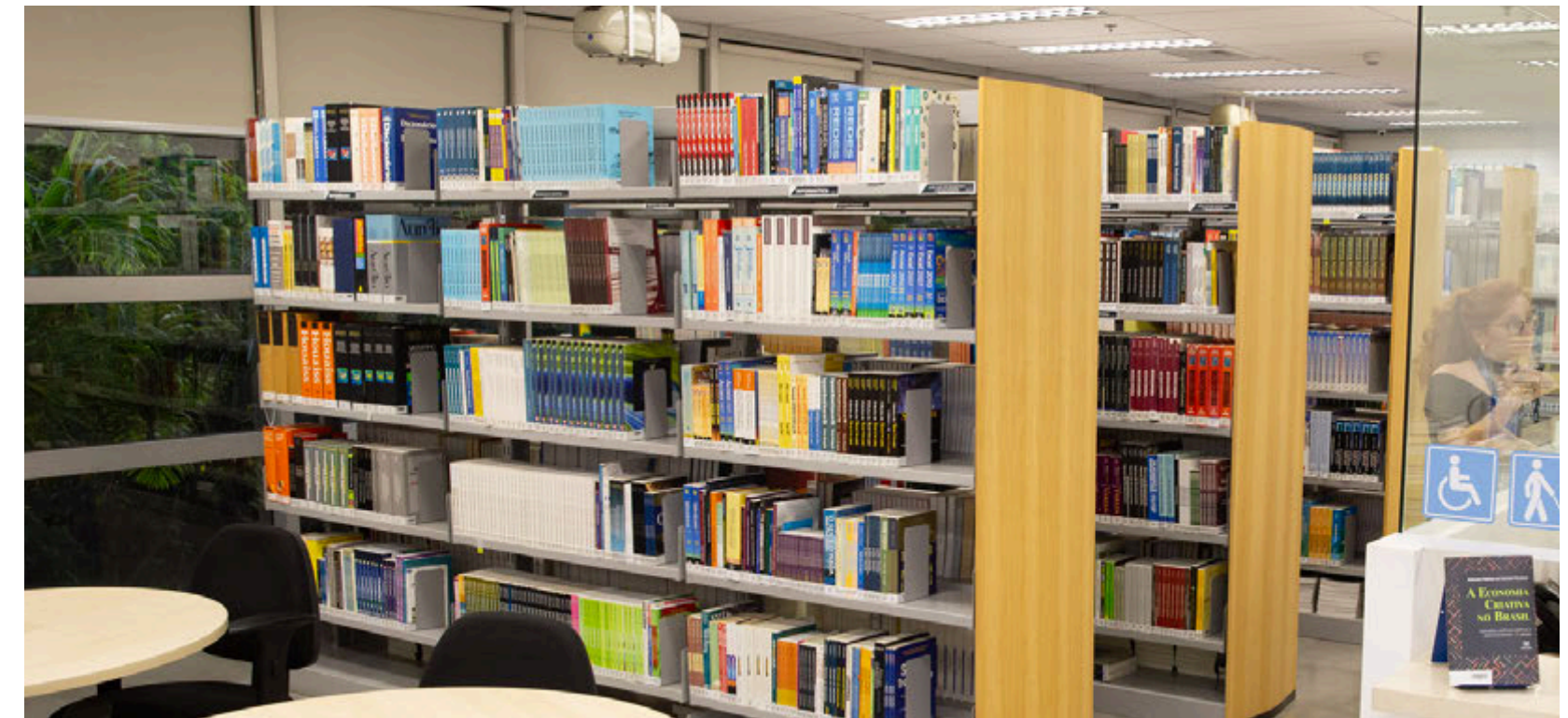


Facilities

The FIA Library integrates three leading digital book platforms into the PHL+ Plus library management system. This integration enables the academic community to perform unified searches, expanding access to information and enhancing the research experience.

Throughout 2025, the department strengthened its collaboration with faculty, focusing on the analysis and selection of digital titles under a perpetual acquisition model. This initiative aims to reinforce the institution's own digital collection, promoting greater autonomy, sustainability, and continuity in access to academic content.

The digital books made available through the FIA Library system under the perpetual acquisition model meet the needs of the institution's programs, expanding access to knowledge and consolidating sustainable educational practices.



Education Advisory Board



The year 2025 marked the establishment of the Education Advisory Board of Faculdade FIA to rethink the direction of Executive Education and prepare leaders for future challenges. During the meeting, key topics, including Digital Transformation and the school's strategic positioning, were discussed. Participants included FIA representatives on the Board—Maurício Jucá, Marisa Eboli, and Renata Spers—as well as members from the market and government: André Cruz, Raul Christiano, Simone Bianchi, Alexandre Lapersonne, Leonardo Santos, Fábio Sant'anna, and Glauçimar Peticov.

FIA as an EFMD Assessor

In 2025, FIA achieved a significant milestone in its international recognition with the appointment of Professor Maurício Jucá de Queiroz, the institution's director, as an assessor in EFMD accreditation processes. In Barcelona, he joined the Peer Review Team (PRT), composed of four evaluators from different nationalities, responsible for conducting the EFMD assessment as part of the accreditation process for a program at La Salle University.

On-site Stage of the BSIS Process

FIA Business School hosted EFMD assessors Debra Leighton and José Varejão for the on-site stage of the BSIS process. Meetings were held with different stakeholder groups, alongside the analysis of impact evidence and the review of indicators, covering consulting, research, education, sustainability, inclusion, and relationships with public and private organizations. The visit enabled the validation of previously presented results and confirmed FIA Business School's alignment with international best practices in impact.



Advanced MBA

1 MBA Program and 13 Specialization Tracks in Live Online and On-Campus Formats

FIA's MBA program is designed to transform your career into a path of continuous professional development, integrating the best MBA offerings into a single program. The Advanced MBA stands out by offering multiple specialization tracks to enhance career growth further.

