

Thádio Robledo

Thádio Robledo Queiroz Oliveira

Strategy, FP&A and digital transformation

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[LinkedIn](#) · [Online portfolio](#)

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Professional profile

Multidisciplinary executive and professional with experience since 2007 in financial institutions, corporate strategy, FP&A, risk, public management and digital transformation. I connect decision-oriented analysis with the architecture, processes and systems that enable execution.

My career began in operations: customer service, treasury and corporate relationships. At Itaú and CAIXA, I built practical experience in credit, investments, cash flow, funding and customer management.

At CAIXA, I progressed into intelligence, the Presidency, the Risk Directorate and executive strategy management. I worked on the group's strategic planning cycles, execution monitoring, performance analysis and benchmarking of competing banks.

Since October 2025, I have worked at Brazil's Ministry of Labor and Employment while retaining my employment with CAIXA, on people-management modernization projects covering processes, data, financial controls, systems and automation.

Digital transformation is an end-to-end capability: from diagnosis and business design to data modeling, development and deployment. This practice also shapes my independent projects and the Retrato Brechó ecosystem.

Core capabilities

Strategy and intelligence · Risk, controls and governance · Digital transformation and technology · Public management and people · Finance and banking · Projects, processes and innovation · Data, analysis and executive communication · Leadership and coordination

Strategy and institutional transformation

Ministry of Labor and Employment

OCT 2025 — PRESENT | Digital transformation, processes and financial operations

Modernizing people management through systems, automation, data quality and controls. Working at DGP/CGPAG while remaining employed by CAIXA.

- Deployment of a system supporting the appointment and onboarding of over 800 labor inspectors, used by approximately 60 people.
- Development and deployment of the Budget Availability Certificate application and the first personnel-reimbursement automation.
- Modeling financial rules, requirements and workflows for payroll, reimbursements, retirement, documents and communications.
- Management of the project supporting the People Management Policy and coordination among leaders, technical teams and decentralized units.
- In 2026: digital onboarding, PDP 2027 development needs and organization of activities and capabilities.

CAIXA Econômica Federal

OCT 2013 — PRESENT | Executive management in strategy, intelligence and risk

From banking operations to group strategy. Executive roles between 2020 and 2025; seconded to MTE since October 2025.

- Responsible for analyzing and monitoring CAIXA's strategy and execution alongside competing banks, applying FP&A disciplines to performance, targets and variances.
- Leadership and coordination of PEI 2023–2027, PEI 2023–2028 and the 2023 Business and Implementation Plan cycles.
- Structuring Corporate Strategy Performance: quarterly monitoring, indicators, performance narratives and coordination with the Board of Directors, executive management and committees.
- In the Risk Directorate: support for risk appetite, ICAAP, capital, ratings, data and technical liaison with the Central Bank.
- Participation in digital banking, digital branches, B2B business, blockchain and the wholesale-network pilot in Goiás.

Earlier corporate-banking roles

My corporate-banking and business-relationship experience spans both CAIXA and Itaú Unibanco. At CAIXA, before the executive roles, I worked in banking business, digital channels, B2B and the wholesale-network pilot in Goiás. At Itaú, I was Corporate Relationship Manager from February 2011 to October 2013, covering credit analysis, investments, cash flow and cash-management solutions, alongside earlier treasury and operations roles.

Itaú Unibanco

AUG 2008 — OCT 2013 | Corporate relationships, treasury and operations

Practical foundation in client financial analysis, credit, cash flow, investments, cash management and treasury controls.

- Corporate Relationship Manager from February 2011 to October 2013; earlier roles in customer service, teller operations, treasury and business acquisition.
- Analysis of corporate needs and structuring of credit, investments, insurance, pension and cash-management solutions.
- Sales performance recorded in the résumé as 59% above the national average.
- Simultaneous responsibility for two treasuries in an acting capacity during the Itaú–Unibanco integration.

AIESEC • Goiânia

2008–2009 • 2011–2012 | Finance / FP&A and exchange leadership • volunteering

Financial planning and team management in a context of purpose and international collaboration.

Early career and financial education

2007–2008 • 2011 | Clécio's Broker • Santana • Junior Achievement

Administration, purchasing, sales, inventory, treasury and volunteer teaching of personal economics.

Financial institutions at scale

CAIXA Econômica Federal

State-owned bank · 80,000+ employees

Indicator	Value
Total assets	R\$ 2.4 trillion
Total credit portfolio	R\$ 1.448 trillion
Mortgage loan portfolio	R\$ 1.005 trillion
Sustainable finance portfolio	R\$ 913.6 billion
Clients	160.4 million

June 2026 · [Institutional source](#)

Institutional scale in June 2026; client base for the first half. Bank-wide figures, rather than assets or budgets under personal responsibility.

Itaú Unibanco

90,429 employees · 80,657 in Brazil · 9,772 abroad

Indicator	Value
Total assets · R\$ 3,226,840 million	R\$ 3.22684 trillion
Total credit · R\$ 1,522,385 million	R\$ 1.522385 trillion
Total employees	90,429
Employees in Brazil	80,657
Employees abroad	9,772

June 30, 2026 · [Institutional source](#)

Total credit includes financial guarantees provided and private securities. 2Q26 fact sheet: current scale, subsequent to my employment. Historical +59% sales performance is declared in the résumé.

Leading strategy at enterprise scale

The accomplishment I am proudest of was leading the 2023–2027 and 2023–2028 strategic planning cycles at CAIXA Econômica Federal, one of Brazil's largest financial institutions.

I was responsible for leading the planning process with multiple multidisciplinary teams and engaging stakeholders across the bank in both strategy formulation and execution monitoring. This meant translating the ambitions of an institution serving more than 150 million clients into financial and strategic objectives, KPIs, initiatives, investment priorities, and a governance model that could actually drive execution.

