

EMOTIONAL INTELLIGENCE & MENTAL HEALTH IN THE WORKPLACE

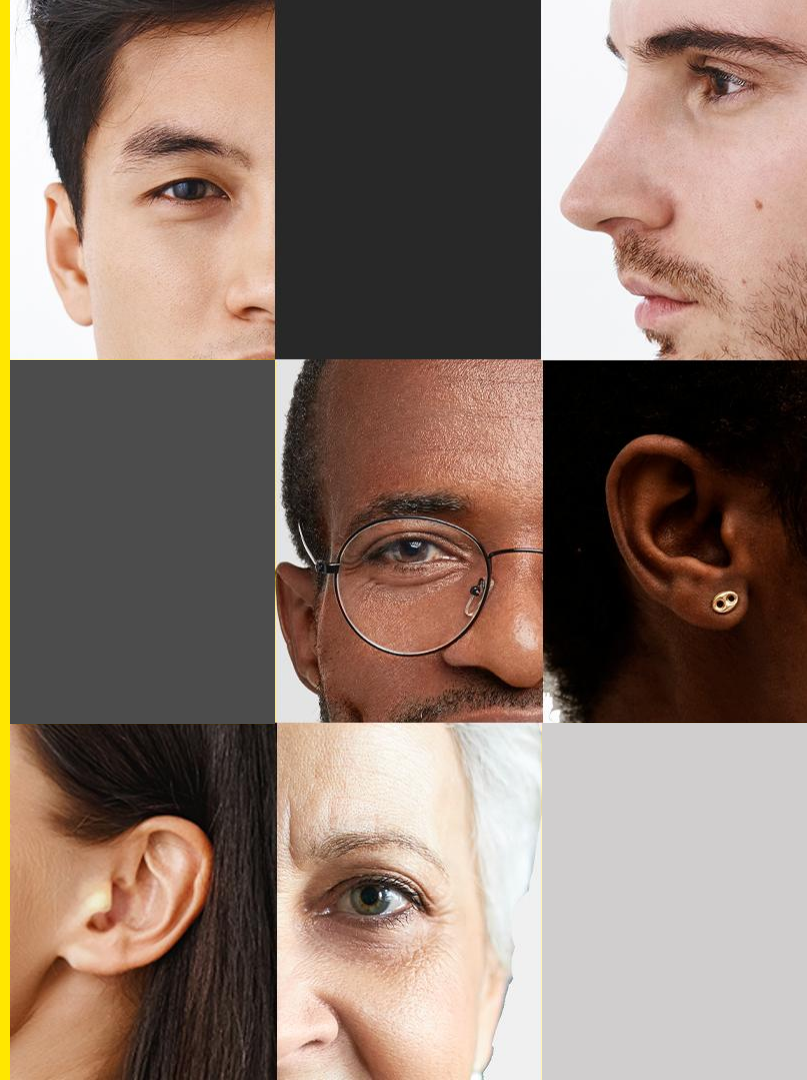
8TH EDITION - 2026

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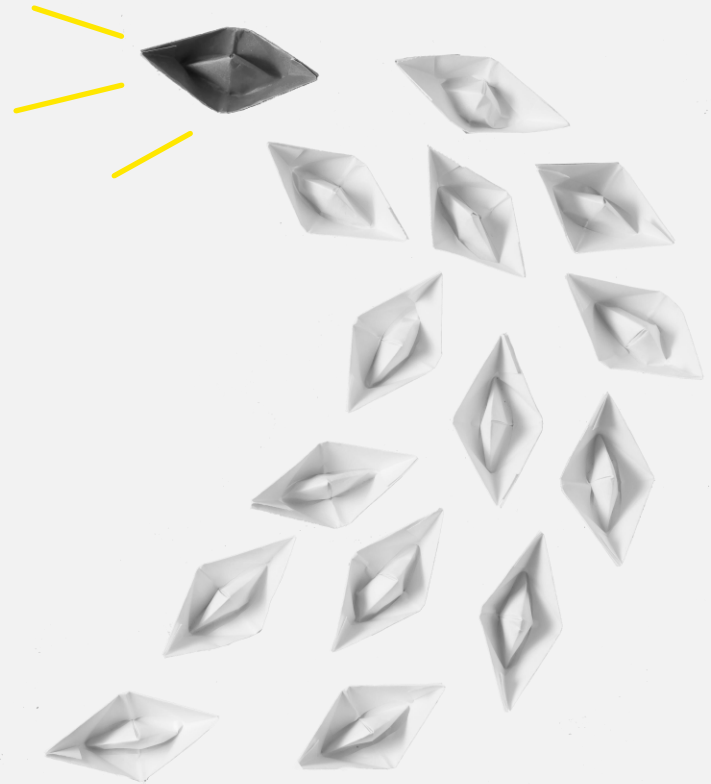
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NR-1 marks the full entry of psychology into the workplace

Motivation and human engagement are both subtle and profound dimensions. They do not manifest in fixed quantities and are transformed by small factors. When not understood or neglected, these factors can evolve into subtle forms of illness in the workplace. It is important to remember that stress does not have to be the rule: people can learn to better handle pressure. Anxiety, with the right support, can be overcome.