Officially launched in December 2023, the program adheres to the rigorous quality standards of international accreditation bodies (AMBA and AACSB) and is structured around a core management module, complemented by specialization tracks across various fields of knowledge.

- MBA with global accreditation: international quality standards for MBA programs
- Faculty and guest speakers with experience in both business and academia
- Master classes and networking sessions with leaders from the business, social, and political spheres
- International experience with optional activities at global business schools
- Integration of theory and practice through teaching methodologies and tools that enable the application of learning in the workplace
- Flexible and up-to-date curriculum, combining general core courses with specialized tracks based on the expertise of FIA's Research Centers



QS Executive MBA Ranking 2025



- **Executive program internationally recognized with 5 Stars by QS Stars**
- **Accredited by AMBA – Association of MBAs**
- **The only Executive MBA in Brazil accredited by EFMD Accredited**

FIA's International Executive MBA program has once again been recognized as the best in Brazil by the prestigious QS Executive MBA Ranking.

With a focus on strategic business management, the program includes classes in Brazil and an international immersion integrated into the curriculum, with options in the United States, Europe, and China.

Participants in the program develop a comprehensive understanding of all areas of business, update their knowledge, and prepare to assume new leadership positions in Brazil and abroad.



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



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

Extension Programs

Short-duration courses to complement academic and professional development

Board Member Preparation Program

A program designed for senior professionals with experience who aim to assume—or have recently assumed—positions in different governance structures, such as boards of directors, advisory boards, and advisory committees.

In 2025, building on the success of this program, FIA trained high-level professionals, equipping them with essential knowledge to operate in contemporary organizations.



For more information, please visit the website:

<https://fia.com.br/educacao/extensao/>

Stakeholders and ESG

Participants develop the ability to analyze product portfolios, business units, and corporate processes from an ESG and stakeholder-management perspective, thereby promoting consistent outcomes across the environmental, social, and governance pillars.

A pioneer in inspiring and developing leadership, this educational initiative focuses on implementing and advancing the ESG agenda, preparing organizations to become more resilient and sustainable. It promotes strategic alignment with the Sustainable Development Goals (SDGs) and with the regulations that guide ethical, responsible, and forward-looking practices.

National Corporate Education Expedition



The National Corporate Education Expedition is an immersive program designed to stimulate critical thinking, analytical skills, and understanding of different organizational and operational models of corporate education systems in Brazilian institutions located in the city of São Paulo and surrounding areas.

Throughout the experience, participants have access to lectures, guided activities, and site visits to corporate universities, enabling direct contact with the practices, strategies, and solutions adopted by leading organizations in the country. Additionally, the program includes cultural activities aligned with learning objectives, fostering rich discussions, exchange of experiences, and the expansion of perspectives on the role of corporate education in the development of individuals and organizations.



Graduation Ceremonies

In 2025, FIA's Auditorium proudly hosted several graduation ceremonies for students from various programs. These events celebrated the completion of an important stage of learning and represented a significant milestone in the participants' careers.



Class 10 of the Professional Master's Program



MBA and Postgraduate Program in Data Engineering and Artificial Intelligence



FIA-Eurofarma MBA in Business Management Graduation Ceremony

FIA at COP 30

During COP 30, FIA Business School reinforced its commitment to the ESG agenda and sustainable development, with the participation of Professors Roberto Sbragia, Claudio Antonio Pinheiro Machado Filho, and Gleriani Torres in panels and technical meetings. PROGESA stood out with the presentation of the panel “Imagining the Future: Solutions that Transform Sectors, Regions, and Societies,” in addition to participating in the recording of a podcast on green jobs and skills and in strategic meetings with business leaders, expanding FIA Business School’s presence in discussions on innovation, sustainability, and decarbonization.



FIA was also featured in two documentaries produced with the support of the United Nations



XIV ENED 2025

The 14th edition of ENED – the University–Business Development Meeting – took place at FIA’s auditorium and brought together students, alumni, faculty, and executives from Micro, Small, and Medium-Sized Enterprises (SMEs) for an event marked by discussions, networking, and inspiration.



FIA Alumni

Under the theme “Between Games and Business,” the FIA Alumni initiative brought together different generations. It featured the participation of Rafael Giannella, an alumnus from the first class of the Undergraduate Program in Administration. The event explored the growing impact of the gaming industry through two panels rich in insights and discussions on a sector that represents one of the major forces of the global economy and continues to expand.



ENGEMA 2025

Coordinated by Professor Isak Kruglianskas, the theme of the 2025 event was “Global Chaos and the Challenges of Innovation for Sustainability.” In this edition, Professor Roberto Sbragia, President of FIA, participated in the opening session, highlighting the Foundation’s support for the event.

In 2025, ENGEMA was held from December 1 to 4 at FIA Business School in São Paulo in a hybrid format. The event featured the participation of national and international speakers, including Professor Luísa Carvalho Cagica, from the Polytechnic Institute of Setúbal (Portugal); Professor Natalia Aguilar Delgado, from HEC Montréal (Canada); Professor Edilberto J. Rodríguez Rivero, from the University of Extremadura (Spain); and Professor Heiko Spitzack, currently affiliated with Fundação Dom Cabral (FDC).



ENGEMA featured 19 thematic areas and 36 national and international leaders, including Professor Walter Leal from the Hamburg University of Applied Sciences (Germany), Professor Maria Isabel Sánchez Hernández from the University of Extremadura (Spain), and Professor Amir Rezaee from the Institut Supérieur de Gestion (France).

1.096
Submitted papers

947
Presented papers

Thematic Sessions:

49
On-site sessions

184
Online sessions

648
Online participants

299
On-site participants

14
Projects presented in the doctoral
and master’s consortia



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

SEMEAD 2025

SemeAd – Seminars in Administration of the School of Economics, Business Administration, Accounting and Actuarial Science at the University of São Paulo – is recognized as one of the leading scientific events in the field of Administration in Brazil. Held annually, it plays a significant role in promoting exchange and disseminating academic and technological production, both nationally and internationally.