A major part of my role was effectively FP&A at enterprise scale. I connected strategic planning with financial and operating performance, monitored plan-versus-actual results, analyzed variances and performance drivers, benchmarked CAIXA against its banking competitors, built scenarios, and translated that analysis into recommendations for executive management and governance bodies.

Digital transformation was at the center of the strategy. We were planning how a very large financial institution could become more digital, efficient, data-driven, and customer-centric while preserving its financial strength and nationwide reach.

The scale of the results illustrates the environment in which that strategy was executed. CAIXA's credit portfolio grew from approximately R\$1.12 trillion at the end of 2023 to R\$1.38 trillion in 2025, while recurring net income increased from R\$10.6 billion to a record R\$15.5 billion.

In 2024 alone, the bank reduced physical interactions by 8.9 million while digital transactions grew 40.7% year over year, alongside improvements in customer engagement and satisfaction.

What makes me proudest is not any single financial metric. It is having led a planning process capable of mobilizing a huge and complex organization around a common direction, and then building the FP&A and governance discipline required to continuously test whether strategy was translating into results.

That experience fundamentally shaped how I approach strategic finance today: strategy is only valuable when it can be translated into financial models, measurable operating drivers, resource-allocation decisions, and disciplined execution.

Sources: [CAIXA 2023](#) · [CAIXA 2024](#) · [CAIXA 2025](#)

Education and languages

University of Brasília

Professional Master's in Economics | 2026–2028 | In progress • expected completion

Concentration in Economic Management of Technological Innovation; focus on the digital economy. Expected two-year program.

Senac-DF College of Technology and Innovation

Undergraduate Degree in Systems Analysis and Development | 2024–2026 | Completed • second undergraduate degree

2,000 hours. Software development, databases, cloud computing, quality and IT governance.

FIA Business School

Postgraduate Specialization in Tech Strategy | 2023–2025 | Completed

Technology Planning, Management and Business Architecture. 360 hours. Final project on enterprise architecture, TOGAF and data intelligence; grade A.

Pontifical Catholic University of Rio Grande do Sul

Postgraduate Specialization in Corporate Finance, M&A and Equity | 2021–2023 | Completed

364 hours. StartHub final project: a model involving equity crowdfunding and financial structuring.

Federal University of Goiás

Professional Master's in Public Administration • PROFIAP | 2014–2016 | Completed

600 hours. Completed in December 2016. Studies in public management, policy and organizations.

Postgraduate Specialization in Financial Markets and Investments | 2011–2012 | Completed

375 hours. Academic foundation in finance, markets and investment decisions, applied to banking and FP&A. Dissertation on changes in savings-account returns and their attractiveness.

Bachelor's in Business Administration | 2007–2011 | Completed

3,117 hours. Final project on banking customer satisfaction before and after the Itaú–Unibanco merger.

Federal Center for Technological Education of Goiás (CEFET-GO)

Secondary education | 2004–2006/2007

Secondary education. Historical records differ on the formal completion year; the original date range has been retained.

Languages

Portuguese — Native. Executive communication, technical writing and institutional coordination.

English — B2 • 120 points. Duolingo English Test, April 2026. Writing 125; speaking, reading and listening 120.

Spanish — Functional professional. Comprehension, reading and communication in professional contexts.

Projects and achievements

Strategy beyond the plan.

STRATEGY • CAIXA | 3 cycles of strategic and business planning

Governance, indicators and decisions to execute the group's strategy.

More scale. Fewer fragmented processes.

TRANSFORMATION • MTE | 800+ inspectors in the onboarding process

An appointment and onboarding tracking system used by around 60 people.

Technology for real operations.

PRODUCT • RETRATO BRECHÓ | 15,000+ SKUs registered in the operation

Consignment, orders, ledger, credits, invoices and integrations in a proprietary platform.

From calculations to traceable controls.

AUTOMATION • MTE | In production budget availability certification

Financial rules and documents organized in an institutional application.

Turn numbers into direction.

FP&A • FINANCE | Plan × actual performance and benchmarking

Analysis of execution, targets and competitors to support senior-management decisions.

Agents. Evidence. Next steps.

AI • INDEPENDENT PROJECT | In development project management with agents

Design of a MicroSaaS connecting evidence-based progress with delivery prioritization.

The online portfolio contains the complete project catalogue, detailed responsibilities, courses, certificates, publications and source records.

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Technology and working methods

Web development

HTML5, CSS, JavaScript, PHP, MVC architecture, responsive applications, forms, authentication and administrative interfaces.

Programming and automation

Python 3, Ruby, Ruby on Rails, Java, Node.js, automation scripts, document generation and data processing.

Data and databases

SQL, MySQL, PostgreSQL, relational modeling, queries, database organization, data quality and reporting.

Integration and services

REST APIs, system integration, JSON, authentication, digital certificates and communication between applications.

Cloud and DevOps

AWS, Docker, Kubernetes, Linux, Git, GitLab, CI/CD, development, staging and production environments.

BI and productivity

Power BI, advanced Excel, PowerPoint, Word, dashboards, indicators, analysis and executive presentations.

Corporate and public-sector systems

SAP; SEI; SIAPE; SIGEPE; SIAFI; internal systems for people management, risk, strategy and banking operations.

Artificial intelligence and RPA

Machine-learning foundations, language models, robotic process automation, generative AI and assisted-solution design.

Security and identity

Information-security principles, ISO/IEC 27001, ICP-Brasil certificates, access management, segregation of duties and Brazil's LGPD.

Visualization and experience

D3.js, SVG, information architecture, UX, journey design and interface prototyping.

Methods and frameworks

Strategy · Risk and controls · Technology and architecture · Projects and agility · Processes and improvement · Innovation and product · Data and performance