We are witnessing the full entry of psychology into the workplace. At first glance, this may seem like a set of new external demands imposed on companies, especially with the update of NR-1.



However, the data from the eighth edition of this research points to a deeper reality. The mapping reveals costs for companies that are not easy to measure but are painfully real.

It concerns every unmotivated individual, every communication that worsened a problem instead of solving it, every person who did not care enough to signal a failure, and every leader who failed to genuinely bring out the best in their team.

WHAT IS NR-1?

NR-1 is a regulation from the Ministry of Labor and Employment that establishes general rules for health and safety at work. Its recent update requires companies to prevent, identify, and address psychosocial risks in the corporate environment.



More than a regulatory obligation, the update of NR-1 recognizes that emotional and psychological factors are not peripheral but structural. They shape decisions, influence relationships, impact results, and determine the sustainability of long-term performance.

This report does not seek to blame but to highlight responsibilities. It shows that healthy work environments are intentionally built, not accidental. It translates evidence into reflection, turns data into awareness, and offers a panorama to help team leaders and HR managers understand and improve realities.

Ignoring psychosocial risks allows illness to continue silently. Facing them means accepting that caring for people is inseparable from caring for the company

ABOUT THE EMOTIONAL INTELLIGENCE & MENTAL HEALTH IN THE WORKPLACE SURVEY

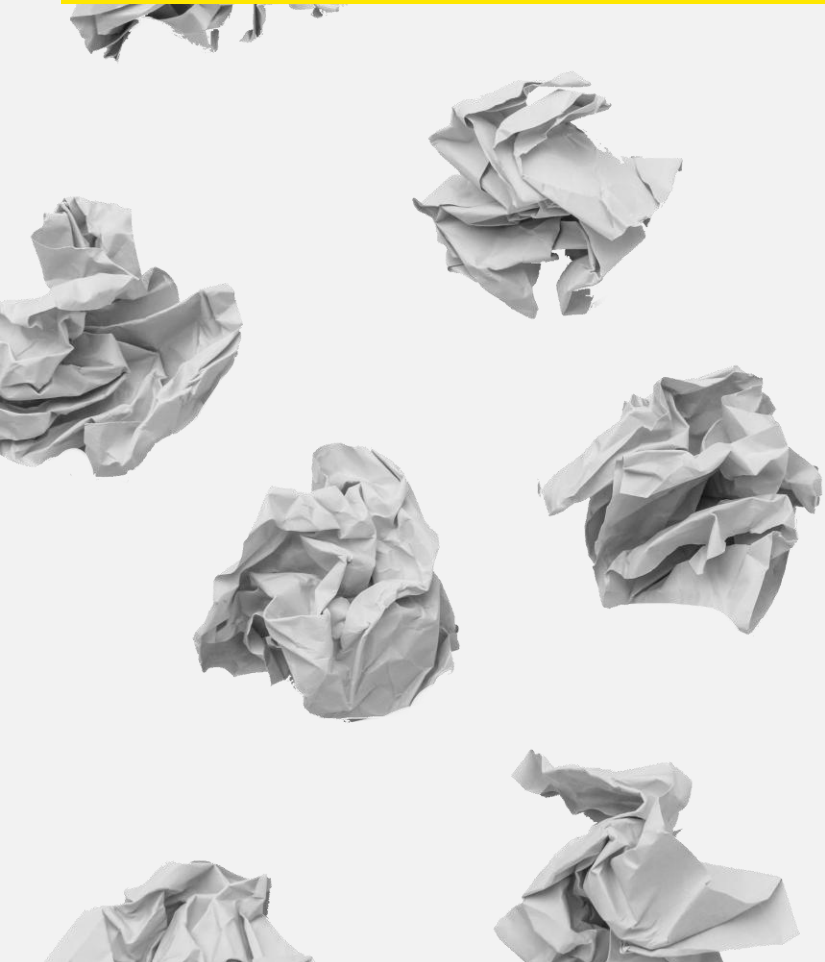
Launched in 2021, this survey aims to understand how emotions, thoughts, and behaviors influence corporate daily life. Since 2024, the study has been conducted twice a year: in the first semester, it maps happiness at work; in the second, it focuses on the mental health challenges of leaders and employees in Brazil.

Conducted by: The School of Life Brazil & Robert Half

Data collection period: January 5 to 30, 2026

Respondents: 774 professionals in Brazil with higher education and 25+ years old (387 leaders and 387 employees)

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When asked about NR-1 and its update, responses reveal a significant gap in information and organizational maturity. **Only 65% of leaders and 51% of subordinates claim to know the standard and be aware of its revision.** Conversely, 21% of leaders and 35% of subordinates say they have no knowledge of the regulation.

This finding is especially critical because NR-1 does not address subjective well-being or optional initiatives, but rather legal responsibility and occupational risk management. This lack of knowledge, especially among employees, indicates that the topic is still restricted, often concentrated in HR or top leadership, without practical understanding in daily team life.

This creates a dangerous paradox: **psychosocial risks exist and are experienced daily, yet they are not formally recognized as threats.** From a systemic perspective, the data suggest that part of organizations still operate under a reactive model, addressing mental health only after illness has already manifested.