Since its creation in 1996, the event has evolved continuously, consolidating its position as a reference in the field. Submitted papers undergo a rigorous double-blind review process, ensuring the scientific quality of the research presented. Accepted papers are published in the conference proceedings and made available on the official website, while the best papers are recognized and nominated for fast-track review in more than 70 partner journals, including prominent international publications.

SemeAd benefits from the institutional cooperation of the Fundação Instituto de Administração, reinforcing the integration between academia and practice and contributing to the strengthening of the research ecosystem in Administration.

2.403

Submitted papers

1.596

Presented papers

2.029

Reviewers

2.038

Total number of participants

288

On-site presentation sessions

273

Online presentation sessions

71

On-site Sapiens sessions

57

Online Sapiens sessions

66

Doctoral/Master's Consortium sessions

+550

Total number of sessions



All scientific articles are available at:
<https://semead.com.br/28/>

03

Consulting





Development of Applied Studies and Research

The projects secured in 2025 for the development of applied studies and research involved both public and private sector organizations, totaling 78 projects. In the public sector alone, 48 new projects were initiated, covering studies in innovation, administrative modernization and reform, knowledge management, information technology, human resources, and finance.

The sectors involved included energy, healthcare, environment, information technology, education, sanitation, transportation, industry, and service provision.



Implementation of Technical Training Initiatives and the Development of Best Operational and Process Practices



Consulting for Improving Efficiency in Administrative Management



Consulting for the Restructuring and Updating of LDI and LSB Rates Applied by Sabesp in the Preparation and Composition of Its Reference Pricing



Technical consulting aimed at restructuring the workforce



Consulting Services for Export Training – “Exporta SP” Project



Studies for the calculation of Withholding Income Tax – Legal Entities (IRRF)



Development of the Plan and Corporate Restructuring of the Water and Sanitation Company of Sergipe (DESO)



Financial technical studies aimed at improving budgetary, financial, and administrative capacity



Preparation of Studies to Support the Diagnosis of a Continuous Training Program Focused on the Needs of Environmental, Social, and Governance (ESG) Practices



Services for the planning, execution, and integration of technical-scientific seminars



Support for the Management of Administrative Procedures, Post-Implementation Monitoring, and Advisory Services in the Allocation of Resources for Projects Funded by the Fund for the Rights of Children and Adolescents (FEDCA)



Reformulation and development of the Strategic Plan of the CFC/CRCs System, including the review and updating of the Job, Career, and Salary Plan (PCCS)



Preparation of studies, research, institutional support, and development of innovation projects in public management, integrated into the structuring and implementation project of educational units for early childhood education within the Municipal Education Network (RME) of Curitiba/PR, using the Built to Suit (BTS) model



Methodological support for the organization, planning, and implementation of the annual Participatory Budgeting process



PREFEITURA DE
GUAÍBA-RS

Preparation of Financial Technical Studies aimed at improving budgetary, financial, and administrative capacities



Specialized advisory services in tax and administrative modernization for the review and updating of the General Property Value Register (PGV)



Support for the preparation of documentation for the procurement of water and sewage services, as well as for the development of the Municipal Plan



CETESB

Preparation of the 2025 Management and Sustainability Report



Technical studies aimed at structuring a Public-Private Partnership (PPP) for the implementation of a publishing house and printing facility linked to the State University of Amazonas (UEA)



Câmara Municipal de
Embu das Artes

Administrative Reform of the Municipal Council of Embu das Artes



Better People, Culture, Strategy, and Management – Consulting and Training for DAE Jundiaí (2025–2028)

In 2025, a total of 438 new projects were initiated in the areas of continuing education, applied studies, and research, as a result of FIA's Project Coordinators' resource-mobilization efforts.

A total of 180 proposals for the development of applied studies and research were evaluated and registered, including 110 in the public sector and 70 in the private sector. In addition, 1,038 requests for contact registration were evaluated.

A total of 251 open-enrollment programs (MBA, Specialization, Extension, and Distance Education) were offered. In addition, 107 continuing education projects were developed for public and private organizations.



Consulting Aligned with Sustainable Development

The projects developed by FIA Consulting combine well-established theoretical foundations with contemporary management approaches, reflecting an ongoing commitment to value creation and impact.

FIA's activities are aligned, in a cross-cutting manner, with the principles of sustainability, incorporating the Sustainable Development Goals (SDGs) into all projects.

Accordingly, the institution is consolidated as a transformative agent, actively contributing to the country's sustainable development through initiatives that promote responsible economic growth, innovation, institutional strengthening, and the development of partnerships to improve efficiency and advance the common good.



LUGARES INCRÍVEIS PARA TRABALHAR

With scientific rigor and a commitment to social impact in advancing the corporate environment, FIA Business School conducted the research study "Most Amazing Places to Work 2025," coordinated by Professor André Fischer in partnership with Estadão. The awards ceremony recognized companies that stood out for excellence in people management and for creating positive work environments.



FIA Contributing to Major Events

Smart Cities



FIA Business School participated in the largest smart cities event in Latin America, engaging with more than 8,000 participants, including 500 speakers and 25 simultaneous stages. FIA contributed with the lecture "Strategic Planning for Smart, Resilient, and Sustainable Cities: Pathways and Implementation," delivered by Professor Daielly Mantovani, coordinator and researcher in smart cities, with the participation of Aguinaldo Fernandes and João Alberto Rodrigues, FIA consultants specialized in smart cities projects and strategic management.



ABF CON 2025

The ABF Franchising Convention 2025 (ABF CON 2025) brought together more than 700 participants under the theme "When Everyone Matters, Everyone Wins," establishing itself as one of the most notable editions in recent years. As a partner of ABF, FIA Business School took part in the event, reinforcing its commitment to the education and development of leadership within the franchising sector.



