



# **DIVERSITY, EQUITY AND INCLUSION POLICY**

VERSION 2.0  
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## Letter from our CEO

*We live in a time of great and positive transformation in society. There is no doubt that this will be the century of diversity, equity and inclusion – a long and hard redesign of human behavior, which will result in a society that not only accepts but is inspired by people's differences.*

*At CI&T, ESG is a longstanding commitment. We've been working on this for years, understanding our gaps, fixing our holes and always improving things year after year. It's a long journey that requires a powerful vision, solid actions and a lot of pragmatism. We don't just want to do the right thing. We want to be agents of change in society. And we will be.*

*CI&T was born in Brazil, a country with great historical inequalities, and we are at a time when entrepreneurs need to take responsibility, act and lead the change. These are the changes that challenge each one of us and this journey of reflection and personal evolution can be greatly enriched if it is lived as a collective dream. So, as a company and a community, this is our most purposeful collective dream.*

*We want to help foster more responsible leadership in the corporate world, with a broader vision of what success means for the company that translates into success for people and society as a whole. I would say that without it, the success of any company would be totally compromised.*

*We know there's a long way to go, but we've already plunged into this journey and there's no going back. We are confident in the direction we are headed and believe we are doing the right things, for the right reasons. Together with our leadership and our entire team, CI&T is committed to being an agent of a better society and a more sustainable world.*

Cesar Gon  
Founder & CEO



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## 1. Definitions

**CI&T:** all references to "CI&T" include CI&T Inc as well as all CI&T Group companies.

**COMPANY PERSONS:** it refers to CI&T's directors, officers, shareholders, board members and employees.

**DIVERSITY:** Diversity refers to our wide range of identities, including race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status and physical appearance. It also refers to our different ideas, perspectives, and values.

**EQUITY:** it refers to the fair treatment, access, opportunities and advancement for all people and strives to identify and eliminate barriers that prevent full participation. Equity acknowledges that it is important to rebalance opportunities and create access for underrepresented groups.

**INCLUSION:** it refers to creating an environment where everyone is welcomed, respected, supported and valued as a full participant. An inclusive and welcoming climate embraces and respects our differences.

**UNDERREPRESENTED GROUP:** it refers to a subset of people whose percentage of regional representation within the company is lower than their percentage of the population in that region. Representation of different groups can vary by industry and geography.

**REPRESENTATION:** it means that diverse people, perspectives, and experiences are present at all seniority levels. Representation ensures that different voices are heard, valued, and represented in decision-making processes.

**AFFIRMATIVE OR CORRECTIVE ACTIONS:** In Brazil, these actions focus on fixing the historical and structural inequalities for a specific underrepresented group, like job quotas for people with disabilities, dedicated training programs for underrepresented people and leadership programs for women or for black people.



**GLASS CEILING:** it describes an unofficial barrier that hinders or delays career advancement for people from underrepresented groups.

**PAY GAP:** it is the difference in salary for the same position and role for people from different groups. The gender pay gap is a global problem and there are ongoing objectives to reduce these differences.

**ALLIES:** they are people that aren't self-declared as part of the underrepresented group, but they are available and engaged in actions for supporting an underrepresented group or individual and helping to change the current scenario for more equity and inclusion.

## 2. Objective

The objective of this policy is to reaffirm CI&T's commitments to Diversity, Equity and Inclusion, by establishing guidelines that make our environment more inclusive. All of this in connection with our culture, values and attitudes provided in CI&T's Code of Ethics and Conduct.

## 3. Applicability

This policy applies to all Company Persons.

## 4. Directives

- **Inclusive and respectful work environment:** CI&T is committed to creating a work environment without discrimination and where everyone is respected equally. We strive to create a physical and virtual workplace where each person has the resources, support, and access to become the best version of themselves. We hold ourselves, our clients, and our suppliers to this same standard;
- **Increased awareness about diversity and inclusion:** CI&T is promoting diversity & inclusion by hosting learning opportunities (panels, workshops,



trainings, etc.) and creating digital assets on our corporate channels. CI&T's ESG team collaborates with our business units to determine how best to infuse diversity, equity and inclusion into policies, practices, and leadership opportunities. CI&T has affinity and action groups that plan and host events and contents for underrepresented groups and allies;

- **Inclusive corporate communications and events:** all internal and external communications use inclusive and accessible language, including subtitles, audio, and alt-text for images. We also proactively include diverse perspectives in planning all communications and events;
- **Equitable opportunities:** new opportunities at CI&T are available to all of our people regardless of their diverse identities;
- **Corporate representation:** CI&T is committed to increasing the representation of underrepresented groups with a primary focus on gender, ethnicity, sexuality orientation, gender identity and people with disability. These focus areas can be expanded or modified according to the country and the geography. CI&T has developed corporate goals and indicators to monitor the presence, engagement, progression, promotion, and turnover of underrepresented groups;
- **Reducing inequality:** CI&T has developed practices and projects intended to reduce inequalities and implicit biases in our hiring, career development, and promotion processes. We use a glass ceiling tool to monitor the average time it takes for women to be promoted compared to the corporate average as well as a pay gap tool to monitor and provide guidance on how to implement changes to reduce disparities;
- **Human Rights:** CI&T is committed to protecting human rights and fundamental freedoms in all its business relationships. We support and respect the rights expressed in the International Charter of Human Rights and the Declaration of the International Labor Organization on Fundamental Principles and Rights at Work and are aligned with the United Nations Guiding Principles on Business and Human Rights. CI&T is also a signatory to the United Nations Global Compact;
- **Affirmative Actions in Brazil:** In Brazil, CI&T has an additional inclusion program to increase representation for groups who historically have less access to jobs in the technology market.



The program for people with disabilities is ongoing and is applicable to all new jobs. CI&T has been announcing specific job openings for this group since 2018.

Our new jobs can be announced for the underrepresented groups to increase their representation in all our positions and roles, and inclusion programs can be implemented at different times during the year.

CI&T provides professional training for new employees from these groups in both technical and soft skills, as well as dedicated support during the first few months.

CI&T uses a pay gap tool to monitor salary disparities specifically for Women and Black people as compared to the corporate average and also can participate in private industries and educational programs that promote specific jobs and programs to guarantee access and opportunities for Black people.

## **5. Responsibilities**

All Company Persons have the obligation to comply with and ensure compliance with this Policy.

CI&T also has an ESG Advisory Committee that helps collect, evaluate, and report on internal and external metrics, so we can define the priorities, budget and D&I initiatives. To support the ESG Advisory Committee, CI&T has an ESG Team that develops, implements, and evaluates the impact of practices, tools, and initiatives to increase the representativeness, the equity and the inclusion of underrepresented groups at CI&T.

Any non-compliance with this Policy, as well as with the Code of Ethics and Conduct, and any other guideline, standard or policy of the company, must be reported through our Reporting Channel ([ethics.ciandt.com](https://ethics.ciandt.com)).

Non-compliance with the guidelines of this Policy will result in the application of disciplinary measures, according to the severity of the non-compliance.



6. Document Control

Version	Date	Description	Author
1.0	October/22	Policy creation	Kelcy Matsuda (ESG Team)
2.0	February/24	Policy Review	ESG Advisory Committee and Compliance Team
2.0	March/24	Policy Approval	Board of Directors