Without awareness of NR-1 and the updated regulation, there is no structured prevention, common language, or shared accountability. **The regulation requires psychosocial risks to be identified, assessed, and mitigated** — but for that to happen, these threats first need to be recognized. **Where the regulation does not reach, the risk remains ignored.**



Are you aware of NR-1 and that it was recently updated to include the identification and management of psychosocial risks in the workplace?

Responses	Leaders	Employees
I am familiar with NR-1 and aware of the update regarding psychosocial risks	65%	51%
I have no knowledge of NR-1 or its update	21%	35%
I am familiar with NR-1, but was not aware of the update related to psychosocial risks	14%	14%

Being aware that NR-1 has been updated is only the first step. The more concerning finding emerges when respondents are asked whether their companies are, in fact, structured to meet the requirements of the new regulation, especially regarding the management of psychosocial risks.

The numbers reveal a scenario of low organizational maturity. **Only 27% of leaders and 16% of employees perceive their companies as “well prepared” or “fully prepared.”** In contrast, nearly half of respondents state that their organization is “not prepared” or is “just beginning” this process.

What stands out is not only the percentage of unprepared companies, but also the concentration of responses around “partially prepared”: 34% among leaders and 37% among employees. This finding reveals a recurring pattern: **companies recognize the importance of the issue and initiate isolated actions, but have not yet succeeded in turning psychosocial risk management into a structured, continuous, and cross-functional process.**

This reflects the stage of “we are doing something,” but without clear direction, measurable indicators, or real integration with overall workforce management.

NR-1 does not require good intentions or isolated actions, but rather a real capacity to identify, assess, mitigate, and monitor risks.

When organizational structures are fragile, the outcome is predictable: work overload, conflict, psychological insecurity, and mental health issues continue to occur, but without a systemic response.

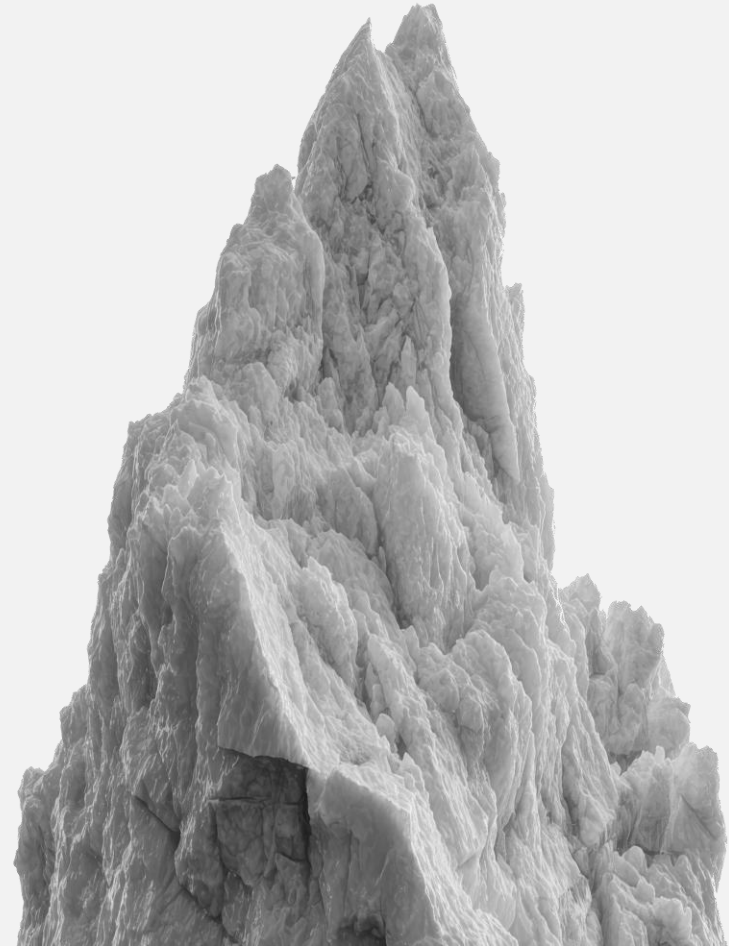
This finding reinforces a theme that runs throughout the entire survey: the suffering is already present; what is still missing is the structure to address it in a responsible, preventive, and sustainable way.

In your opinion, is your company prepared to meet the requirements of the new NR-1 regulation?

Responses	Leaders	Employees
Not prepared	23%	26%
Starting to prepare	16%	21%
Partially prepared	34%	37%
Well prepared	23%	14%
Fully prepared	4%	2%

22% of leaders and 29% of employees reported receiving a medical diagnosis of stress, anxiety, or burnout in the past 12 months. These numbers remain relatively stable compared to previous editions, suggesting a certain constancy in formally recognized illness. **However, this should not be interpreted as stabilization of emotional suffering.**

The study shows high levels of unhappiness, medication use, lack of support, and psychological insecurity, **indicating that medical diagnosis is just the visible part of a much broader problem.**



One of the most alarming aspects of this finding is not the number of people reporting burnout and stress, but the possibility that many others are experiencing these issues and do not feel comfortable reporting them.

Psychology and philosophy both suggest that, out of embarrassment or fear of judgment, people often feel inhibited from exposing their own vulnerabilities.