11th IBEVAR–FIA Thematic Meeting

FIA Business School's auditorium hosted the 11th IBEVAR–FIA Thematic Meeting, under the theme "Organizational Culture in Transformation: NR1, Psychosocial Risks, and Sales 5.0." The event brought together leading experts to discuss the impacts of recent changes—particularly the NR1 update—on management models and organizational practices.

The event featured Chieko Aoki, founder and president of the Blue Tree Hotels chain, as the patron, alongside executives from leading Brazilian retail companies.



FIA B2B Executive Dinner

The theme guiding the discussions at the 1st FIA B2B Business School Executive Dinner was "What is Brazil's real plan for 2026?"

Considering the ongoing transformations and the economic and geopolitical challenges ahead, the discussion featured, among the guests, the prominent participation of four special speakers: Jamil Chade, Leonardo Trevisan, Milton Jung, and Luiz Megale, who enriched the evening with valuable and thought-provoking insights.



Consulting Solutions

In-Company Project with BNDES and the National Treasury

A ceremony in Brasília marked the symbolic signing of an agreement between BNDES, the National Treasury Secretariat, and FIA Business School. The partnership represents the launch of an innovative training program focused on the management and monitoring of concession contracts and public-private partnerships (PPPs).



FIA, Itaú, and the National Treasury

In partnership with Itaú and the National Treasury Secretariat, a contract was signed for the Fiscal Management Training and Development Program. The initiative includes a postgraduate program and three extension courses, in a B2B format, reinforcing FIA's commitment to offering high-quality, high-impact educational solutions in the national context.

FIA & Ministry of Integration and Regional Development

FIA signed a Memorandum of Understanding with the Ministry of Integration and Regional Development to structure infrastructure projects through accreditation with the Fund for Regional and Sustainable Development and Integration (FDIRS).

The projects are led by Eduardo Corrêa Tavares, National Secretary for Funds and Financial Instruments (SNFI), and Denilson Campello dos Santos, Director of the Department of Partnerships with the Private Sector (DPP), who visited FIA's headquarters for a meeting in June.

FIA & Desenvolve Vale Educação

In 2025, Desenvolve Vale Educação (DVE) was launched, an innovative executive education program developed in partnership with Vale.

Entrepreneurship in Bauru, São Paulo

FIA held an event in Bauru that brought together more than 200 local leaders and entrepreneurs. The meeting featured a lecture by Maílson da Nóbrega, who addressed economic trends and challenges for businesses.

During the event, FIA's B2B team established a strategic partnership in the region, strengthening its presence in the interior and opening new opportunities for local companies and leaders.

FIA & the New Geoeconomics

In São José dos Campos, the event "The New Geoeconomics: Strategies for a Transforming Market" reinforced FIA's commitment to regional development and featured a lecture by former Minister of Finance Rubens Ricupero.

Further initiatives are expected to arise from this strategic partnership involving FIA and Desenvolve Vale, with additional support from the local government.



SDG 4

Impact



Summit FIA 2025

On October 22, Summit FIA 2025 took place at Teatro Santander, under the theme “Education and Consulting: Transforming the Future of People and Organizations.” The event demonstrated, in practice, the power of transformative leadership. It was a full day of exchange, reflection, and learning among business leaders, entrepreneurs, academics, and FIA alumni—all committed to shaping the future of business.

More than an event, the Summit established FIA as a dynamic hub of knowledge and innovation, where market, academia, and society come together to build the future. At the end of the day, we celebrated the 45th anniversary of FIA Business School and introduced the new brand, reaffirming our purpose of transforming knowledge into action and learning into real impact.



CAP Executivo



CAPExecutivo is a social initiative of FIA, carried out in partnership with ABA (Associação Beneficente Anhembi), which has offered full scholarships (100%) since 2007.

Entitled the Professional Development Program, its objective is to support executives in career transition by promoting knowledge updates and the development of competencies, with a focus on reintegration into the job market.

In 2025, the program received 397 applications, of which 41 were enrolled. The program, with a total workload of 252 hours, is conducted over two semesters and structured into eight courses, with classes of up to 35 participants. Sessions are held remotely, with live broadcasts on Fridays and Saturdays.

The selection process includes curriculum analysis, socioeconomic assessment, and interviews, ensuring well-balanced cohorts. At the end of each edition, participants' average performance exceeds 75%.



Scholarships and Educational Assistance

FIA Business School maintains its commitment to education as one of its strategic pillars, promoting the continuous development of its talent and expanding access to knowledge.

In 2025, 32 internal scholarships were granted for programs offered by the institution, along with 17 educational assistance grants for studies at external institutions, subsidizing part of tuition and fees. This initiative contributes to strengthening team competencies and enhancing professional qualifications.

Additionally, the Voluntary Project Young Leaders, carried out in partnership with educational institutions, companies, and civil society organizations, provided students from public schools with a learning journey focused on topics such as digital transformation, leadership, and citizenship, reinforcing the social impact of the educational initiatives promoted by FIA.



TED & FIA Business School Salon

The “TEDxFIA Business School Salon” was held at the Brazilian Paralympic Committee (CPB) and featured former Paralympic athlete Mizael Conrado, a blind football player. The event invited participants to reflect deeply on the true meaning of inclusion and the transformative power of sport in each individual’s life. FIA’s President, Professor Roberto Sbragia, attended the event and was appointed as an official ambassador of the CPB.



PODCAST for Inclusive Education

FIA launched **ExecuTive Cast**, a videocast designed to promote strategic dialogues among market leaders, addressing topics such as innovation, artificial intelligence, digital transformation, governance, cybersecurity, and the future of business.

In 2025, the studio featured guests such as Carlos Alves (CRC Alves), Gustavo Galeale (ISACA São Paulo), and Nayra Portela (Nibi), as well as Professor André Gaio, who shared the real story of an attempted multi-billion-dollar fraud against the Central Bank. In another episode, Professor Glaucio Sampaio discussed Generative Artificial Intelligence (GenAI), including cyber risks, governance, ethics, and the role of leaders in balancing innovation and security amid potential fraud and threats. Alessandro Roncatti contributed practical insights on cyber incidents, supplier risk assessment, and supply chain governance.



The **AgLíderes Podcast**, a partnership between AgFeed and FIA, promoted inspiring conversations with leaders in the sector, including Fabiana Alves (Rabobank Brasil), Luis Felli (AGCO), Eduardo Monteiro (Mosaic), Marcelo Batistela (BASF), Alfredo Kober (ICL South America), Eron Martins (AgroGalaxy), Rodrigo Parada (Bauer), and Marcelo Altieri (Yara Brasil).

Horizons

In partnership with the City of São Paulo (ADE Sampa and Hub Green Sampa), FIA Business School held Horizons 2025. The event featured two days of intensive content, with 32 panel sessions involving renowned speakers addressing global trends, ideas in action, and original studies and research.

In its second edition, the event consolidated its impact by providing spaces for the discussion of topics such as innovative solutions to the socio-environmental challenges faced by our civilization, including climate issues, biodiversity, and social inequality, connecting business, innovation, and technologies such as AI, blockchain, and IoT to addressing the global crisis.



CEPID-BRIDGE

FIA participated in the inauguration of CEPID-BRIDGE, a research, innovation, and dissemination center funded by FAPESP and hosted at FEA-USP. The project aims to develop innovative solutions to social and environmental challenges, including climate change, inequality, and deindustrialization.

The event included an opening ceremony, a presentation of the project, and a roundtable discussion titled "Orchestrating Ecosystems to Address Major National and Global Challenges." Attendees included the Rector of USP, Professor Carlos Gilberto Carlotti Júnior; the President of FAPESP, Professor Marco Antonio Zago; the Director of CEPID-BRIDGE, Professor José Afonso Mazzon; and Professor Roberto Sbragia, representing FIA.



BRICS at FIA

FIA hosted a delegation of professors and executives interested in exploring partnerships with organizations from BRICS countries: Professor Ludmila Popova from Orel State University (Russia), Dr. Mônica Monteiro, Global Chairperson of the BRICS Women Business Alliance, and Dr. Edgar Albuquerque, Advisor at Lide China.

The meeting, which also included FIA professors and executives, addressed opportunities for academic cooperation in the economics of organizations and for consulting projects in international trade and innovation.



Brazilian Amazon

An event in Manaus marked the launch of a strategic partnership to strengthen innovation and executive education in Brazil's Northern Region. The highlight of the event was the keynote lecture delivered by Leonardo Trevisan on the global geopolitical impacts on Brazil and Latin America.

The initiative symbolizes FIA's official arrival in Manaus and expands its national presence in partnership with FPFtech, a leading institution in technological research and development.



Access to Quality Education

Aware of the transformative power of education, FIA takes pride in contributing to reducing inequalities by offering scholarships for its programs and educational assistance for external courses. The benefits of these programs also extend to students' families, thereby increasing household income levels.

In 2025, for the internal audience, scholarships were granted for FIA programs, and educational assistance was provided for external courses, reinforcing the Foundation's ongoing commitment to the education and development of its students.

FIA also contributes to education through the free dissemination of knowledge. Lectures, expert panels, and thematic forums are open to the general public and address inclusive topics across various fields of knowledge.

Throughout 2025, 109 events were held, bringing together approximately 700 participants. These initiatives reinforce FIA's role as a promoter of a plural, accessible environment committed to the democratization of knowledge.

FIA is present across all social media platforms, reaching more than 260,000 followers. Its posts reflect the Foundation's daily activities, as well as content aimed at clarifying key topics and disseminating knowledge.

In 2025, FIA coordinators, professors, and specialists were featured in national media, sharing knowledge with a technical perspective that combines scientific rigor and practical experience.

FIA Social Library

Located on the ground floor of the Birmann 21 Building, near the common area and in front of the elevators that provide access to the parking area, the FIA Social Library was designed as an open space that encourages the habit of reading in everyday life.

The concept is simple, yet meaningful and aligned with our purpose: upon finding a book of interest, visitors may take it, enjoy it, and later share it with others, contributing to the circulation of knowledge.

The space also welcomes donations, allowing books that were previously underutilized to reach new readers and continue fulfilling their role in disseminating learning.



FIA Supports

FIA Supports the Seminar of the USP Office of the Provost for Culture and Extension

The 2025 Culture and Extension Seminar, held at USP, featured the participation of the Offices of the Provost for Culture and Extension from USP, UNESP, and UNICAMP. The event was opened by Professor Jacques Marcovitch, and FIA was the main supporter of the seminar.



FIA at the "Pioneers & Entrepreneurs" Exhibition at FEA-USP

Professor Roberto Sbragia represented FIA at the opening of the exhibition "Pioneers & Entrepreneurs: The Saga of Development in Brazil," held on September 9 at FEA-USP. The exhibition, coordinated by Professor Jacques Marcovitch, will remain open until June 26, 2026, and portrays the challenges and strategies Brazil has faced in overcoming them from 1890 to the present day.



FIA participated in SciBiz 2025

SciBiz Conference 2025 was organized with FIA's participation across three days of immersion in applied science, entrepreneurship, technology, and socio-environmental impact. FIA's presence was highlighted by the participation of its President, Professor Roberto Sbragia, and Professor Moacir de Miranda Oliveira Júnior, who served as the event's General Coordinator, along with faculty members and strategic partners, reinforcing FIA's commitment to connecting academia and the market.