PROTECTION IS URGENT

In organizational environments where admitting vulnerability is still perceived as risky, many individuals continue to suffer without being able to clinically identify or openly describe what they are experiencing. This reinforces the urgency of creating safer, more preventive environments that are attentive to the warning signs preceding more serious mental health conditions.

In the past 12 months, have you been diagnosed with stress, anxiety, or burnout?

Leaders	Jan/2026	Aug/2025
Yes	22%	27%
No	78%	73%

Employees	Jan/2026	Aug/2025
Yes	29%	26%
No	71%	74%

Medication use declines, but emotional distress remains

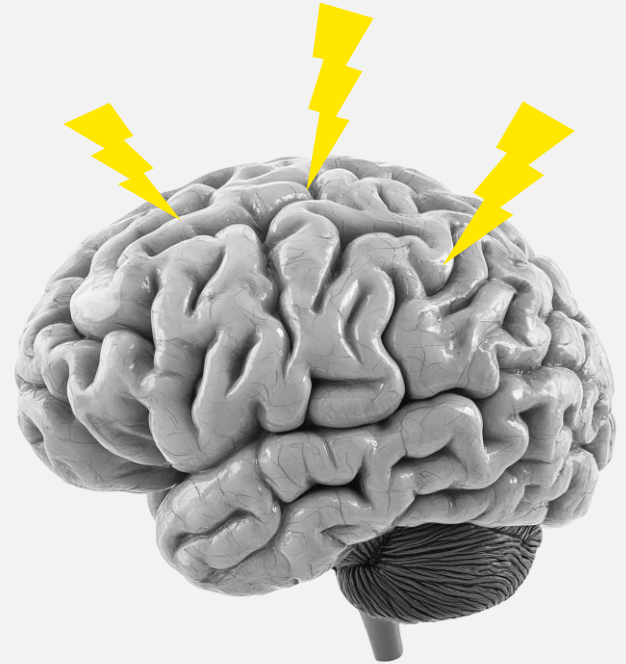
21% of leaders and 29% of employees use psychopharmacological medication for stress, anxiety, or burnout. Compared to August 2025, when rates were much higher, there is a noticeable decrease in medication use.

At first glance, this movement may suggest progress, whether through greater investment in prevention, changes in the organizational context, or the search for other forms of care. **However, this data cannot be analyzed in isolation.**

When viewed alongside the still high levels of unhappiness at work, difficulties in accessing support, and psychological insecurity, the decline in medication use takes on a different meaning. **It may indicate the silencing of suffering, interruptions in treatment, or barriers to accessing appropriate care.**

Stopping medication is, in itself, an acknowledgment that the problem is real. When there is uncertainty, a common thought is: “Maybe it’s just me; maybe I just need medication.” But when people stop believing that, the mindset shifts to: “No, it’s not me — I am genuinely unhappy at work. I do not have a medical condition that requires treatment; I have a workplace problem, and I need a better job.”

The reduction in medication use may therefore signal that people are becoming ready to direct their frustration not against themselves, but toward their employers.



CARE OR SILENCE?

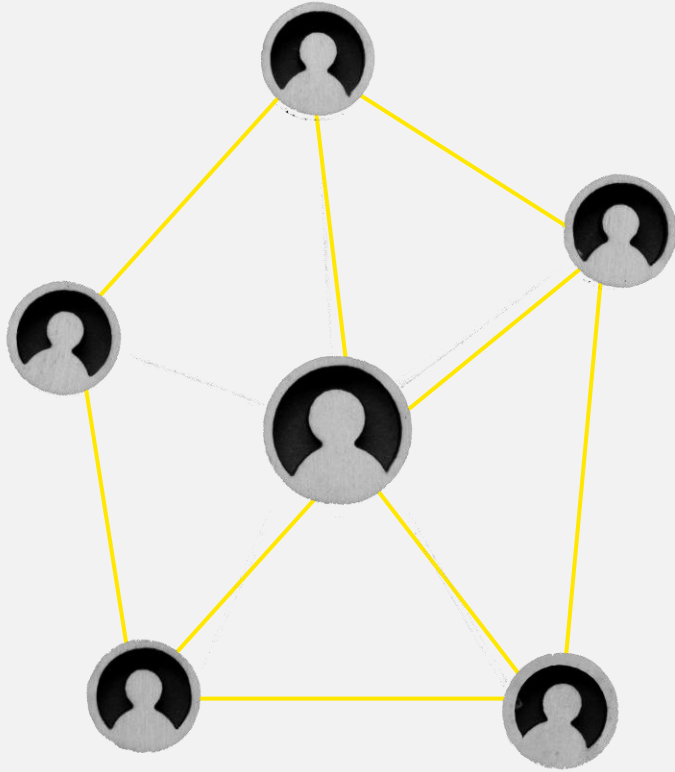
In environments where mental health is still considered a sensitive topic, stopping medication does not necessarily mean people are doing better. This finding invites organizations to look beyond a superficial interpretation of the numbers and ask themselves: are people truly receiving better care, or are they simply becoming more isolated in their suffering?

Do you use psychopharmacological medication to cope with symptoms of stress, anxiety, or burnout?