CS5

Social



FIA People Management

[GRI 403-6 | 404-2]

In 2025, FIA Business School reinforced its commitment to valuing human capital, recognizing it as an essential element for excellence in teaching, research, and consulting. In this context, the People Management area prioritized initiatives aligned with institutional objectives, with a focus on team development and engagement.

Throughout the year, corporate development initiatives were implemented to strengthen leadership, enhance employee capabilities, and promote an inclusive and collaborative environment, contributing to the institution's sustainable growth.

To improve the onboarding experience for new talent, FIA Business School began revamping its onboarding process. The new approach enhances initial integration by focusing on immersion in the institution's culture and values, ensuring that new employees feel welcomed, connected, and aligned with the Foundation's mission from the outset of their journey. As part of this process, pilot onboarding sessions were conducted throughout the year.

More than metrics and performance indicators, the results presented reflect the direct impact of people in shaping FIA's future. By strengthening its organizational identity and investing in employee development, the institution concludes the year with a more agile structure, prepared for the demands of the digital era and, above all, centered on people.

The Foundation expresses its gratitude to all employees, managers, and partners who contributed to this journey throughout 2025. This synergy underpins the consolidation of a work environment based on trust, collaboration, and the continuous pursuit of excellence.



Mental Health Program

Implemented in 2021, FIA's Mental Health and Life Coaching Program aims to strengthen employees' emotional well-being. This support contributes to more harmonious interpersonal relationships and improved productivity. In 2025, the Foundation expanded this initiative through awareness campaigns and screening actions, ensuring specialized care and appropriate referrals for employees in need of support.



Equal Pay Law: Composition of FIA's Workforce

In compliance with Law No. 14,611/23 (Equal Pay Law), which establishes the requirement for equal remuneration between men and women in organizations with more than 100 employees, FIA reaffirms its commitment to equity. Since the law's enactment in July 2023, the Foundation has regularly shared its data and indicators with the Ministry of Labor, ensuring transparency and compliance with current guidelines.



Apprenticeship Program

Committed to social responsibility and in compliance with Law No. 10,097/00 (Apprenticeship Law), FIA Business School has maintained a partnership with ESPRO (Social Professional Education) for more than a decade. By complying with apprenticeship quotas, the Foundation meets legal requirements. It supports the integration of young people into the corporate environment, thereby promoting the development of essential competencies at the beginning of their professional journeys.

Diversity

Respect, Inclusion, and Belonging

FIA Business School remains committed to promoting diversity and equity within its organizational environment. With 61% of its workforce composed of women, the Foundation demonstrates consistent indicators of parity, ensuring equitable conditions for professional development.

Within the group of administrative service employees, there is a balance in average compensation between men and women, reinforcing the commitment to meritocracy and equal opportunities.

In 2025, the Open Doors Program was established to encourage the inclusion of employees with disabilities in the Foundation's workforce. The initiative provides an additional benefit to participants, intended to support access to therapies, medical treatments, and self-development processes.

This initiative reinforces the institution's commitment to inclusion and the appreciation of diversity, contributing to the creation of a more accessible, welcoming work environment aligned with best practices in people management.



11th Àse Ìsèsè Award

FIA Business School had the honor of receiving the 11th Àse Ìsèsè Award, presented by the African Cultural Center, in recognition of its work on the Most Amazing Places to Work research in support of racial equality. The ceremony was attended by the Secretary for Human Rights and Citizenship, Regina Santana.



Commemorative Dates

International Women's Day, Easter, Mother's Day, Father's Day, and other commemorative dates

By recognizing relevant dates in the calendar, the People Management area promotes campaigns and initiatives aimed at team integration and recognition.

In celebration of International Women's Day, FIA Business School held the exhibition "Women Who Transform." Organized in March 2025, the initiative honored inspiring trajectories, highlighting female leadership and its contributions.



Flu Vaccination Campaign

In April 2025, FIA carried out its traditional flu vaccination campaign, in partnership with Fleury Laboratory. Held on the mezzanine of the Birmann Building, the initiative was extended to employees' dependents, promoting health and family well-being within the institutional environment.

The initiative was supported by the Board, reinforcing the Foundation's commitment to quality-of-life initiatives for its employees and contributing to the achievement of Sustainable Development Goal 3 (Health and Well-Being). In total, the campaign resulted in the vaccination of 128 employees.



Faculty Development Center (CAD)

[GRI 404-2]

In 2025, the Faculty Development Center (CAD) was consolidated as a strategic initiative for the continuous development of FIA Business School's faculty. Focused on promoting innovative teaching practices and incorporating new educational technologies, the program contributed to strengthening the institution's academic excellence.

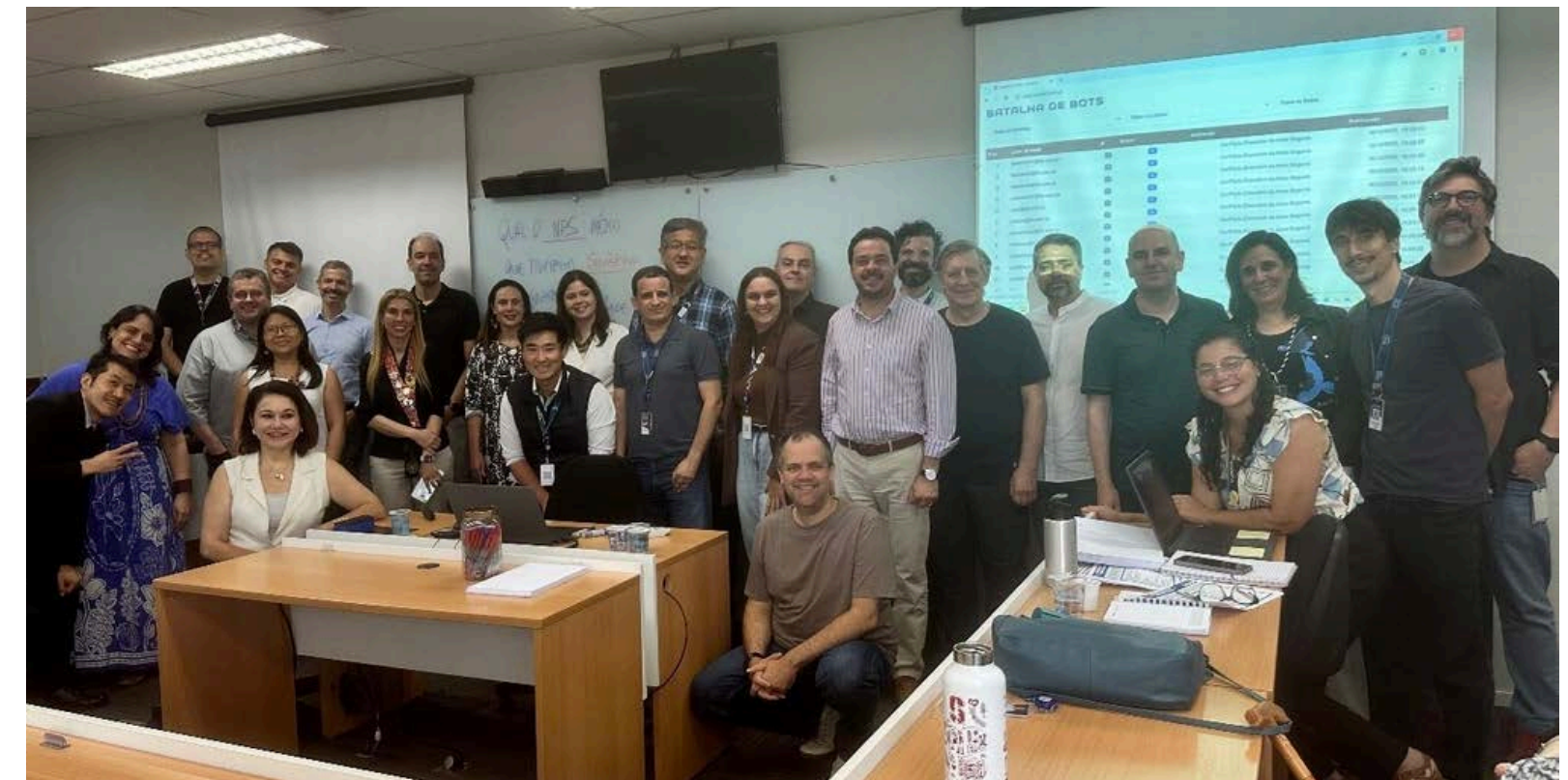
Throughout the year, eight workshops were held, attended by 137 faculty members, covering topics such as active learning methodologies, academic tools, and the impact of artificial intelligence on education. These initiatives recorded high levels of satisfaction and recommendation, demonstrating strong alignment with the contemporary demands of higher education.

Qualitative results highlighted the practical applicability of the content, the exchange of experiences among peers, the facilitation of activities by specialists, and the relevance of the topics addressed, particularly in the context of digital transformation and the use of artificial intelligence.

The initiative reinforces FIA's commitment to pedagogical innovation and the continuous development of its faculty, directly contributing to enhancing the educational experience and maintaining the institution's standards of excellence.

Activities carried out in 2025

- The Harvard way of writing business cases
- From practice to theory: storytelling as a teaching tool
- Lattes – why and how to keep it updated
- Business games for the development of business skills
- AI in education with a focus on purpose and critical awareness
- Designing curricula for the AI era: building learning experiences
- AI and assessment: how to create more intelligent, ethical, and personalized evaluations
- Curricula for the AI era: from instructional design to digital interdisciplinarity



FIA People Academy

[GRI 404-2]

FIA's management forums serve as strategic spaces for dialogue and alignment on people management topics, promoting the exchange of experiences among leaders and strengthening the organizational culture.

In 2025, the cycle of meetings began with discussions focused on performance management, including the presentation of a new system designed to modernize processes and foster continuous employee development.

Subsequently, the meetings addressed improving feedback practices and conducting one-on-one meetings, contributing to stronger relationships between leaders and teams and to an improved employee experience.

Throughout the year, the results of the organizational climate survey were also discussed, enabling the joint development of strategies to reinforce strengths and address opportunities for improvement.



Organizational Climate Survey

Third edition of the survey: 61% of the target audience reached

Implemented three years ago, the organizational climate survey aims to identify opportunities for improvement and align employees' expectations regarding the work environment. The initiative assesses the dynamics among teams, leadership, and peers, and analyzes People Management policies and practices that contribute to institutional strengthening, as well as the planning of actions aimed at building the FIA of the future.

The survey is conducted annually by the People Management area. It follows the methodology of the well-established "Most Amazing Places to Work" survey, which has been applied since 2005 in public and private organizations across the country, with more than 300 companies awarded and over 1.7 million respondents. The instrument is structured around nine dimensions: ESG, quality of work life, communication, learning, leadership, innovation and autonomy, interpersonal relationships, career and recognition, and compensation.

In June 2025, the third edition of the survey was conducted at FIA, yielding 230 valid responses, for a participation rate of 61% among the eligible audience. The results indicate that the work environment, organizational trust, and autonomy in task execution are the aspects most valued by employees. A consistent evolution is also observed toward the indicators and practices adopted by organizations recognized in the "Most Amazing Places to Work" survey.



A relevant finding relates to personal stress, a recurring topic in interactions between leadership and teams. The results show that, for most employees, working at the Foundation is not perceived as a significant source of stress, reinforcing the quality of the organizational environment.

Data analysis allows for a deeper understanding of employees' perceptions, expectations, and needs, including aspects related to diversity, such as respect for sexual orientation, race, gender, and age. The results obtained in 2025 indicate that People Management policies and guidelines aimed at equity remain consistent and effective at FIA.