Leaders	Jan/2026	Aug/2025
Yes	21%	52%
No	79%	48%

Employees	Jan/2026	Aug/2025
Yes	30%	59%
No	70%	41%

The meaning of work is perceived differently by leaders and employees



Leaders tend to perceive greater meaning and alignment between their work and personal values than employees do, revealing an important difference in the subjective experience of work. While 23% of managers state that they always feel their professional activities are meaningful and aligned with their values, this percentage drops to 13% among employees. On the other hand, 14% of employees say they “rarely” or “never” experience this alignment, compared to 8% of leaders.

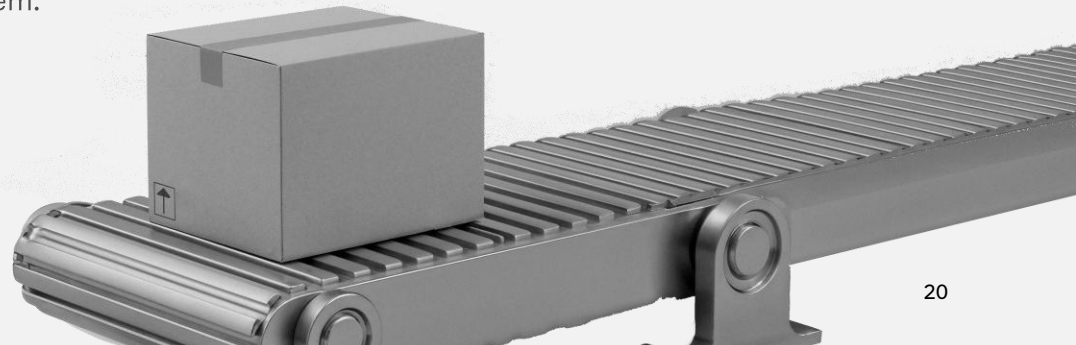
This difference suggests that the greater the level of autonomy, influence, and visibility into the bigger picture, the greater the likelihood of perceiving purpose in one’s work. For employees, however, the distance from strategic decision-making, repetitive tasks, and a lower sense of impact may lead to a loss of meaning.

There was a time — during the era of assembly lines — when a disengaged workforce was not considered a major problem. People pulled the lever not because they loved what they were doing or found it meaningful, but simply because they were paid to do so — and that was the only factor that mattered.

But almost all modern work now requires imaginative and psychological contribution: the way someone speaks to a client, the valuable suggestion that emerges during a meeting, the willingness to make a presentation slightly more polished, or the ability to recognize the potential of an idea before it is fully formed. **None of this can be forced.**

If most employees perceive their work as meaningless, this represents both a business risk and a major inefficiency. And if burnout and indifference have become the norm in the corporate world, then no company is necessarily worse off than another — competitors are likely carrying the same burden.

The real issue is that unlocking **motivation and engagement — along with the goodwill, extra care, and inspiration that come with them — has become a rare competitive advantage.** Furthermore, someone who says **they never feel aligned with their work occupies an extreme position.** That person is essentially saying they have never once felt that their work truly mattered to them.



Obviously, no company would want to have people like this on their team. **The problem is that this is a hidden truth. These are not individuals openly displaying a lack of enthusiasm.** It remains concealed. It is the person who shows up, says “yes,” appears to make an effort — but whose heart, at that moment, is no longer truly there.



THE RESPONSIBILITY OF LEADERSHIP

This finding is especially relevant from a mental health perspective: a lack of meaning is a hidden driver of emotional distress, often associated with demotivation, apathy, and unhappiness at work. It reinforces the responsibility of leadership to translate the “why” behind the work into the day-to-day reality of teams, connecting tasks to purpose, decisions to values, and results to human impact.

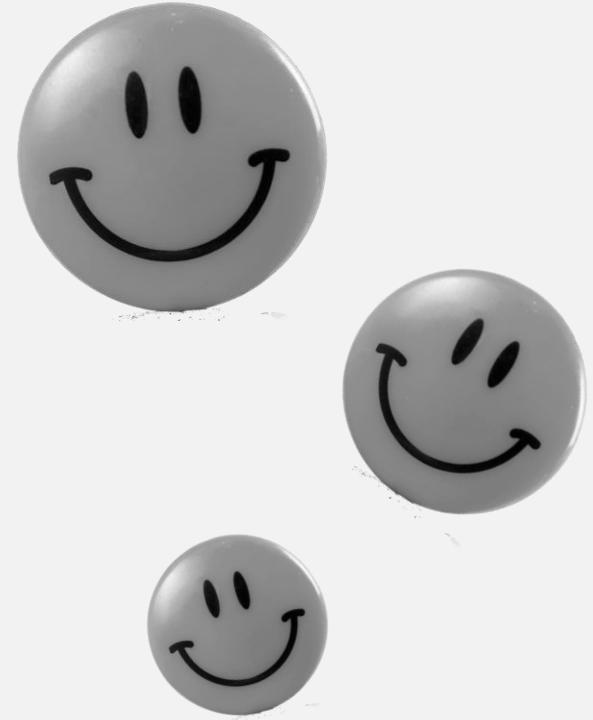
Does your current job feel meaningful and aligned with your personal values?

Responses	Leaders	Employees
Never	1%	4%
Rarely	7%	10%
Sometimes	32%	30%
Frequently	37%	43%
Always	23%	13%

Happiness is more common in leadership, but not stable for all

Most respondents say they feel happy at work frequently, but this sense of happiness is more consistent among leaders than employees: 62% of leaders report feeling happy “frequently” or “always,” compared to 53% of employees. Still, it is noteworthy that even among leaders, **38% do not experience happiness regularly** (falling into the categories of “sometimes,” “rarely,” or “never”). Among employees, this group is even larger: 47%.

The findings suggest that leadership positions tend to provide greater autonomy and a stronger sense of influence, which contribute to feelings of happiness, while employees’ experiences are more often shaped by execution-focused roles, limited decision-making power, and a lower perception of recognition. In addition, the survey shows that **meaning and happiness at work are deeply interconnected.**



When people perceive that their work is aligned with their personal values, happiness tends to appear **more consistently**, as illustrated in the following chart. This becomes evident when comparing the previous graph with the one presented in this chapter: managers, who report a stronger sense of meaning, also demonstrate higher levels of happiness at work, while employees, who experience this alignment in a more fragile or intermittent way, tend to report less stable happiness.

The findings support a well-established idea in psychology: **without meaning, happiness becomes circumstantial and dependent on isolated factors.** On the other hand, when work feels meaningful, happiness ceases to be episodic and becomes more sustainably embedded in everyday life.

Overall, do you feel happy working at your current organization?

Responses	Leaders	Employees
Never	2%	4%
Rarely	9%	10%
Sometimes	27%	33%
Frequently	45%	44%
Always	17%	9%

The survey reveals a fragile balance between workload demands and well-being. When only 51% of leaders and 52% of employees state that their workload “frequently” or “always” allows them to meet expectations without compromising their physical or emotional health, the finding moves beyond subjective perception and becomes a significant psychosocial risk indicator.

Nearly half of professionals operate under intermittent or constant overload, with 31% to 33% saying this happens only “sometimes.” Another 18% report that they “rarely” or “never” manage to preserve their health.

This type of environment contributes to progressive exhaustion, reduced cognitive capacity, and hidden illness. It should therefore be treated as an organizational risk factor, rather than as an individual weakness.



Does your workload allow you to meet expectations without compromising your physical or emotional health?

Responses	Leaders	Employees
Never	4%	4%
Rarely	14%	11%
Sometimes	31%	33%
Frequently	39%	40%
Always	12%	12%

Realistic deadlines are the exception, sustaining constant pressure

Setting deadlines that are compatible with available resources remains a significant challenge for organizations. **Currently, only 44% of leaders and 49% of employees consider deadlines to be “frequently” or “always” realistic and aligned with the resources available.**

For most respondents, deadlines are perceived as unstable or inadequate: one-third answered “sometimes,” while 21% of leaders and 19% of employees stated that they “rarely” or “never” work with feasible deadlines. **This scenario represents a psychosocial risk: demands that are incompatible with actual working conditions.**

When urgency becomes permanent, it creates a culture of improvisation, rework, and a constant sense of impending failure. **From the perspective of NR-1, unrealistic deadlines are not merely a management issue, but a structural driver of occupational stress that must be identified, monitored, and addressed as part of the Risk Management Plan (PGR).**



Are the deadlines set for your activities realistic and compatible with the available resources?

Responses	Leaders	Employees
Never	4%	4%
Rarely	17%	15%
Sometimes	35%	32%
Frequently	34%	39%
Always	10%	10%

The data show that 70% of leaders and 64% of employees report “frequently” or “always” having sufficient autonomy to organize and carry out their work in the way they consider most appropriate. This is a positive finding, **as autonomy is directly associated with a greater sense of control, competence, and reduced occupational stress.**

However, the survey also reveals an important point of attention: 22% of leaders and 26% of employees say this autonomy exists only “sometimes.” Meanwhile, 8% of leaders and 10% of employees state that they “rarely” or “never” have this level of control.

The absence or instability of autonomy represents a significant psychosocial risk, as it exposes individuals to a prescriptive work model in which they are held accountable for results without having the corresponding freedom to decide how to achieve them. This mismatch is one of the classic drivers of emotional exhaustion, cynicism, and feelings of helplessness at work.

The findings reinforce that **autonomy is not a privilege, but a psychosocial protective factor.** When it is intermittent or unevenly distributed, the risk goes beyond reduced performance — it can lead to the hidden emotional distress of those who feel they are “responsible for everything, but able to decide very little.”

Do you have sufficient autonomy to organize and carry out your work in the way you consider most appropriate?

Responses	Leaders	Employees
Never	1%	3%
Rarely	7%	7%
Sometimes	22%	26%
Frequently	43%	46%
Always	27%	18%

Lack of clarity creates insecurity and emotional strain at work

The data show that 74% of leaders state they “frequently” or “always” have clarity regarding their responsibilities and what leadership expects from them. Among employees, this percentage drops to 66%, **revealing a significant difference in the day-to-day experience of work.**

On the other hand, 26% of leaders and 34% of employees experience some degree of ambiguity, answering “sometimes,” “rarely,” or “never.”