- 90% of respondents (206) report feeling fully respected regarding their sexual orientation, and 3% (6) partially respected;
- 90% of respondents (208) report feeling fully respected regarding their race, and 2% (5) partially respected;
- 84% of respondents (193) report feeling fully respected regarding their gender, and 7% (17) partially respected;
- 84% of respondents (194) report feeling fully respected in their age group, and 7% (17) report feeling partially respected.

Testimonials

"FIA is one of the most exemplary organizations I have ever had the opportunity to work for. The work environment is welcoming, and leadership stands out for its human-centered approach, always willing to listen and provide support whenever necessary. I perceive a strong and positive relationship of reciprocity between employees and managers, which significantly contributes to a healthy and motivating organizational climate"

"FIA is a wonderful organization. We often say that FIA is like a mother, given the warm welcome its employees receive, whether they are new or returning. Without a doubt, FIA is the organization where I would like to retire—not out of complacency, but because of the satisfaction and pride I feel in being part of this institution."

"I believe that education can change the world. I bring this belief into my work, as I believe in FIA's educational legacy. I love my work and want to remain with the organization for a long time."

Health & Well-being

[GRI 403-3 | 403-6]



The 2nd edition of the FIA Goodness Games was structured as a journey inspired by the Tree of Life, focusing on the holistic development of employees. The initiative aimed to promote physical and emotional well-being through an approach that integrated different dimensions of individual and collective care throughout the program.

The program consisted of both educational and practical stages, led by invited professionals, including bioimpedance assessments, biofeedback workshops, food labeling, salt and herbs workshops, physical exercises, and follow-up surveys. These actions provided participants with tools applicable to their daily lives, with an emphasis on promoting health and encouraging more conscious habits.

90,7%

Program retention rate

The seven stages included: bioimpedance assessment, biofeedback workshop, salt and herbs workshop, food labeling workshop, physical exercises, and follow-up surveys conducted throughout the journey.

Participation in the program was significant, demonstrating strong team engagement throughout. The closing event brought participants together in a collaborative environment, marked by practical activities and moments of integration, consolidating the results achieved and reinforcing the collective spirit promoted by the initiative.



Coordinators' Dinner

In December 2025, FIA Business School held its traditional year-end dinner, bringing together project coordinators, adjunct professors, and trainees in an environment of integration and celebration.

The event marked the end of the year's activities and offered a moment of collective recognition for the achievements accomplished. As a highlight, the Board paid tribute to Professor Hélio Janny Teixeira for his significant contribution to the institution.

The initiative reinforced the spirit of collaboration, institutional alignment, and the Foundation's ongoing commitment to excellence in its activities.



Pride of Belonging

Also in December 2025, FIA Business School held a year-end gathering for its employees, with a “Retro” theme, providing an environment of integration and celebration.

The event encouraged team participation and engagement through a creative approach that valued interaction and collective spirit. The initiative marked the closing of the year in a context of recognition for the journey throughout 2025.

The initiative contributed to strengthening the organizational environment, encouraging collaboration and integration among the institution’s different areas.



On June 26, FIA Business School held its traditional Festa Junina celebration. The event enabled employee interaction in a festive setting, fostering appreciation for Brazilian culture and strengthening interpersonal relationships. The initiative is part of the People Management calendar of actions aimed at humanizing the work environment and celebrating collective achievements.



Content Index

[GRI 201-1 | GRI 405-1]

	2023	2024	2025
ECONOMIC VALUE GENERATED			
Financial Result	10.153	7.584	11.387
Service Revenue	167.528	192.361	225.175
Other Revenue	2.343	31.228	2.976
Total	180.024	231.173	239.538
ECONOMIC VALUE DISTRIBUTED			
Compensation for Employees	140.925	141.698	166.435
Employee Benefits	8.689	8.987	10.828
Operating Costs	20.283	45.258	49.221
Contributions to the USP System and Social Projects	2.818	2.617	3.287
Taxes and Contributions	6.776	7.318	9.523
Total	179.491	205.878	239.294



Content Index [GRI 2-7]

Employees, by gender and age group		2023		2024		2025	
		Female	Male	Female	Male	Female	Male
Young apprentices	Under 40 years old	4	4	6	5	4	1
	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	43	25	27	25	11	9
	40 to 60 years old	2	2	2	1	1	0
	Over 60 years old	0	0	0	0	0	0
Employees	Under 40 years old	98	50	99	48	107	68
	40 to 60 years old	74	19	72	18	69	21
	Over 60 years old	1	1	1	1	4	1
Managers	Under 40 years old	0	0	0	0	1	1
	40 to 60 years old	9	2	9	1	8	1
	Over 60 years old	1	0	0	1	1	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
Coordenadores	Under 40 years old	6	2	3	1	4	2
	40 to 60 years old	13	22	13	22	15	24
	Over 60 years old	11	48	6	44	6	45
Professors	Under 40 years old	0	0	0	0	0	0
	40 to 60 years old	5	12	4	12	3	15
	Over 60 years old	1	3	2	3	1	3
Total		462		430		431	

[GRI 405-1]

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES			
2025			
Governance Structure Committees	Age range	Female	Male
Advisory Committee	Under 40 years old		
	40 to 60 years old		
	Over 60 years old	1	9
Courses Committee	Under 40 years old		
	40 to 60 years old	3	1
	Over 60 years old	1	5
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	4
	Over 60 years old	2	9
Associate Coordinators	Under 40 years old	3	
	40 to 60 years old	6	10
	Over 60 years old	1	7
Program and Project Coordinators	Under 40 years old		1
	40 to 60 years old	9	7
	Over 60 years old	5	42
Trainee Coordinators	Under 40 years old		1
	40 to 60 years old	2	2
	Over 60 years old		
Executive Board	Under 40 years old		
	40 to 60 years old		3
	Over 60 years old		1
Total of Members		43	113



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