This finding is especially important because **role ambiguity is a psychosocial risk associated with anxiety, rework, a constant sense of inadequacy, and fear of making mistakes.** When expectations are unclear, people begin operating in a defensive mode, trying to guess what is expected of them — a process that consumes both emotional and cognitive energy. The gap between leaders and employees suggests that the farther individuals are from decision-making processes, the lower the level of clarity and the greater their exposure to risk.

Every professional needs to understand what is expected of them, how their work is evaluated, and what the priorities are across projects and routines. This is a fundamental condition for emotional safety, healthy autonomy, and sustainable performance.



Do you have clarity regarding your responsibilities, priorities, and leadership's expectations for your performance?

Responses	Leaders	Employees
Never	2%	2%
Rarely	7%	11%
Sometimes	17%	21%
Frequently	44%	47%
Always	30%	19%

The data reveal a scenario of partial and unstable trust. Only 48% of leaders and 43% of employees state that they can “frequently” or “always” rely on their managers when facing work overload or emotional challenges. In other words, **more than half of professionals do not experience this support consistently.**

It is particularly noteworthy that 30% of employees answered “sometimes,” compared to 24% of leaders, suggesting a relationship marked by unpredictability: **at certain moments leadership is available, and at others it is not.** In addition, 28% of leaders and 27% of employees report that they can “rarely” or “never” count on this support — **a critical finding from the perspective of psychological safety.**



When people do not feel supported precisely in moments of greatest vulnerability, the risk is not only emotional, but organizational: **silence takes hold, suffering becomes hidden, and overload begins to be normalized.**

This difference between leaders and employees points to two simultaneous dynamics. Leaders tend to perceive themselves as somewhat more supported, possibly because they are closer to peers or decision-making structures. Employees, on the other hand, experience leadership as less accessible or less emotionally reliable.

These findings reinforce that psychological safety is not built through speeches or formal statements, but through genuine presence, availability, and relational consistency. Where this support fails, psychosocial risk stops being a potential issue and becomes structural.

When facing work overload or emotional challenges, do you feel that you can rely on your immediate leadership?

Responses	Leaders	Employees
Never	9%	11%
Rarely	19%	16%
Sometimes	24%	30%
Frequently	27%	27%
Always	21%	16%

The data paint a generally positive picture regarding the quality of interpersonal relationships in the workplace. This is because 88% of leaders report that their interactions with colleagues are “frequently” or “always” respectful and collaborative. Among employees, this percentage stands at 83%. Still, it is noteworthy that **12% of managers and 17% of team members say that healthy interactions occur only “sometimes,” “rarely,” or “never.”**

From a psychosocial risk perspective, this group should not be considered insignificant: **strained relationships, lack of respect, or environments marked by recurring conflict are among the main triggers of emotional distress at work.** Even in the absence of explicit harassment, daily interaction in poorly collaborative environments creates constant tension, emotional vigilance, and a sense of isolation.

In your day-to-day work, are your interactions with colleagues respectful and collaborative?

Responses	Leaders	Employees
Never	1%	1%
Rarely	2%	3%
Sometimes	9%	13%
Frequently	46%	47%
Always	42%	36%

The study shows that 61% of leaders and 52% of employees report that they “frequently” or “always” feel safe expressing opinions, disagreeing, or admitting mistakes without fear of retaliation or judgment. However, while these figures indicate progress, they also reveal a significant fragility: nearly half of team members (48%) and 39% of managers experience this sense of safety only partially — or not at all.

The high percentage of “sometimes” responses (22% among leaders and 33% among employees) suggests workplaces where freedom of expression is situational and unpredictable. In some contexts, speaking up is possible; in others, it is not. In addition, 17% of leaders and 15% of employees state that they “rarely” or “never” feel safe, **which represents a significant psychosocial risk. Environments in which making mistakes or disagreeing leads to punishment tend to foster silence, self-censorship, and fear** — all factors directly associated with chronic stress, reduced innovation, and emotional distress.

The gap between leaders and employees reinforces a pattern already observed throughout the survey: the lower the hierarchical level, the lower the perceived psychological safety. **It is important to emphasize that psychological safety is not built merely through speeches about having an “open culture,” but through consistent practices of listening, non-punitive responses to mistakes, and valuing healthy dissent.** Where this does not exist, the risk is not only emotional, but organizational.

Do you feel that you can express opinions, disagree, or admit mistakes without fear of retaliation or judgment?

Responses	Leaders	Employees
Never	5%	4%
Rarely	12%	11%
Sometimes	22%	33%
Frequently	37%	39%
Always	24%	13%

The data reveal a challenging scenario, especially among employees. Only 47% of leaders state that their efforts are recognized fairly “frequently” or “always,” while among employees this percentage drops to 31%. In other words, nearly 7 out of 10 employees do not feel consistently recognized for what they deliver.

The most striking findings appear in the intermediate and negative responses: 38% of employees say recognition happens only “sometimes,” and 31% report that they “rarely” or “never” feel recognized.

From a psychosocial risk perspective, feelings of unfairness and invisibility are highly damaging. These factors undermine engagement, weaken employees’ connection with the organization, and fuel feelings of frustration, cynicism, and personal devaluation. The gap between leaders and employees suggests that the lower the level of decision-making power and visibility, the lower the perception of recognition.



Do you feel that your efforts and contributions are fairly recognized by the organization?

Responses	Leaders	Employees
Never	6%	7%
Rarely	15%	24%
Sometimes	32%	38%
Frequently	34%	26%
Always	13%	5%

Only 55% of leaders and 41% of employees state that conflicts are handled appropriately “frequently” or “always.” In contrast, 45% of managers and 59% of team members experience conflict management as inconsistent or inadequate.

The high percentage of “sometimes” responses (28% among leaders and 32% among employees) indicates that, in many organizations, conflict resolution depends more on the individuals involved than on clear criteria and consistent practices. In addition, **17% of leaders and 27% of employees report that conflicts and situations of disrespect are “rarely” or “never” handled appropriately.**

This is a critical finding, **as unaddressed conflicts tend to evolve into resentment, isolation, and prolonged emotional distress.** The difference between leaders and employees reinforces a pattern already observed throughout the research: those more exposed to day-to-day interactions perceive greater fragility in relational care.

Do you think interpersonal conflicts or situations of disrespect are adequately addressed by the organization?

Responses	Leaders	Employees
Never	5%	6%
Rarely	12%	21%
Sometimes	28%	32%
Frequently	37%	33%
Always	18%	8%

Although 55% of leaders and 60% of employees report being able to balance work and personal life “frequently” or “always,” this balance is not a stable experience for a significant share of professionals.

Nearly half of managers and 40% of team members experience this balance as fragile, intermittent, or even absent, especially when considering the high proportion of “sometimes” responses, which indicates a constant back-and-forth between control and exhaustion.

When almost half of individuals are unable to sustain this balance consistently, work begins to occupy the space that should be dedicated to physical, emotional, and cognitive recovery. **Psychology explains that this dynamic keeps the body in a continuous state of alert, reduces the ability to achieve true rest, and contributes to chronic fatigue, irritability, anxiety, and burnout.**

From the perspective of psychosocial risks, as defined by NR-1, this type of imbalance is not an issue of individual time management, **but rather an organizational factor contributing to illness.**



ENGAGED AND RESILIENT PROFESSIONALS ARE NOT MACHINES

The lack of clear boundaries, the expectation of constant availability, and the unpredictability of demands create an environment in which overload becomes the rule and rest the exception. In this context, even highly engaged and resilient individuals end up becoming exhausted, because no one can sustain mental health when the system does not protect time to stop and recover.

Are you able to maintain a healthy balance between your professional demands and your life outside of work?

Reponses	Leaders	Employees
Never	5%	4%
Rarely	11%	9%
Sometimes	29%	27%
Frequently	43%	46%
Always	12%	14%

What lies behind these statistics?



The depth of frustration, anxiety, and emotional confusion experienced by employees and managers is not easy to explain. Organizations have never invested as much in people as they do today. And it is important to emphasize that the scenario of exhaustion and distress within some companies is not intentional.

One possible explanation may lie in the deeply misunderstood notion of motivation. A small fraction of people are like Olympic athletes and thrive under pressure. These are the individuals who perform better as demands increase. This way of operating is extraordinary, but rare. Most people tend to break down under a constant climate of tension. And those who reach the top are often precisely those with the highest levels of resilience.

An important structural misunderstanding then emerges: “Pressure made me successful, so why doesn’t it make you successful too?” This line of reasoning ignores the fact that someone may have achieved success precisely because they are not representative of most people.



“

It may be almost a law of corporate life that the most successful executives are the least like the people beneath them and, therefore, the ones most in need of a deep understanding of the dimensions of their leadership role.

John Armstrong - Chief Philosopher and Head of Ideas The School of Life Global

”

“The data from the research reveal a clear pattern: emotional fragility at work is not episodic, nor is it the exclusive result of individual factors. It emerges from organizational factors that repeat and reinforce one another.

Frequent overload, unstable autonomy, role ambiguity, unrealistic deadlines, difficulty in accessing leadership, lack of recognition, poorly addressed conflicts, and fragile boundaries between work and personal life all combine into a structural psychosocial risk scenario.

These conditions are neither isolated nor accidental—they overlap and compound each other, shaping a work environment where emotional strain becomes systemic.”

— Diana Gabanyi, Co-founder and CEO of The School of Life Brazil



“The data show that mental health is now a strategic factor of competitiveness. Companies that normalize overload and insecurity face declining productivity, higher turnover, and greater difficulty attracting talent. Structuring psychosocial risk management and strengthening leadership is not only about regulatory compliance: it is about building reputation, sustainable engagement, and long-term competitive advantage.”

— Maria Sartori, Market Director of Robert Half





The School of Life is a global organization dedicated to the development of emotional intelligence and the practical application of philosophy to everyday life. Founded in 2008 by Alain de Botton, it emerged to fill a gap in traditional education by addressing themes such as relationships, work, purpose, and mental health. With campuses in London, São Paulo, Berlin, Amsterdam, Melbourne, and Paris, it offers workshops, lectures, books, online courses, and corporate programs. In Brazil, it was founded in 2013 by Diana Gabanyi and Jackie de Botton. Its São Paulo campus is the only one in the Americas and has become a reference in emotional education for both individuals and companies.



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